

ASML NETHERLANDS B.V. – UNIVERSITY OF TWENTE

Towards diversity talent management

An exploratory study on talent management for talented female and non-Dutch engineering students.

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UNIVERSITEIT TWENTE.



ASML
For engineers who think ahead

Bachelor thesis Industrial Engineering & Management

Towards diversity talent management

Conducted on behalf of ASML Netherlands B.V.

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Management summary

The purpose of this exploratory research is to advise ASML Netherlands B.V. on a diversity talent management policy. Therefore the following research question was formulated:

*How should ASML's diversity talent management policy look like,
with a focus on gender and nationality diversity?*

The use of successful diversity management will make sure that a wider pool of talent will be attracted and retained (Ernst Kossek, Markel, & McHugh, 2003). Thus diversity talent management can be defined as talent management for a certain group, with the goal to attract, retain and develop this certain group. A literature study was done to get an overview of the current general literature on the subject. The results presented in this thesis are based on nineteen interviews with female and non-Dutch engineering students in the final year of their bachelor, or in their master of their university studies. These interviews were transcribed and coded with the help of MAXqda. The coded fragments of the interviews were analyzed; resulting in the conclusion of the research with subjects needed in the policy and some recommendations how this could be translated into the policy.

The best way to reach talented engineering students is via university and via the company website. In terms of policy a company could reserve budget for particular universities to invest in campus recruitment. The students think that the kind of company and the working atmosphere in the company are important as well, which can be accomplished through employer branding. Equal treatment is also important for the talented engineering students. For female students equal treatment on selection, pay and promotion opportunities are important in particular. Transparency in this matter is very important, so the students can actually see the equality. Work-life balance is important to the talented engineering students as well. This work-life balance consists of flexible working hours, and a flexible leave policy. The company could develop a bonus structure based on the (extra) work done. Development opportunities, with succession planning, are important to the engineering students, as well as trainings. The company could reserve budget per employee for their development. The employees could decide for themselves in which kind of development they would like to invest. The job is also important to talented students, and should be interesting, challenging, dynamic and related to their study or expertise. The company keeps the employees motivated by offering challenging projects besides the regular work. The working conditions are important to the engineering students as well, especially the working and transportation facilities or compensations. The working atmosphere is also important to students. The company could organize activities for all employees or employees of a certain department in order for them to socialize. Support for foreigners is important to the non-Dutch engineering students. They would like to get support from the company in accommodation, for visiting their family or their family visiting them, and with the required documents. The company could create a department responsible for all international matters. The opportunity to learn from other cultures is important for the non-Dutch engineering students as well, which can be achieved by multi-cultural teams or international virtual teams, in order for the members of the team to learn from each others' culture and their possible different views on things.

This research confirms some of the current ideas on diversity and talent management, and is as well an extension of existing ideas about diversity and talent management in new segments, talented female and non-Dutch engineering students.

This report finishes with some suggestions for future research.

Preface

In front of you lies my bachelor thesis conducted on behalf of ASML Netherlands B.V. This report was written to finalize my bachelor in Industrial Engineering and Management.

I preferred doing this research externally, to obtain more experience and knowledge about Human Resource Management, as this is a topic not very much covered in my bachelor program and this field gained my interest. During my internship at ASML of five months I worked four days a week as the internship coordinator of the organization and one or two days per week on my bachelor thesis. I learned a lot of working in a big international organization, and most importantly about the recruitment part of human resource management. Therefore I would like to thank Esther Schmal and Irene Kroon for providing me with this opportunity.

After these five months my bachelor thesis was not yet finished, because it took a lot of time to transcribe the nineteen interviews conducted. I would like to thank my dad for lending a helping hand where he could in this transcribing process.

These nineteen interviews and transcribing them were definitely worth it, as I am really happy with the (interesting) results of this research. I would like to thank all the interviewees who made time for me in their busy schedules.

Here I would also like to thank my family, friends, housemates, colleagues of ASML, and my study advisor, Cornelis ten Napel, for their support. I am very grateful for that.

My gratitude of course also extends to my supervisors Irene Kroon, and Anna Bos-Nehles, for the support. In the beginning for helping me to find the structure, as this kind of research was all new to me, and later on in giving me great feedback and advice. I also would like to thank Tanya Bondarouk for being the co-reader of my bachelor thesis.

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Enschede, 25th of March 2013.

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1 Introduction

According to the Centraal Bureau voor de Statistiek (CBS) has the percentage of habitants of the Netherlands older than 65 years old grown with 1,3 percent in five years. In 2006 this percentage was 14,3 percent of all habitants, and in 2011 it was 15,6%, and this percentage is still growing (Centraal Bureau voor de Statistiek, 2013). With the ageing of the population, younger engineering educated people are needed in company. More and more companies are looking for talented engineering people to keep up with the technology, which leads to a pool that gets smaller.

Diversity management is rooted in equal employment opportunities (EEO). EEO refers to policies guaranteeing access to job interviews and more broadly to development and qualification initiatives treatment with respect to all aspects of employment, such as finding jobs, promotions, pay, access to trainings, etcetera. Affirmative action refers to a system of practices, such as hiring quotas, designed to directly increase the proportion of minorities in the workplace. Quotas were typically set to make up for discrimination in the past. Both EEO and affirmative action were supported with legislation in the United States (US). Affirmative action was often a court ordered solution for companies that were found to be in violation of EEO laws. EEO and affirmative action predominantly reduces the negative effects of exclusion, whereas diversity management predominantly promotes the positive effects of inclusion (Jonsen, Maznevski, & Schneider, 2011). Still a lot of articles about diversity are focused on the US legislative issues. Despite the increasing number of articles on this subject, a recent review of research on diversity showed a European representation of only 7 percent in current literature (Joshi & Roh, 2008), and previous reviews have shown low representation of non-American study settings (Jonsen et al., 2011). This research will be a step towards bridging this gap between European and non-European studies on diversity management.

Scarcity of talent is growing (Brink, Fruytier, & Thunnissen, 2012), whereby talent management, as well as diversity management, is becoming more and more important, because (new) talent pools should be addressed or expanded. Attracting more talent in times of scarcity poses a challenge for organizations. One way is to battle it out for a core group in McKinsey's War for Talent (Chambers, Foulon, Handfield-Jones, Hankin, & Michaels, 1998). Alternatively, organizations may target groups that are not currently represented in an organization. If the latter option is preferred the question arises: how should members of these groups be retained and developed within the organization? Increasing diversity of employers in an organization, and so becoming more heterogeneous, will lead to a better working environment and increases the creativity of the employees, which helps the organization to attract, retain and develop talent (Salomon & Schork, 2003). Increasing, maintaining and improving the diversity in all levels of the organization should lead to an organizational culture change.

Combining diversity and talent management to 'diversity talent management' can result in the advantages of both diversity and talent management, and make sure a wider talent pool can be reached.

This bachelor research project is carried out for ASML Netherlands B.V. In the first paragraph ASML Netherlands B.V. will be introduced briefly. The second paragraph of this report will give more insights into the topic of this research: diversity talent management. The third paragraph will elaborate on the background of the research, as well as the research question and formulated sub questions.

1.1 ASML Netherlands B.V.

ASML is originated from a joint venture of Advanced Semiconductor Materials International (ASMLI) and Koninklijke Philips Electronics, in 1984. Presently it is a public company with only a minority of the shares owned by Philips (ASML, 2012).

ASML Holding B.V. is a Dutch company and the largest supplier of photolithography systems for the semiconductor industry in the world. The company manufactures complex lithography machines for the production of integrated circuits (ICs), such as DRAM memory, flash memory, and CPUs.

ASML's corporate headquarter is located in Veldhoven, the Netherlands. Which is also the location for research, development, manufacturing and assembly. ASML has a worldwide customer base and over sixty service points in sixteen countries. The company is listed on both the AEX and NASDAQ Stock Exchanges (ASML, 2012).

Because ASML designs, develops, integrates, sells and services these advanced photolithography systems, it always needs more technical talent to keep ahead of the competition and to keep innovating. The organization wants to benefit from diversity of employees, but is does not know how to increase diversity in the organization.

1.2 Diversity talent management

The term diversity talent management is the ideal term for this research, because it reflects the main subject of this thesis: a combination of diversity management and talent management, with the main goal to widen the talent pool.

Multiple definitions of talent management can be found in the literature. Lewis & Heckman (2006) describe three kind of thoughts regarding talent management: Firstly, talent management is a collection of typical human resource practices, functions, activities or specialist areas such as recruiting, selection, development, and career and succession management. Secondly, talent management focuses primarily on the concept of talent pools and talent management is a set of processes designed to ensure an adequate flow of employees into jobs throughout the organization. Thirdly, talent management focuses on talent generically, without regarding organizational boundaries or specific positions. Keeping these thoughts in mind, talent management can be defined as attracting, retaining and developing talented people, to develop a talent pool within the organization. Diversity, broadly defined, may refer to any perceived difference among people, such as gender and nationality (Dobbs, 1996). The use of successful diversity management will make sure that a wider pool of talent will be attracted and retained (Ernst Kossek, Markel, & McHugh, 2003). Thus diversity talent management can be defined as talent management for a certain group.

As diversity management and talent management both aim to widen the talent pool, the approaches can be combined into diversity talent management. Successful diversity talent management will result in reaching a bigger talent pool inside the organization.

1.3 Background

As shown in Figure 1 and 2, currently the diversity in the distribution of gender and nationality of the workforce at ASML is very low in the Development and Engineering (D&E) department. Only six percent of the total workforce at the D&E department is female and only seventeen percent of the total workforce at D&E has a non-Dutch nationality ("Data generator", 2012).

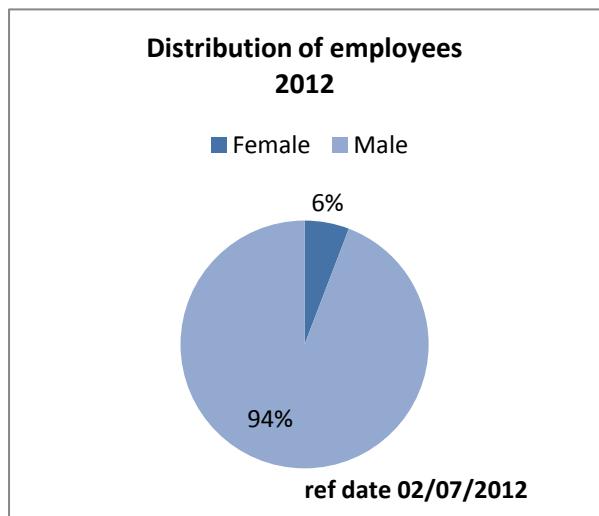


Figure 1 Distribution of employees in D&E dept. (gender)

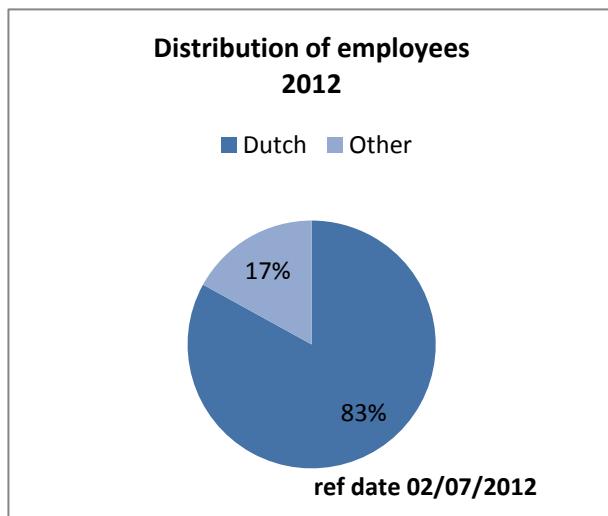


Figure 2 Distribution of employees in D&E dept. (nationality)

Moreover the distribution of male and female employees, and Dutch individuals and non-Dutch individuals in higher management positions (Senior Management and Executive Management) is very low according to the Data generator of July 2012. Of the twenty-one persons in these management positions, 100 percent is male, and nineteen of the twenty-one managers are Dutch. Not much diversity can be found in this area either.

This research focuses on gender and nationality diversity management, to make sure the D&E department can keep doing a good job without getting a shortage of skilled staff. More technical talent is needed for this department.

1.4 Problem statement

According to Ng and Burke (2005) organizations that want to attract the best talent must be the preferred employer for a pool of top-talents. This pool consists of international individuals who are often highly trained and educated in knowledge-based professions and are increasingly diverse in terms of gender, race and nationality (Ng & Burke, 2005). Next to these international individuals, also women need to be taken into account. Women increasingly dominate employment creation worldwide, with growing female labor force participation rates. Increased female labor participation provides an opportunity for companies to attract and retain talented women to help fill talent gaps (Beechler & Woodward, 2009). Women are significantly underrepresented in the science and engineering workforce. They are a talent pool that cannot be ignored since they represent half of the world's intellectual resources (Salomon & Schork, 2003).

Hiltrop (1999) remarks after his research that if a company does not know what talented people are aiming for, the opportunity to put together an attractive job proposition will be lost and as a result, the best people may well decide to go to the competition. This was also a research outcome in research by Chambers et al. (1998). They concluded that to win the war for talent, companies should figure out who they are aiming for, and then make sure the recruitment process and practices are tailored to the specific needs and expectations of the target group. Thus to attract and retain talented employees companies need to define a target group and to focus on what they want, otherwise these talented potential employees will not be attracted nor retained.

This target group has already been defined by ASML. ASML is always looking for talented people, but technical talent is becoming scarce. Therefore a suiting HR policy has to be constructed. These talented engineers are wanted for the growing D&E department. ASML currently does not have a

policy for managing diversity with the goal to widen the talent pool. The talent pool of this moment consists mainly of (Dutch) men.

The goal of this research is to give the HR&O Starters Programs department an overview of what the literature thinks about formulating a diversity talent management policy which focuses on gender and nationality diversity, and reaching a bigger talent pool. Furthermore, give them an overview of the most important attraction, retention and development drivers of possible talented future employees with a focus on gender and nationality diversity, and give them suggestions on how this could be translated to a diversity talent management policy.

The following research question is formulated:

How should ASML's diversity talent management policy look like, with a focus on gender and nationality diversity?

The ability to attract, retain and develop talent is critical to business success (Salomon & Schork, 2003). Therefore the following sub questions will be answered during this research:

- *How can ASML attract talented minorities, in order to increase the inflow?*
- *How can ASML retain talented minorities?*
- *How can ASML develop talented minorities, in order to increase the through flow?*

The current general literature written about this topic, which is addressed in Chapter 2, will be combined with an exploratory research, to define ways for organizations to handle diversity in the (near) future. This will be used to define a policy for managing talent and diversity.

2 Theoretical framework

In this theoretical framework, the current general literature about successful practices for a diversity policy focused on reaching a larger talent pool is represented. This framework will help to understand the current practices and what has to be taken into account to develop a successful general diversity talent policy.

In the first three paragraphs introduce the topics of diversity management policy, talent management policy and a diversity talent management policy. In the fourth paragraph the practices that have to be taken into account by developing the policy are discussed. The fifth paragraph tells more about the implementation of the policy, so who needs to be held accountable for the policy and how it needs to be executed, and evaluated. The final paragraph of this chapter will give a brief summary of the most important outcomes of this theoretical framework.

2.1 Introduction to a diversity management policy

The first step to develop a successful diversity policy is to define diversity and to develop a vision. So it needs to contain what diversity means to the organization and what they want to achieve with the policy. These achievements can be tied down to specific goals. For example, to increase nationality and gender diversity and develop these individuals a goal could be the amount of representation at various levels over time. Because of the size and challenge of the initiative, many companies develop a multi-year plan with annual milestones for each specific business area (Salomon & Schork, 2003). The specific goals also should be measured early in the process to serve as a baseline for the current climate for diversity (Cox Jr, 2001).

The second step is to involve managers and all employees in the development of the policy. Managers, employees and different sub-groups within an organization often have different perceptions of diversity management (Mckay & Avery, 2005). This could be done by surveys to assess employees' feelings about diversity. Next to that minority employees should be consulted about their workplace experiences to determine if they have experienced discriminatory treatment. In addition, this information can be supplemented by reading exit interview surveys to find out why departed minority employees left the firm (Mckay & Avery, 2005).

The third step is to specify the several activities needed to make the policy a success. These activities will be among others specified in Paragraph 2.4.

The diversity policy should be supported by the strategy of the company. The strategy is needed to create a collective organizational culture (Dwyer, Richard, & Chadwick, 2001), so to create a culture change that values diversity.

The formation of a diversity culture requires a significant commitment of resources and leadership (Shen, Chanda, D'Netto, & Monga, 2009). Therefore a diversity council with credible people from a cross-section of functions could be charged with creating a business diversity strategy and serve as a resource. This will make sure that diversity is accepted through the whole organization. Next to that, aligning the diversity strategy with the business objectives will make sure the diversity strategy and policy will become more integrated into the organization (Richard, 2000). A management philosophy that recognizes diversity is critical for organizational success and the success of the diversity policy (Ernst Kossek et al., 2003; Mckay & Avery, 2005; Salomon & Schork, 2003).

To make the diversity policy successful, the view of the company and its management needs to be shown in the strategy of the organization and in the commitment of the management. This is needed to show to the employees and the management that diversity is valued in the company and to make sure everyone is behind the policy to make it work.

2.2 Introduction to a talent management policy

To develop a successful diversity policy for talented people and employees, the HR practices to attract, retain and develop these talented employees are important.

O'Neil and Gebauer (2006) did surveys of full-time workers worldwide to research the key attraction and retention drivers for talented employees. One outcome of the survey was that the top five key attraction drivers globally to attract talent were competitive base pay, work-life balance, challenging work, career advancement opportunities, and salary increases linked to individual performance. The top five key retention drivers globally to retain talent were satisfaction with the organization's people decisions like fair treatment, understanding of motivation drivers by the manager, the ability to balance work and personal life, the reputation of the organization as a good employer, and that the organization retains people with needed skills (O'Neil & Gebauer, 2006).

To manage this talent successfully, executives must recognize that their talent strategies cannot focus solely on top performers, different things make people of different genders, ages, and nationalities want to work for (and remain at) a company, and HR departments require additional capabilities and encouragement to develop effective solutions (Guthridge et al., 2008). According to Guthridge et al. (2008) this is the only way in which talent management will establish itself at the heart of business strategy. Which is needed to make a policy successful.

Thus, to attract and retain talented employees, remuneration, equal opportunities, development opportunities and work-life balance are important factors, but these factors are not the only things that need to be taken into account. To make talent management effective, not only top performers should be watched, employees of different genders, and nationalities as well.

2.3 Introduction to a diversity talent management policy

To make talent and diversity management successful, they need to be combined.

An important issue to retain talented employees belonging to minority groups, and to develop them, is to make sure that the representation of the group is not less than 15-20 percent, because otherwise feelings of disaffection or not belonging tend to arise. Psychological studies indicate that a representation of the group with 25 percent must be reached in order for the abilities of the minority group members to be judged fairly (Valian, 1998). Another important factor to develop individuals of different genders and nationalities is to facilitate the advancement of them into senior management, training, a broad range of experiences, including line responsibilities, senior management support, deliberate development and tracking diversity, attitudinal changes on the part of the supervisors and senior managers, and mentoring are some of the most effective strategies (Catalyst & Kraft General, 1990; Morrison, 1992). So to develop a diverse pool of talented employees it is important to facilitate training, development, and to make sure there is enough commitment from the management for a successful diversity policy for this diverse pool of talented employees.

In summary, to attract, to retain and to develop talented employees, several important activities need to be taken into account. These activities are recruitment, equal treatment, work-life balance, training and development. Also the implementation needs attention, to make the policy successful.

2.4 Activities

In this paragraph the several activities that are needed to make the policy a success are described. The first subparagraph describes what recruitment sources should be used, followed by the second paragraph in which reputation management is outlined. The third subparagraph describes what should be done on equal treatment, with a focus on pay, performance appraisal and promotion

opportunities. After that, in the fourth subparagraph, work-life balance is discussed. This is followed up by the fifth subparagraph, about training and development. In the subparagraph about training and development, succession planning, mentoring and networks are highlighted.

2.4.1 Recruitment Sources

There are a lot of different recruitment sources. Therefore recruitment should develop an action plan for targeting specific recruitment sources (Mckay & Avery, 2005). To attract a wider pool of talent, the literature agrees about some specific recruitment sources that should be used. The organization has to expand recruiting efforts to specifically targeted audiences through periodicals, job fairs, colleges and universities, networks, organizations and media (Ernst Kossek et al., 2003; Mckay & Avery, 2005; Peiker, 2010; Salomon & Schork, 2003). As well as to tap into networks of current employees, leverage the existing talent pool (Ernst Kossek et al., 2003; Peiker, 2010), make use of diverse recruiters and show diversity employment messages in recruitment advertisements (Mckay & Avery, 2005; Salomon & Schork, 2003; Young & et al., 1997).

Once the action plan is determined, recruitment should start assembling the recruitment advertisements. Good and well thought recruitment advertisements are important, because they contain employment messages which are the key to attract diverse talent if they are formulated right. Employment messages in recruitment ads serve as a vehicle for providing insights into the employment relationships offered by organizations (Rafaeli & Oliver, 1998). In the employment message it should become clear that the organization offers opportunities, encouragement, inclusiveness for everyone and also that the organization values diversity. Companies that use this in the employment messages of their advertisements are more attractive to high achievers and are more successful at recruiting women and other minorities (Ng & Burke, 2005; Williams & Bauer, 1994). Next to the employment messages in job advertisements, diversity should also be shown in the photographs of the advertisement (Avery, 2003).

Another good recruitment practice is to employ a diverse pool of recruiters in terms of gender and nationality. They are the 'face' of the organization, and the composition of the recruitment team is seen by job seekers as a representation of the company (Avery, 2003).

The rationale behind all these diversity recruitment techniques is that minority job seekers will develop the impression that a firm values diversity. Which will make result in a higher attraction of a diverse pool of individuals in terms of gender and nationality.

2.4.2 Reputation Management

Reputation management is very important prerequisite towards the success of recruitment resources. The diversity advertisements should be aligned with the real situation in the company. Therefore in contrast to initially focusing on recruitment, organizations should first emphasize goals to retain minority recruits by developing workplace climates that are supportive of diversity before embarking on diversity recruitment programs. Diversity recruitment programs are designed to present an image to the diverse pool of applicants that a firm has a positive diversity climate. To the extent that it does not, these applicants may feel misled and leave the organization. The applicants that are subsequently hired may believe that the recruitment tactics used to entice them were misleading if actual workplace diversity climates are unfavorable. To the extent that pre-hire expectations and subsequent workplace experiences are positive, favorable organizational attitudes and reduces turnover will result (Mckay & Avery, 2005). Employees recruited via internal recruitment sources, like contacts resulting from an internship, contacts resulting from a diploma thesis, other personal contacts with employees and direct, personal recruitment from the company, are more

satisfied with their jobs and are more committed to the employing organization. Moreover, they experience less unmet expectations (Moser, 2005).

The expectations resulting from the recruitment advertisements should be equal to the real situation in the organization. If these expectations are not met, this could even lead to a bad reputation of the organization on their diversity practices. The diverse employees in terms of gender and nationality with unmet expectations tend to spread to others that they are misled by the organization, for example by using their network. Therefore first changes in the organization need to be made, to make sure these employees will be retained within the organization.

2.4.3 Equal treatment

Equal treatment of all employees is an important factor for a successful diversity policy. The diverse individuals in terms of gender and nationality should not have the feeling they are 'less' than the other employees. They should get the same treatment in all kind of ways, especially equality on the field of selection, payment, performance appraisal and promotion opportunities are necessary to attract, retain and develop all employees equally.

Selection

Recruiters should focus on selecting the best person for the job, regardless the nationality or gender of the applicant (D'Netto & Sohal, 1999). This means that if a someone with the local nationality has the right qualifications for the job, and someone with another nationality as well, they should receive the same selection process. This is also the case of course for male applicants and female applicants.

Pay

Unequal payment is the main cause of job dissatisfaction and de-motivation, and is therefore a major HR diversity issue (McLoughlin & Carr, 1997). This also affects the organizational performance. Especially gender income inequality is still a global problem. This inequality became less when the female employment rates increased, but the income differences are still there (Shen et al., 2009). An equal performance-based system should be taken into account as well. Shen et al. (2009) recommends to have an individual-driven remuneration system, because it facilitates individual lifestyles and further promotes diversity.

To retain these female employees, it is necessary to implement an equal pay and performance-based pay system. This will make them more satisfied and more motivated for their job, which will result in less retention and more willingness to develop themselves.

Performance appraisal

Performance appraisal practices should be objective and fair to all employees. Including non-traditional managers on the appraisal panels can help to create objective criteria and fair performance appraisal practices. Also when assessing each managers' performance, actions taken by the manager to hire and promote minorities can be used as performance criteria in order to promote diversity (Shen et al., 2009).

An equal performance appraisal will give diverse employees in terms of gender and nationality the feeling that they are really valued within the organization and give them a bigger chance to develop themselves. This will keep them motivated to perform well.

Promotion opportunities

Promotions to jobs which provide challenges and develop critical managerial skills and perspectives are important to a manager's future career success (McCall, Lombardo, & Morrison, 1988). Thus, if the diverse employees in terms of gender and nationality do not have fair promotion opportunities, they have less chance to be promoted and less chance to develop themselves properly. Still many leading corporations have not been successful in training and promoting these diverse employees (Goodman, Fields, & Blum, 2003). Executives making a staffing decision basically look for someone in who they have confidence they will succeed. Managers in organizations having a lack of effective HR diversity policies are likely to promote or rate highly subordinates who have similar gender, cultural backgrounds and experience (Shen et al., 2009). Until an organization has achieved diversity throughout the ranks, special care must be taken to ensure that everyone is being given opportunity for advancement. This could be done by regularly including employees that belong to a minority in terms of gender or nationality on panels that evaluate, select and promote managers (Shen et al., 2009).

Equal promotion opportunities will result in more motivation of diverse employees in terms of gender and nationality, because they know they have an equal chance to be promoted. The willingness to develop themselves will grow and they will be retained within the organization, because they have a goal to strive for.

2.4.4 Work-life balance

Nowadays it becomes more and more important for people, and mainly for parents, to have a balance between work and the personal life. Without realizing it, it is needed to balance several aspects in life, to obtain a work-life balance. These aspects are mostly work, family, friends, health or self (Byrne, 2005).

To attract and retain this people, companies could meet this demand for work-life balance by making sure that there is flexibility in the number of hours worked, in the arrangement of hours, and in the place of work, available for all employees (Maxwell & McDougall, 2004). Moreover the development of people through training in managing this balance better should be provided by companies, as well as breaks from work (Glynn, Steinberg & McCartney, 2002).

These factors should be really put into practice, because there is a concern that some work-life policies are only 'paper policies'. Important meetings are scheduled outside of core hours, making it difficult to practice flexitime effectively, and employees feel that selecting a non-standard work schedule will be viewed negatively with regard to promotions and opportunities. Organizations leading the way in this area must ensure that work-life policies are not only in place but are truly accessible and working (Salomon & Schork, 2003).

As work-life balance is a real trend nowadays it is an important factor for the diversity policy to take into account. Especially flexibility, development and breaks from work are important. If a company does not only make promises about it, but also puts it into practice, it will make sure more people will be attracted and retained.

2.4.5 Training & Development

To attract and retain foreigners it is important to give them training about environmental differences, such as the national culture (Cocchiara, Connerley, & Bell, 2010). To feel comfortable they should get the opportunity of training to understand the domestic culture and language.

Development of employees is very important to help them grow in the organization. Generally, organizations that manage diversity successfully allow all employees to reach their career potential

by providing training and development opportunities, access to mentors, challenging work assignments, advancement opportunities, professional and social support, and fair staffing and workplace policies that minimize discrimination and interpersonal conflict (Mckay & Avery, 2005) which has been discussed in the previous paragraphs. Next to mentoring, access to informal networks is a successful diversity initiative as well (Arredondo, 1996). Ernst Kossek et al. (2003) remarks that succession planning is an important factor for the development of diverse employees in terms of gender and nationality as well.

Succession Planning

With succession planning, employees with the potential to fill managerial positions in the organization are identified and developed. To fill the pipeline with a diverse pool of candidates, they should be included in succession plans. This needs commitment of the managers to ensure that these diverse employees receive the development that is required to be considered strong candidates when the opportunity arises. These managers need to be encouraged to identify and develop a diverse pool of candidates (Salomon & Schork, 2003).

Succession planning will help diverse employees in terms of gender and nationality to develop themselves and because of that to have a bigger chance in being promoted. If employees have a future at a company, which is stimulated, it is less likely that they will leave the company.

Mentoring

Mentoring is another strategy for managing diversity. There are several kinds of mentor programs, like highly structured programs with formal training for mentees and mentors, or programs involving mentoring "circles" where a single mentor meets with a group of mentees (Salomon & Schork, 2003). The most used mentor program is that a successful senior mentor is matched with more diverse junior employees, with the objective of enabling them to move through the invisible barriers and advance in their careers (Ernst Kossek et al., 2003; Ruderman, Ohlott, & Kram, 1995; Shen et al., 2009). Mentors serve many functions: they open doors, provide learning opportunities, help expand an individual's contributions to the organization, and provide a secure area in which to brainstorm ideas and solve problems. A mentor within the same workforce group, such as the same gender, is highly valued by some and can be particularly advantageous when the workforce group level is below required representation percentage (Salomon & Schork, 2003). During these mentor programs executives can for example develop action plans in which they identify specific employees that belong to a minority in terms of gender or nationality who they will actively develop through ongoing coaching and developmental assignments, and other actions they can take to ensure a supportive and growing environment for people of diverse backgrounds (Ruderman et al., 1995). Ragins et al. (2000) conducted a mail survey on mentoring. The study showed that satisfaction with a mentoring relationship has a big influence on career attitudes such as commitment, job satisfaction, intention to turnover, and perception of organizational justice.

Mentors are important in the development of diverse employees in terms of gender and nationality. It gives them guidance in reaching their goals. Giving them these opportunities they will feel more bonding with the company, which will increase the retention of these employees.

Networks

Specific network groups, formal or informal associations of employees with common group identities, are a meeting place for diverse employees. Generally they are spread over the whole

organization. It is hard for them to get in contact with each other. In these network groups they can not only exchange experiences, but also help each other out. Identity-based networking groups are formed to provide peer support, networking opportunities, forums for the discussion and advancement of common issues, and sponsorship of educational and awareness activities (Salomon & Schork, 2003).

Networking also leads, next to the development of these employees, to their retention. In an analysis of survey data turnover intentions of managerial-level minority employees in networking groups were significantly lower than the intentions of them not in groups (Friedman & Holtom, 2002).

2.5 Implementation

If all the activities are integrated in the policy, it is time to put the policy into practice. Trainings are needed to raise awareness for the diversity policy and to train employees on how to ‘cope’ with the employees that are in minority. The people who will be held accountable for the success of the policy should be determined and the policy should be implemented. After implementation, the policy should be evaluated regularly. These trainings, accountability, implementations and evaluations will be discussed in the following subsections.

2.5.1 Training

Training of all employees is necessary to change the mindsets of employees to create a good diversity atmosphere, so diversity goals can be met. With these trainings also more diversity awareness can be raised.

These trainings should focus on mutual understanding of cultures, reducing stereotyping, and developing skills for working in a multicultural environment (Arredondo, 1996; Ford & Fischer, 1996; Ferdman & Brody, 1996; Shen et al., 2009) and should take place through the whole organization, so at all levels of the organization. For example human resource professionals and line managers who recruit and interview job seekers in a multi-cultural workforce need to be aware of the ways in which the interviewers' beliefs, attitudes, and stereotypes influence interview behavior (Shen et al., 2009). Salomon and Schork (2003) talk about workforce training programs that take the form of 1-2-day workshops. The training can include more than formal classes, workshops or programs. Having small groups of employees share their experiences with a leader has been found to be an effective way of helping executives recognize and understand the barriers faced by others. Providing “eye-opening” experiences to help specific employees understand better the challenges faced by others has also been effective.

The training should result in more understanding for employees in minority in terms of gender and nationality within the organization and the value of a diverse workforce. When a diversity favorable organizational culture is created, more female employees and non-Dutch employees will be attracted, retained and developed.

2.5.2 Accountability

Effective diversity initiatives require accountability throughout management ranks (Mckay & Avery, 2005; Ruderman et al., 1995; Salomon & Schork, 2003). This means that business plans and succession plans should have diversity objectives at their core and that managers will regularly be evaluated whether they are taking sufficient actions to recruit, develop and ultimately promote diverse individuals in terms of gender and nationality to leadership roles. Those who achieve diversity objectives should be adequately recognized through compensation and other rewards (Ruderman et al., 1995; Salomon & Schork, 2003). On the other hand, those who do not achieve

diversity objectives should be penalized. If managers who fail to achieve diversity objectives are not penalized, then the impact of a system of accountability is diminished (Ruderman et al., 1995). By making certain people accountable for the diversity policy, and rewarding them for the success and penalizing them for the failure, more attention will be paid to making the policy a success.

2.5.3 Execution

The implementation of the diversity talent management policy could be difficult. Researchers have documented two reasons why this is the matter. First, human beings prefer working in homogeneous groups. Second, human beings and the organizations to which they belong generally avoid and resist change. Successful diversity talent management requires HR managers to possess skills in leadership, organizational development, change management, psychology, communication, measurement, and assessment, and also requires commitment, strategy, communication, and concrete changes in organizational structure and processes (Kreitz, 2008). During the implementation, the strategy must be communicated loudly, widely and unapologetically (Salomon & Schork, 2003). It is also necessary to educate the employees to understand diversity principles and accept their responsibilities, developing identity-based networking groups and targeting communication to different affinity group members flexible employment and support for generating a work-life balance (Friedman & Holtom, 2002; Shen et al., 2009).

It is important not to lose sight of the male and Dutch individuals. It could have unintended negative consequences when the policy perceived to be exclusionary or threatening (Ernst Kossek et al., 2003). These employees could feel excluded and subordinate.

While implementing the diversity there should be taken into account that it could encounter resistance. The HR managers should control the process and the implementation needs to be communicated loudly within the organization. Also the individuals belonging to the majority in terms of gender and nationality should be kept an eye on, during the implementation, so it is possible to anticipate on how these employees experience the implementation.

2.5.4 Evaluation

Diversity initiatives should be evaluated for their effectiveness (McKay & Avery, 2005). There are a couple of possibilities to evaluate the diversity initiatives, like surveys, data tracking, benchmarking, focus groups, and 360° feedback.

Surveys

To retain a wider pool of talent and to effect cultural change consistent with program and policy changes the organization could use surveys to evaluate this. Diversity-specific surveys can be used to obtain information about the climate of the company from various diverse employee groups and to obtain a view of how the other employees think about the diversity policy. The diversity issues could of course also be incorporated into the regular employee attitude surveys (Wentling, 2000). Regular surveys to measure progress help to keep the program on track (Salomon & Schork, 2003).

Objective data

There are several objective rates and data that should be used to evaluate and to keep track on the diversity talent management policy.

To evaluate the attraction of a wider pool of talent, the demographic characteristics of candidates and hires can be used to get an overview of the attracted local individuals (Ernst Kossek et al., 2003). Hiring rates sorted on gender can be used to get an overview of the distribution of the attracted

employees in terms of gender. The success of diversity recruitment is a function not only of how many qualified applicants in minority in terms of gender and nationality are hired but how many remain during a period of time (Mckay & Avery, 2005). The efforts on diversity management should also be assessed on retention rates, like the retention rate of high-potential employees and the retention rate by function level (Ernst Kossek et al., 2003; Mckay & Avery, 2005; Ruderman et al., 1995; Wentling, 2000). Next to those data, also promotion rates, turnover rates, like demographic and gender characteristics for voluntary and involuntary turnover populations, data about employee satisfaction, representation of diversity at all levels of the organization, and complaints about diversity issues should be evaluated (Ruderman et al., 1995; Wentling, 2000).

Benchmarking

Periodic audits of diversity are necessary to identify the areas that require improvement to manage diversity effectively. Organizations can compare this data and other data with benchmarking in an industry or a region in order to rate and increase the representation of women and minorities in the workforce or management (Shen et al., 2009; Wentling, 2000).

Focus groups

A focus group is a group of people who are asked about their perceptions, opinions, beliefs, and attitudes towards the diversity talent management policy. In an interactive group setting questions can be asked. Focus groups can be used to gather information from employees to determine their perception of the progress of diversity initiatives in the organization (Wentling, 2000).

360° feedback

The appraisal technique 360-degree feedback contains the opinion of all kind of sources, like colleagues, superiors but also lower-ranking colleagues. The higher the variety and number of sources, the higher the validity of the evaluation.

A 360-degree feedback process can be used to provide employee feedback to management related to his or her skills and abilities in addressing diversity issues. This information can then be used to develop managers in dealing with diversity issues (Salomon & Schork, 2003; Wentling, 2000).

2.6 Summary

The activities important for the attraction of diverse employees in terms of gender and nationality are recruitment sources, reputation management, equal treatment in terms of selection, and work-life balance. To retain these groups, reputation management, equal treatment in terms of pay, work-life balance, and training and development in terms of succession planning, mentoring and networks, are important. In the development of these groups, equal treatment in terms of pay, performance appraisal, and promotion opportunities, and training and development in terms of succession planning, mentoring and networks, are important.

As soon as the policy can be implemented, training, accountability, the execution and evaluation should be taken into account.

An overview of the described activities and the implementation of these activities is given in Figure 3.

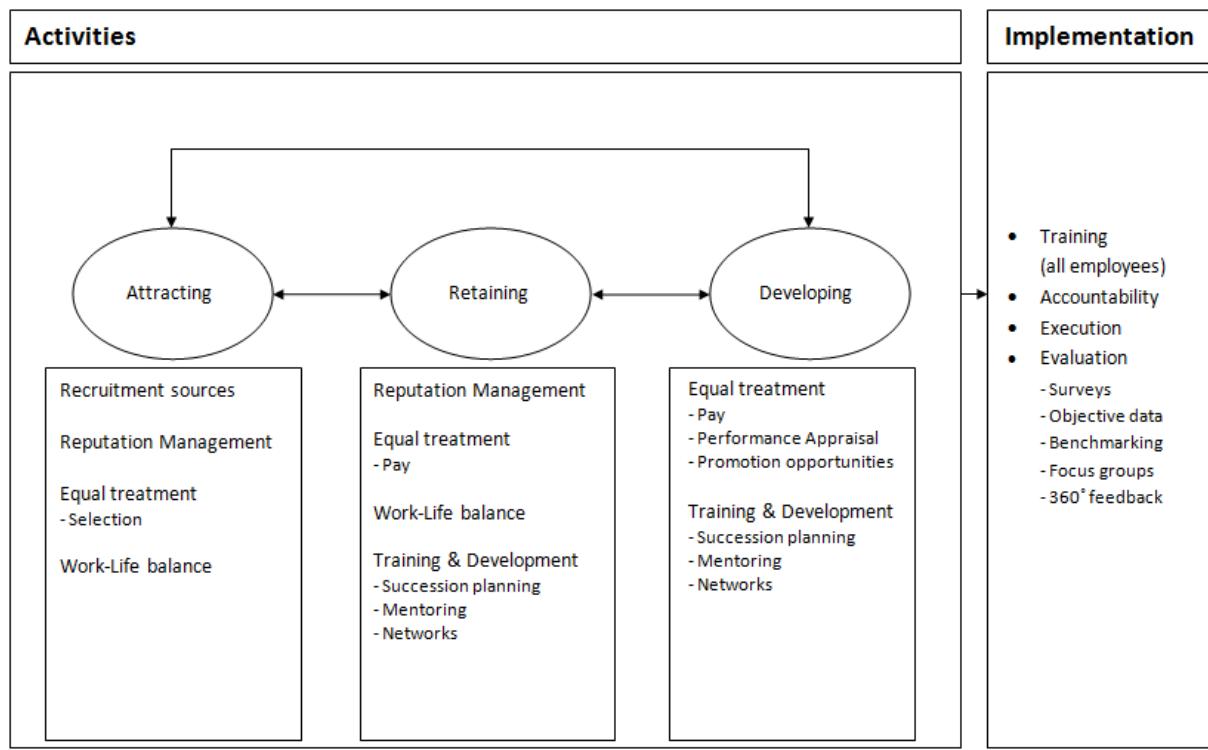


Figure 3 Theoretical framework

3 Methods

As shown in Paragraph 1.3, the D&E department of ASML does consist of mostly men and Dutch individuals. To increase the diversity in this department it is necessary for this research to focus on females and non-Dutch individuals. The HR&O Starters Programs department of ASML received a request from the board to tackle low diversity in this engineering department at (pre-) starters' level. Therefore, this research therefore focuses on engineering students as well, so the sample for this research will consist of talented female and non-Dutch engineering students. Students can be influenced more, because they have little to no experience in the labor market and are still orienting for companies. Which is why differentiation with an HR policy for starters compared to other companies can be quite effective.

To find out what would attract, retain and develop female engineering students and foreign engineering students, an exploratory research was conducted to get an overview of their perception and frame of reference on these practices.

Firstly, the exploratory study is introduced, followed by a description of the sample. In the third paragraph the interview procedure and protocol is described and at last in this chapter the analysis of the data is described as well.

3.1 Exploratory study

This qualitative research is conducted to explore the topic of diversity talent management on how to attract, retain and develop talented female and non-Dutch engineering students. This approach typically occurs when a researcher examines a new interest or when the subject of study itself is relatively new (Earl & Babbie, 2006), which is the case for this research. This research has an inductive nature, which means that it will be searched for a certain structure in the data without testing an established theory (Verhoeven, 2011). The data collected for this kind of research needs to be retrieved with an open mind, as the study must not be biased. This can be done by having interviews with very open questions. A qualitative research interview attempts to understand the world from the subjects' point of view, to unfold the meaning of peoples' experiences, to uncover their lived world prior to scientific explanations (Steinar & Kvale, 2007). To give some direction to the questions that will be asked to the students within the sample, which will be discussed in Paragraph 3.2, the three practices, attracting, retaining and developing, will be used to develop the main questions for the interviews. More about the exact procedure and protocol will be discussed in Paragraph 3.3.

3.2 Sample

In this research we segment two groups: talented female and non-Dutch engineering students. First 'talented' needed to be defined. A talented student was defined as someone studying at a university and who is in the last year of his bachelor or in his master studies. Second the engineering studies relevant for this research needed to be defined. This was done on the basis of the standard education division (SOI) of the Centraal Bureau voor de Statistiek (CBS), a Dutch institution where the collection, processing and publication of the statistics for government, science and industry are centralized. They identified seven fields of engineering education, namely 'general engineering' (techniek algemeen), 'electrical engineering' (elektrotechniek), 'building engineering' (bouwkunde), 'metal working, vehicle engineering and mechanical engineering' (metaalbewerking, voertuig- en werktuigbouwkunde), 'process engineering' (procestechnologie), 'textile processing, leather processing and other' (textiel-, leerverwerking en overig), and 'engineering with differentiation'

(techniek met differentiatie) (Centraal Bureau voor de Statistiek, 2006). The fields ‘Building engineering’ and ‘Textile processing, leather processing and other’ are not relevant for ASML, and therefore also not relevant for this research. Based on the fields that were left, the main relevant studies for ASML were divided over these fields. The relevant studies were selected by the author based on the author’s experiences at ASML. The division of the studies per field is shown in Table 1.

Table 1 Division of engineering studies

Field of engineering education	Main relevant studies for ASML
General engineering	Nanotechnology Applied physics Applied mathematics
Electrical engineering	Electrical engineering Mechatronics Systems and control
Metal working, vehicle engineering and mechanical engineering	Mechanical engineering Aerospace engineering
Process engineering	Chemical engineering
Engineering with differentiation	Computer science Embedded systems

These five fields were compressed to three definitive education groups, as several studies had linkages to studies in another group. This results in the following three education groups:

- General engineering & Process engineering
- Electrical engineering & Engineering with differentiation
- Metal working, vehicle engineering and mechanical engineering

As this research focuses on female and non-Dutch engineering students, three gender/nationality groups were created: Non-Dutch male students, non-Dutch female students, and Dutch female students. The group ‘Non-Dutch females’ falls in both the female engineering students group and the non-Dutch engineering students group. This is shown in Figure 4.

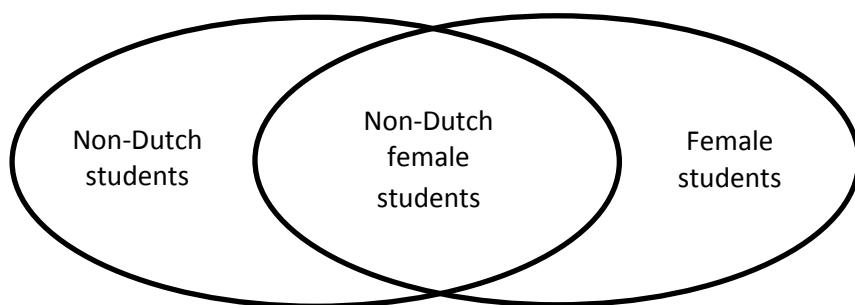


Figure 4 Gender/nationality groups and their overlap

This resulted in the need to interview people who fall in each of these categories. As the gender/nationality group ‘Non-Dutch female’ covered both research groups (females and non-Dutch individuals), this group was the most important, and most interviews had to be conducted with students belonging to that group. To be able to see if there were differences between students from different studies, a division was made between education groups as well.

To select the talented students for the sample the technique ‘snowball sampling’ was used. In snowball sampling the researcher collects data on the few members of the target population he or she can locate, then asks those individuals to provide the information needed to locate other members of that population whom they happen to know (Earl & Babbie, 2006). A different approach

was written for interns and Henk Bodt students¹ of ASML and other students, as the interns of ASML already knew me as their coordinator. These different approaches can be found in Appendix A. Most approaches were done by e-mail, and face-to-face. First a list was made of all current interns relevant for the research. Some groups did not have (enough) potential participants, therefore also other students had to be approached. First friends were contacted. If this was not enough as well, would several study associations of the University of Twente would be contacted.

In total fourteen interns and Henk Bodt students fitted in one of the research groups. They were approached first. Thirteen interns and Henk Bodt students gave a positive response and wanted to cooperate, one did not respond at all. These interviews were planned first. During the interviews also the interns and Henk-Bodt students were asked if they knew other possible interviewees to fill up the groups. To fill other groups some of my friends and acquaintances were approached if they wanted to cooperate or knew other fellow students or friends fitting in one of the groups. In summary, the students of the sample were approached via ASML, via friends, via acquaintances, and indirectly.

In total nineteen interviews have been conducted for this research, the division of these interviews among the groups are shown in Figure 5. No difference was made between interns at ASML and students not doing an internship at ASML, as the interns at ASML were all students as well. First the interviewees were recruited via ASML's internship database, so the groups of the matrix (Figure 5) were first filled with suitable and available interns of ASML, after that the groups of the matrix were filled up by contacts of the students that already had been interviewed and personal contacts.

	Dutch women	Non-Dutch women	Non-Dutch men
General engineering & Process engineering	2	3	1
Electrical engineering & Engineering with differentiation	1	3	2
Metal working, vehicle engineering and mechanical engineering	2	3	2

Figure 5 Group matrix and the amount of interviews conducted

These interviews were all confidential and anonymous to make sure every participant felt relaxed to speak freely, partly because interns at ASML also participated and this research is conducted for the company. All the interviewees had time to think before answering the questions, because of the open character of the interviews.

¹ Scholarship program of ASML in cooperation with the three technical universities of the Netherlands; Delft University of Technology (TU Delft), University of Twente (UT), and Eindhoven University of Technology (TU/e).

In average the interviews took one hour. The interviews were conducted at the participants' university, home or at ASML. An overview of all interviews and the sample characteristics are shown in Table 2.

Table 2 Sample characteristics

Interviewee	Gender	Nationality	University	Study	Phase
Interviewee 1	Male	French	ENSCBP	Chemical Engineering	Master
Interviewee 2	Male	Belgian	Delft University of Technology	Electrical Engineering	Master
Interviewee 3	Male	Japanese	Tokyo Metropolitan University	Mechanical Engineering	Master
Interviewee 4	Female	French	ENSIL Engineering School	Applied Physics	Master
Interviewee 5	Female	Roemenian	Eindhoven University of Technology	Electrical Engineering	Master
Interviewee 6	Male	Indian	University of Twente	Embedded Systems	Master
Interviewee 7	Female	Dutch	Eindhoven University of Technology	Mechanical Engineering	Master
Interviewee 8	Female	Dutch	University of Twente	Chemical Engineering	Master
Interviewee 9	Female	Dutch	University of Twente	Mathematics	Master
Interviewee 10	Female	Iranian	Eindhoven University of Technology	Mechanical Engineering	Master
Interviewee 11	Male	Brazilian	Federal University of Santa Catarina	Mechanical Engineering	Last year Bachelor*
Interviewee 12	Female	Mexican	Eindhoven University of Technology	Systems & Control	Master
Interviewee 13	Female	Dutch	Eindhoven University of Technology	Mechanical Engineering	Master
Interviewee 14	Female	Turkish	Eindhoven University of Technology	Mechanical Engineering	Master
Interviewee 15	Female	Indian	Eindhoven University of Technology	Applied Physics	Master
Interviewee 16	Female	Indonesian	University of Twente	Mechanical Engineering	Master
Interviewee 17	Female	Dutch	University of Twente	Electrical Engineering	Last year Bachelor
Interviewee 18	Female	Brazilian	Universidade Federal de Mina Gerais	Chemical Engineering	Last year Bachelor*
Interviewee 19	Female	Italian	Eindhoven University of Technology	Applied Physics	Master

*Even though a different system is used, the study phase can be seen as bachelor

In Appendix B, the age and study phase distribution are shown in charts. In Figure 6 and 7, the nationalities of the two nationality/gender groups, non-Dutch men and non-Dutch women, are shown in maps.

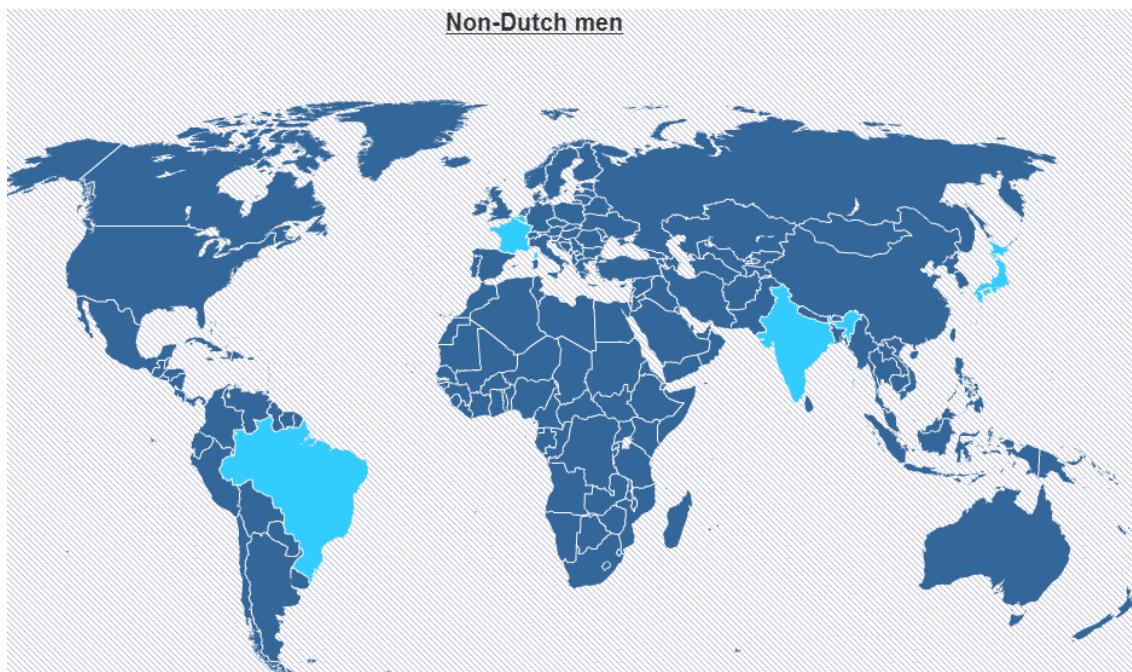


Figure 6 Nationalities of the Non-Dutch men

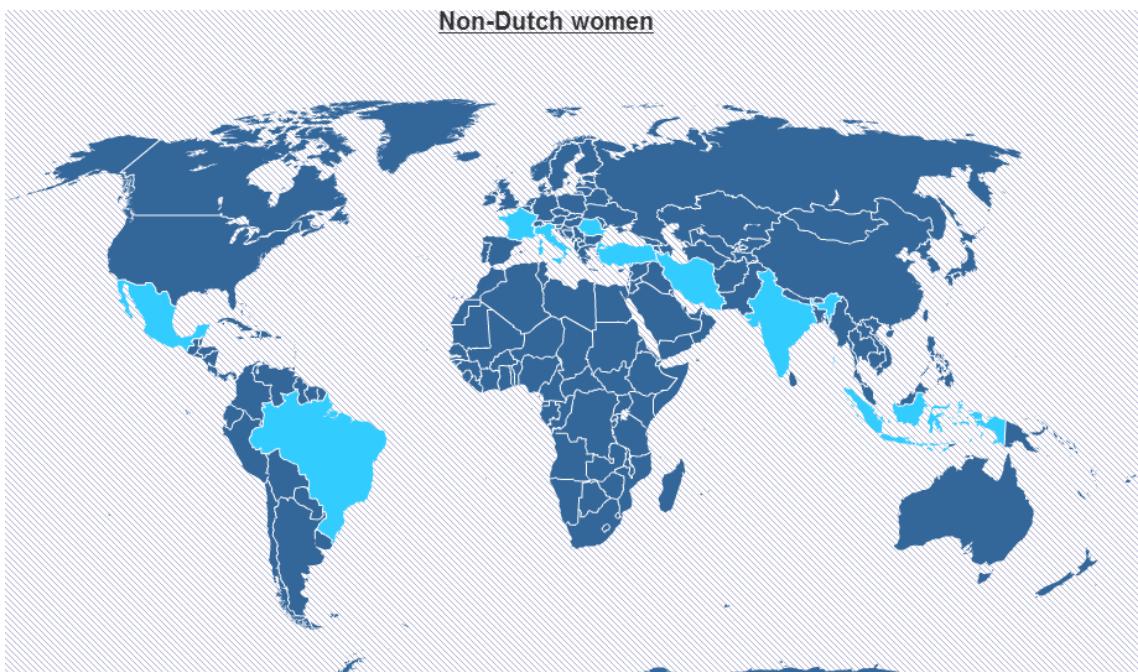


Figure 7 Nationalities of the Non-Dutch women

3.3 Interview procedure and protocol

Interviews are one of the major approaches in collecting data in qualitative research (Steinar & Kvale, 2007). Because the research is exploratory, open research questions needed to be developed for the interviews and space needed to be left over to be able to handle the questions in a flexible way. Open research interviews involve on-the-spot decisions about following up unanticipated leads from the subjects with questions that cannot be determined in advance (Steinar & Kvale, 2007). The amount of interviews was not determined on beforehand. These would go on until a good image is formed. With the amount of interviews also the matrix of Figure 5 will be kept in mind, to make sure every group is represented with enough students to get a good overview. All interviews were recorded.

To obtain a good view of what would attract, retain and develop engineering students, all interviews needed to take about one to one and an half hour, because within this time the students would have enough time to elaborate on the different subjects, and tell everything that crossed their minds. With this in mind the interview questions were constructed.

First some characteristics of the student were asked to obtain a view of the participants. These characteristics consisted of his or her country of birth, nationality, age, in which country he or she studied, at which university he or she studied, which study program he or she did, in which phase of his or her study he or she was and how many years he or she already in that phase.

Second, the leading questions of the interview were constructed. Three main questions were developed on the basis of the key words from the sub-research-questions; attracting, retaining and developing. To help the students to think about what they were looking for, another leading question, about what they thought is a good employer, is put first. A last leading question about what kind of working conditions they would liked to be offered, was developed to let the students think about other things that would attract them. These leading questions were questions to give

some guidance to the interview. To the subjects coming out of these leading questions other questions were developed during the interview to gain more depth or to help the student think. With these questions no direction was given to the interviewee, to make sure the student was not being influenced and the study remained exploratory.

Third, some questions were developed to make sure every question was covered right, or other ideas could be spilled, and to ask if the student had any remarks or questions.

In case the interviewee would not be very conversational, also some back-up questions were developed on the basis of the literature. These questions would be only used if it was really needed. Luckily the back-up questions never needed to be used, so all the interviews were able to contribute to this exploratory research.

An overview of all these questions can be found in Appendix C.

To relax the interview was started with some chitchat, like what they thought of the weather, how they felt about the internship, etcetera. They were also asked whether they understood what the research was about from my explanation in the approach or not. If this was not clear, this was explained again. After that, it was emphasized that the interviews were all confidential and anonymous to make sure every participant felt relaxed to speak freely. They were also told that they did not have to respond immediately to the questions and that they could think as long as they needed, that there were no wrong answers and that they just had to tell what came up in their minds.

There were some remarks of the first interviewees that the questions had some overlap. Therefore, it was mentioned in the beginning of further interviews that this could be the case, but that the questions could not be split and that it was also to help them think again, because they could come up with other answers if the questions were asked differently or if the questions were asked from a different angle.

3.4 Analysis

A transcript was made of each interview using the recordings of the interview (Appendix D). All these transcripts were coded, using 'open coding', which is used when a field of research is explored (Boeije, 2005). Boeije (2005) described that with open coding all the data, so the transcripts of the interviews, which have been collected should be read carefully and fragmented. The fragments should not be selected on relevance, because it is not yet clear what results will be found and what will be and what will not be important for the research. These fragments should be coded and compared.

Chosen was to execute the coding with the help of a computer-assisted qualitative data analysis program (CAQDAS), namely MAXqda. The user friendliness of MAXqda was high and in this program it was possible to attach two categories to each interview. MAXqda also had the advantage that the transcripts written in MS Word could be easily integrated in the program, it is possible to indicate codes with colors, which gives a clearer overview (Boeije, 2005), and furthermore the coded fragments could be easily transferred to MS Excel (per category), which made it easier to analyze the coded fragments.

An overview of the codes used can be found in Figure 8. First each fragment was coded with 'attracting', 'retaining', and 'developing'. All the fragments are fragmented again and coded with sub-codes, to gain more dept in the analysis.

The fragments belonging to each code will be analyzed Chapter 4.

• Attracting	• Retaining	• Developing
Adjust promo to other culture/school systems	Balanced workload	Flexibility
Certainty/security	Child care	Change location/travel
Change location/travel	Dutch classes	Conferences
Child care	Empowerment	Empowerment
Kind of company	English	Events for females
Empowerment	Express caring about the employees	Growth, development, promotion opportunities
Express caring about employees	Feedback	Learning from other cultures
Feedback	Feel like giving contribution to company	Meetings
Female focused events/things	Flexibility	Mentoring
Flexibility	Growth, development, promotion opportunities	No difference/No special things female/male
Growth, development, promotion opportunities	Hierarchy	Performance appraisal
Hierarchy	Job	Possibility to do experiments
Job	Learn from other cultures	Scholarships for master
Location	Meet expectations	Seminars
No difference/No special things female/male	Mentoring	Trainings
Offering/working conditions	Motivation/appreciation by employer	
Other females around	No difference/No special things female/male	
Reason going abroad	No discrimination based on sort of contract	
Show advantages living abroad	No sexual harassment	
Start before university (secondary school)	Psychologists	
Support foreigners	Salary	
Transparency	Security	
Varied workforce (young & old)	See culture in canteen	
Via an employee already working there	Social events	
Via clients	Support	
Via conferences/articles	Working environment	
Via e-mail		
Via mediating websites/companies		
Via other advertisement (sources)		
Via Social Media		
Via university		
Via website company		
Working environment		

Figure 8 Code system

The results are written based on the following; firstly, fragments of the transcripts of the interviews have been coded with the codes displayed in Figure 8, secondly the number of respondents, in whose interviews the same code has been used, have been counted. If a majority (greater or equal to ten) of the respondents elaborated a particular subject during the interviews, this subject is marked as important for this research. Thirdly, the fragments connected to these most important subjects, which have been marked with codes, are analyzed for patterns and sub-subjects important in these subjects. The results of the analysis of these important subjects are described under 'attracting', 'retaining' and/or 'developing', to provide a clear overview of the results conform to the sub research questions of this research. Quotes are used to make these subjects more clear. If some subjects correspond to one of the activities found in the theoretical framework, these subjects are discussed first. When a particular subject is important to one particular group, the subject is described in the subparagraph corresponding to that group.

4 Results

The outcome of this research, a diversity talent management policy, is based on the same factors as described in the theoretical framework of Chapter 2, in different stages of the employment relationship. Therefore these results are structured by paragraphs about attracting, retaining and developing. An overview of these results is given in Figure 9.

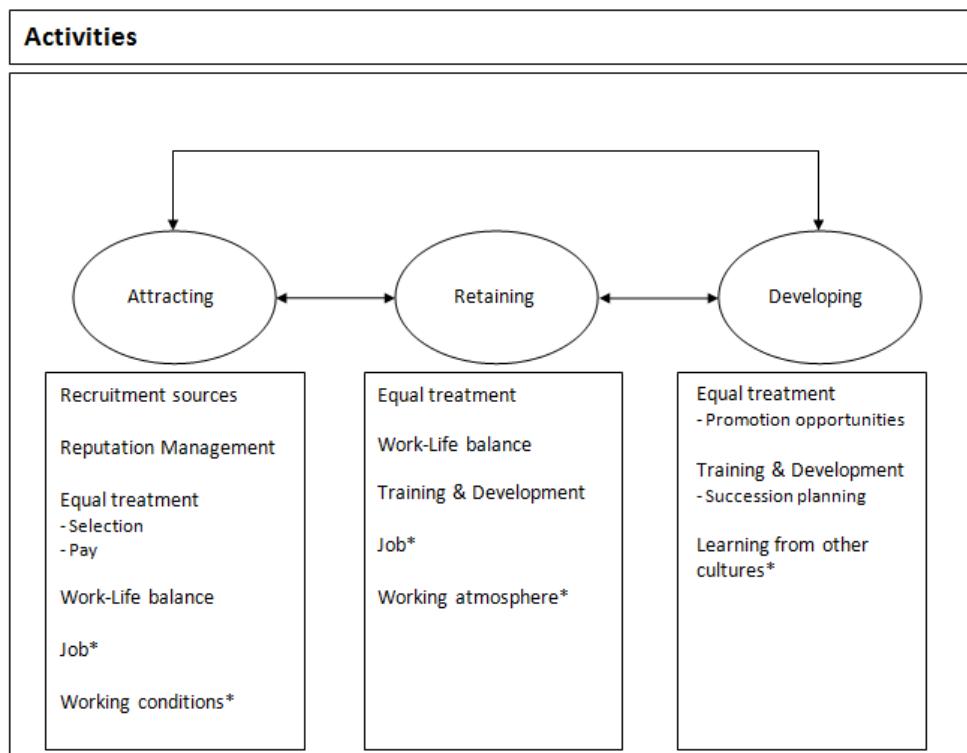


Figure 9 Overview of the results

The results describe what the female and non-Dutch engineering students think is important to attract, retain and develop them. To create a possible policy these results can be translated into possible policy items, that will be described in Chapter 6.

4.1 Attraction

Attraction is a quality or force of someone or something that tends to pull others in or create interest in the person or thing (Cambridge Dictionaries, 2013). Drivers that have the largest influence on the attraction of (female and non-Dutch) engineering students are described in this paragraph. First the most important outcomes of the analysis on recruitment sources (Subparagraph 4.1.1), reputation management (Subparagraph 4.1.2), equal treatment (Subparagraph 4.1.3), work-life balance (Subparagraph 4.1.4), job (Subparagraph 4.1.5), and working conditions (Subparagraph 4.1.6) are discussed in general. Subsequently the specific factors important to a specific group, the groups of the non-Dutch respondents and the female respondents, are discussed respectively in Subparagraph 4.1.8 and 4.1.9. In the last subparagraph the results of the attraction of the engineering students are summarized.

4.1.1 Recruitment sources

Two recruitment sources, namely university and the company website, are the most important sources according to the engineering students.

The engineering students can be attracted by campus recruitment. The students would like the companies to visit the campuses, in the Netherlands, as well as abroad. Two activities have been mentioned most.

First, by career orientation days, like the Dutch 'Bedrijfendagen' at universities, the students can be reached. During these career orientation days they mentioned to get in contact with the companies by a career fair, workshops and presentations.

"... a career fair. They can send delegates there, but... If you go around at such a fair and you look at the stands, you can become interested in one particular company. By the way, the employees who present the company, present the company to you. So if they make it sound appealing, they describe the project and the focus in such a way they attract you, that's how they bring more focus on the company" (5).

"It depends. It's like in university there is a fair-day and all the companies came, they actually advertised their company and you can talk with them, you can know them a bit..." (10).

Second, the engineering students also indicated lectures and company visits, organized via the connection with a professor or a study association, as a good way to be reached.

"Yeah, another way to attract university graduates, it would be nice if the company could collaborate with some professors, and give some presentations during the lectures" (6).

"Bij de studieverenigingen heb je ook veel van die lezingen en zo, daar zou ik, denk ik, heengaan. Daar ga ik sowieso wel eens heen, ook wel naar rondleidingen via de studievereniging bij bedrijven. Dus, dat zijn wel de dingen, die ik doe, om kennis te maken met een bedrijf. Gewoon al die dingen, die door de studievereniging worden aangeboden en dat klinkt als een interessant bedrijf, daar ga ik dan meestal wel kijken. Dus, ik denk dat dat ook wel goed werkt" (17).

(At the study association you have a lot of lectures, etcetera, there I would, I think, go to. I go there anyway sometimes, also to company visits via the study association. So, that are the things, that I do, to make the acquaintance of a company. Just all those things, which are offered by the study association and sounds like an interesting company, I would go and take a look over there. So, I think that that also works pretty well)

The engineering students also can be reached by the website of the company, because that is where they search for information when they think the company could be interesting for them. Two elements are regarded as most important.

On the one hand, the students look at what the company does, so the general information about the company.

"I think a good company must have a good website too, that can give us information, any information, about their business, their, what is it called, their branch or something, and especially what they are doing..." (16).

On the other hand, they look at the vacancies. It is important that these vacancies have a clear profile and vacancy description.

"If I found out about a company I would go to their website. I would see what kind of information they have on their vacancies or what their job profiles are" (15).

4.1.2 Reputation management

Important factors in the choice for a company for engineering students is the kind of company and the working atmosphere.

Three elements are most important when the engineering students select the company they want to work for.

First, most students are attracted to a well-known company, mostly because of the known (advancement on) technology.

"And now I'll start working for Océ, in Venlo, and it is bought by Canon and it's a known company, and it is a very good nomination. And I did my internship in Philips, and I really liked Philips, because everybody knows what Philips is, the research and development is really perfect and people around me are scientists, engineers, high leveled people. So I know that I'm working for a very nominated and good company, so it makes me connected to what I do" (14).

Second, what the company does, so the type of company, is a decisive element. Some of the students argued that they value ethical matters and the way the company adds to society with innovation.

'So I don't want to be responsible of building something that will kill someone. That is not... And even when it's so high tech, I would never do it. These kind of things. So if it's a company that is making something in electronics, than you know that everyone is using them and that they are really important in this society, then it is interesting and it's a good job. Or a company that works in health care also, that makes the machines for operations and that kind of things. That is also interesting and that is also a company that gives something to society somehow. Yeah, that is what I select companies for. For what they do" (12).

Some of the students think that is important because of the innovation, and the importance in society of these advancements.

"I find it that it's a kind of way of working, which will bring the biggest improvement to the everyday life. So I think the company should show me it favors this dynamism for research, for improvements in this technical area" (1).

Third, also internationalization is important to the engineering students.

"The company should be, you know the environment of the company should be very international" (10).

“Because when you are learning engineering there is no border inside engineering. The world is ‘flat’, so that’s why they have to think about the other parts of the other countries” (3).

The most important characteristic according to the engineering students is the opportunity to learn from other cultures. The non-Dutch students think that a diverse cultural workforce and English as the written and spoken language in the company is important in an international company as well. These characteristics will be further described in Paragraph 4.1.6.

Learning from other cultures is not only mentioned by the non-Dutch students, but also by the Dutch students (3 of 5). The engineering students think that they can get different views from other cultures and learn from that.

“To me, personally, I like the group where everybody is not the same. So you learn more how to handle people in a different way. So that’s really important to me, because if there are ten people from the same culture, from the same background, then it is, you are kind of, you know... you don’t mingle that well. If it is completely diverse, if there are ten people from different parts of the world, I think you can get to learn a lot more of situations” (15).

The working atmosphere has been indicated to be an important factor to attract these engineering students as well, because it makes them feel comfortable at work. Most engineering students gain an opinion about the working environment during an interview, during company visits or via employees working there. One element is particularly important in the working environment to the students.

The students would like to have a good, open atmosphere, in which they have, most important, social colleagues.

“Het moet gezellig zijn, dat vind ik ook altijd erg belangrijk, dat er leuke, gezellige, speciale mensen werken, waarmee je gewoon even een kopje koffie kunt gaan drinken, die je gedachten op iets anders zetten. En dat je je dingen, je project of zo, waar je mee bezig bent, dat je die ook kunt overleggen met anderen en dat de mensen onderling bereid zijn elkaar te helpen. Een bedrijf moet gewoon een beetje openheid en sociabiliteit en samenwerking uitstralen, dan zou ik er wel graag willen werken” (17).

(It should be sociable, which is what I always think is very important, that there work nice, social, special people, with whom you just can drink some coffee, who can change your mind setting. And that you can consult others and that the people mutually are prepared helping each other. A company should just radiate some openness, sociability and collaboration, than I would love to work there)

4.1.3 Equal treatment

Equal treatment is important to both the non-Dutch and female engineering students. The specific needs of non-Dutch students and female students are described respectively in Paragraph 4.1.7 and 4.1.8.

4.1.4 Work-life balance

Another factor in the choice for a company by engineering students is flexibility. Two elements are most important when they select on the flexibility of a company.

First, flexible working hours are important to engineering students. Two interpretations of these flexible working hours have been found during the research, namely the possibility of classifying the working hours per day or week yourself.

"Nou ja, als ik bijvoorbeeld besluit, om om twee uur 's middags te gaan rennen, dan vind ik het prettig, als ik daarna nog gewoon door zou kunnen werken. Of als ik bijvoorbeeld halverwege de middag denk: "Ik ben niet productief", dat ik dan op een zaterdag kan werken. Daar heb je uiteindelijk allebei meer aan" (7).

(Well, if I for example decide to go running at two o'clock in the afternoon, then I think it is pleasant if I can just work further afterwards. Or for example if I think halfway the afternoon: "I'm not so productive", that I can work on a Saturday as well. At the end you both benefit)

Moreover students want the opportunity to work one week more and the other week less.

"En wat ook wel fijn zou zijn: Ik ben zelf wel bereid om over te werken, maar daar moet dan wel tegenover staan, dat je ook rustige weken hebt. Dat je eerder naar huis kunt, en zo. Dus een beetje flexibele uren, dus dat je in drukke periodes langer doorwerkt en in rustige periodes gewoon eerder naar huis kunt" (8).

(And what would be nice: I am willing to work overtime, but on the opposite should be that you also have more relaxed weeks. That you can go home earlier, and so on. So a bit flexible hours, so that you work longer in busy periods and in calm periods just go home earlier)

Second, the possibility of having a flexible leave policy is as well important to attract engineering students.

"...kan ik gemakkelijk verlof krijgen om een week naar huis te gaan" (2)?

(...can I easily get days off to go home for one week)

4.1.5 Job

The engineering students also believe that the job itself is important in their decision to work for a certain company. Four elements stand out when they look at the job.

First, it is important for the engineering students that the job(s) offered by the company is interesting.

"Ik zou het onderwerp interessant moeten vinden, of het veld, of het veld, waarmee ze aan het werk zijn" (9).

(I should be of the opinion that the subject is interesting, or the field, or the field they are working in)

Second, the job(s) offered should be related to the study or expertise of the engineering students. The students want to have experience and knowledge of the job when they apply for it.

"... something I have experience with, so maybe something related to what I did in my study. I wouldn't like to start with something that is very different" (19).

Third, the engineering students are attracted by a dynamic job. They are not attracted by a routine job, they do not want to do the same work every day.

"Something I prefer, what I am looking for are not very stable jobs, so that you are not going to do the same thing every time and every day" (4).

Fourth, the students are attracted by a challenging job.

"Especially for me I would like my job to be challenging otherwise I get bored." ..."Because it helps you grow as a professional. And also when you achieved one big challenge, you get the feeling of "I did it", and if there is no challenge on it you will get bored and when it's boring you won't enjoy it anymore" (12).

4.1.6 Working conditions

An important factor to attract (female and non-Dutch) engineering students are the working conditions. There are three elements in particular engineering students are attracted by.

First, the engineering students would appreciate it if the company has the right working facilities. The exact working facilities they think are important vary from a working space, chairs and desks to good equipment, like computers and machines.

"...the equipment and everything you use for work they have to offer. I mean the employee shouldn't have to bring anything along to be able to work" (11).

Second, the policy on transportation could be an attraction driver to engineering students. They would like to see this organized, varying from bus, bike and/or car facilities, to a kilometer allowance.

*"Als ik ver weg woon: een vergoeding voor vervoer. Of anders: een goede fiets" (17).
(If I live far away: a compensation for transport. Otherwise: a good bike)*

"Bus facilities, or bike facilities, something that you're not forced to handle that problem on your own. If you are a foreigner especially it's more difficult. Not all foreigners can ride a bike, first of all. Secondly sometimes it's raining, and some people don't like to bike when it's raining, so you need a bus or a car or something" (5).

Third, they look to the salary offered by the company as well.

"And of course how much they are going to pay you for the job" (12).

The amount of salary the engineering students would like to earn differs among the respondents. It varies from enough to make a living, to their level/value, to just 'well-paid'.

"Yeah, you know, we work to get some money to make some living" (16).

"A salary which is not too low, corresponding to your level" (4).

"I would like a good pay" ... "Well, I need a good life, and you usually don't get things for free, and if I need to afford a good life style, then I need money for that. The only way I can do that is to my job. So if I'm paid for what I work for, I get that satisfaction, and it would be good" (15).

4.1.7 Non-Dutch respondents

The non-Dutch respondents have some specific factors that attract them to a company. They think that specific characteristics are important in an international company. Equal treatment and support for foreigners are important to them as well.

Recruitment

Next to the general opinion of the engineering students that it is important to have the opportunity to learn from other cultures, the non-Dutch students think that a diverse cultural workforce and English as the written and spoken language in the company are important as well in an international company. This would create an open environment, in which the students can feel comfortable. English should be the language spoken and written in the company, mostly because they do not want to learn or have not learned yet the local language. If English is not the official company language, spoken and written, they think this can lead to loneliness and communication problems.

"Just to hear people in the hallway talking English, so you see you are not alone. You always feel better as a foreigner" ... "If you cannot talk with someone and you don't understand him, you cannot exchange, you cannot learn his culture, and you will just have misunderstandings, which can lead to very bad stuff" (1).

Having an international workforce decreases the feeling of loneliness for non-Dutch students as well.

"Well, like the experience to communicate, to interact with many other people from other countries, so not only the people in that country I think. So, the various nationalities, experience the cultures, I can learn a lot from that" (16).

"I would suggest, if the native people show interest in learning the other countries' culture, the others would take equal interest in learning the native culture as well. So that would be quite a good blend. Even it would be something like unity in diversity, like there are a lot of people but still they are all together" (15).

Equal treatment

The students think that there is no difference between different nationalities.

The non-Dutch students would not like to be treated differently, or be discriminated.

"Again they are also people, okay they are foreigners and they might have a distinct color, they might have not the same religion, but you still have to treat them like people, not as foreigners" (5).

"... but there should be the same policy for the Dutch people that apply and for the foreign people. If they don't have the same policy, they, if I apply and a Dutch guy also, and they

prefer to hire the Dutch guy, that means the company is not an international company. They prefer their local people" (10).

Support for foreigners

A lot of the non-Dutch engineering students could be attracted by a company if the company offered support, because they do not know anything yet about policies, places, etcetera. There are three elements they would like to be supported in.

First, they appreciate arranged accommodation by the company.

"... yeah, maybe the first time the foreigner wants to come, start working, they need help to find a house. It was difficult for me, so... Yeah, it can also motivate. Because if they say 'the company can arrange everything for me', and the first month I go there I can feel comfortable. So it's good for the people, foreign people, when you come immediately from another country" (10).

Second, they would like support to visit their family once in a while and support for their family to visit them or living with them.

"...one would be holiday days, so I can go meet up with my family and my friends. And if I'm not able to go there, maybe the company can arrange for my family to come here and see me" (15).

"...dat je dan de mogelijkheid krijgt om een week vrijaf te krijgen om even op en neer te gaan naar huis. Dat is wel zeer concreet. Dat is wel heel specifiek voor de situatie, waarin mensen uit het buitenland komen. Dat je bijvoorbeeld ook gemakkelijk je gezin hierheen krijgt" (2).

(...that you get the opportunity to get a week off to go home and come back. That is quite concrete. That is very specific for the situation, where people come from abroad. For example that you can get your family here easily)

Third, they would like to have help with documents, like a visa, a work permit, a bank account, a Social Service Number, and moving forms.

"Yes, I mean they have to give some help like, knowing what do for living in another country, because things are not the same, the way of life is not the same. For example, here you need your BSN number. When you are a foreigner you don't know you have to go to the city hall to get this number. So when you are in a company completely new they should help you what to arrange" (4).

4.1.8 Female respondents

The female respondents have some specific factors that attracts them to a company regarding equal treatment.

Equal treatment

The engineering students think that there is no difference between males and females.

The female students would not like to be treated differently.

"...as far I'm concerned we are all equal, so we shouldn't really put effort into getting more women" (5).

"Ik denk dus, dat ik er zelf niet over nadenk, wat ik zelf specifiek anders zou willen, omdat ik niet zo anders behandeld wil worden" (13).

(So I think, I do not think about it myself, what I would want specifically different, because I do not want to be treated so different)

More specifically equality in salary is a very important factor.

"Ik wil zeker niet minder verdienen dan een man op dezelfde positie. Want je hoort wel vaker dat vrouwen minder verdienen dan mannen in die positie als ze hetzelfde werk doen" ... "En dan gaat het eigenlijk om het principe dat ik minder verdien dan wanneer ik een man was geweest, die aangenomen zijn voor dezelfde functie. Dan zou ik mij heel erg gekwetst voelen in mijn...en ook wel een beetje boos in mijn... in wat ik waard ben, want dat heeft er niks mee te maken of ik man of vrouw ben. Dat gaat dan wel diep en dat je dan niet aangenomen wilt worden, omdat je een vrouw bent. Dus ook niet anders betaald wilt krijgen" (7).

(I definitely do not want to earn less than a man on the same position. Because you hear often that females earn less than men in that position doing the same job ... And it actually goes about the principle that I earn less than when I would have been a man, which would be hired for the same position. Then I would feel hurt in my, and also a bit angry in my, in what I am worth, because that has nothing to do with the fact if I am a man or a woman. That goes really deep and that you than do not want to be hired, because you are a woman. So not want to be paid differently)

Next to that, female respondents do not want to be hired because of their gender; they want to be hired because of their skills.

"The important thing is like, I want them to see I have the same potential. If for example because they have some kind of policy in the company also, it's good for females, but they just want to hire females to get a bit balance. But I don't want that. I want someone to hire me because I can work well for them, I have a good potential to work, I could be useful" (10).

4.1.9 Summary

The engineering students can be reached via university. The students would like the companies to visit the campuses, also abroad, so they can be attracted by campus recruitment. The career orientation days are indicated as effective, and lectures and company visits, organized via the connection with a professor or a study association as well. The engineering students can also be reached via the company website. At this website most of them look at what the company does and what their vacancies are. These vacancies should include a clear job profile and vacancy description. Most engineering students are looking for a well-known and international company. There should be the opportunity to learn from other cultures. What the company's core business is, is as well important to the engineering students.

The engineering students look for a company that offers the right working facilities, transportation facilities or compensation and a salary that is enough to make a living, corresponds to their level/value, or should be just 'good'.

The students are also looking for a good, open atmosphere in the working environment. Nice, social colleagues very important to them. If they experience this kind of working environment during an interview, a company visit or hear stories about the working environment of employees working at that company, they can be attracted.

The students can as well be attracted by a flexibility in working hours and a flexible leave policy. Some of the students would like the flexibility in working hours to consist of the possibility of classifying the working hours per day or week themselves, and other students would like this to consist of having the possibility to work one week more and the other week less.

Next to that engineering students are attracted by an interesting, dynamic, challenging job, which is related to their study or expertise at a company that offers the right working facilities, transportation facilities or compensation and a salary that is enough to make a living, corresponds to their level/value, or should be just 'good'.

The non-Dutch engineering students are a part of the above looking for an international company in which the written and spoken language is English. Having an international workforce makes the non-Dutch students feel more comfortable. The engineering students do not want to be treated differently on base of their nationality, because they do not think there is a difference between people with different nationalities. Next to that, the non-Dutch engineering students would like to get support from the company in accommodation, for visiting their family, for their family visiting or living with them and with the documents needed.

The female students do not want to be treated differently on base of their gender. They do not think there is a difference between females and males. The females want to earn the same money as males in the same position, and would not like to be hired because they are female, but they want to be valued by their skills.

4.2 Retention

Retention is the ability to keep or continue having something (Cambridge Dictionaries, 2013). Drivers that have most influence on the retention of engineering students are described in this paragraph. First the subjects important for the retention of the engineering students in general are discussed. These subjects are equal treatment (Subparagraph 4.2.1), work-life balance (Subparagraph 4.2.2), training and development (Subparagraph 4.2.3), job (Subparagraph 4.2.4), and the working atmosphere (Subparagraph 4.2.5). Subsequently the specific factors important to a specific group, respectively the groups of the non-Dutch respondents and the female respondents, are discussed in Subparagraph 4.2.6 and 4.2.7. In the last subparagraph the results of the attraction of the engineering students are summarized.

In general not much difference is found in the important factors to attract and retain engineering students.

4.2.1 Equal treatment

Equal treatment is important to the non-Dutch and female engineering students.

The different specific needs of the non-Dutch students and female students are described respectively in Paragraph 4.2.6 and 4.2.7.

4.2.2 Work-life balance

An element of this subject is found important to non-Dutch engineering students regarding to vacation. Therefore it will be further described in Paragraph 4.2.6.

4.2.3 Training & Development

Engineering students can be retained by giving them growth, development and promotion opportunities. Most of the students want to keep learning, to be challenged by growth and promotion opportunities.

“Dat je gedurende je werk toch merkt, ik kan hier nog heel veel verbeteren, ik kan hier nog heel veel verbeteren. En als dan... Waardoor ik echt bij een bedrijf zou blijven, denk ik, toch wel puur, hoe ze helpen in de ontwikkeling” (8).

(That during your job you notice, I can improve here a lot, I can improve here a lot. And then if... Why I would really stay with a company, I think, undoubtedly, how they help your develop)

“... give me the opportunity to show myself. To progress in my job” (10).

“Because it makes you more connected to work, because you feel that... you get what you deserve. And it motivates you to work more in my opinion. I think everything is happy when they get more money, so this is one of the things a company should do, to the employees who deserve it. If you work harder than your other colleagues, there should be some difference between you and him, and you also should see that they are aware of it, so promotion is one of the crucial things” (14).

This will keep them challenged and interested.

4.2.4 Job

The job is next to an attraction driver, a retention driver as well. In contrast to the four elements of the job that can attract the (female and non-Dutch) engineering students, only two elements remain important to them and make them stay in a company.

First, the job should keep challenging them to make them stay in the company.

“En als je uitdagend werk hebt, ook. Dat lijkt me toch het belangrijkste, als je gaat werken, dat je gewoon iets doet, wat je leuk vindt. En als je denkt, dat nog vijf jaar te kunnen doen, dan zou ik geen reden zien, om weg te gaan, dus. Ja, dat denk ik eigenlijk. Zo lang ik het werk leuk zou vinden en het goed gaat, dat heeft het bedrijf mij wel binnen, denk ik” (9).

(And if you have a challenging job, as well. That seems to me the most important, when you go working that you just do something, you like. And if you think that you can do that for five years more, I would not see any reason to leave, so. Yes, that is what I think actually. As long as I like the job and it goes well, than the company owns me, I think)

Second, what would retain the engineering students, is an interesting job. They want to work on a subject or project of their interest.

"If you are comfortable where you are working, and you are interested in the work you have. You are not very likely to change jobs just like that" (5).

4.2.5 Working atmosphere

The working environment has also been indicated as an important factor to retain the (female and non-Dutch) engineering students, because a good working environment makes them feel comfortable at work. One element is marked as important in this working environment.

The element important to the engineering students are the colleagues. The colleagues should be social, friendly, nice, and should be able to communicate.

"I think also that the atmosphere should be still nice and that you enjoy working with the people around you, because when the job is nice and the people around the job are not nice, then you don't enjoy it. So that is also important" (12).

4.2.6 Non-Dutch respondents

The non-Dutch respondents have some specific factors that retains them in a company, namely vacation and equal treatment.

Work-life balance

Vacation is an important factor for the retention of the non-Dutch engineering students. One element is mentioned by the non-Dutch students.

The possibility of flexibly taking a day(s) off, and being able to have more vacation days than Dutch employees is important to retain non-Dutch engineering students.

I mean, flexibility also in the sense that if you have a day off for a special reason, it's not that complicated to ask for it. Because I know sometimes it is" ..."Because sometimes it may happen. I mean, especially if you are abroad it may happen for some reason you have to go to your country. I think it's nice if you can go without too many problems. Just a couple of days off" (19).

"I should be allowed to go back to my home for some time... I would really appreciate that in a company, because I seriously, sometimes there are a lot of companies where they do not give much time off for personal time. That could be the amount of time that a native gets, could be much lesser than what an international candidate needs. Because they need to go back home, to see their family and friends, they haven't seen them in a long time" (15).

Equal treatment

Most of the engineering students think that there is no difference between the different nationalities. One element is important to them and would retain them.

It is important to the non-Dutch students that they are not discriminated.

"There shouldn't be discrimination of course, because that would just be ridiculous"..."In every way whether it's gender or... race, or nationality, or, I don't know, any kind of discrimination I would suppose. And even higher rank discrimination" (15).

4.2.7 Female respondents

The female respondents have a specific factor that retains them in a company, namely equal treatment.

Equal treatment

Most of the engineering students think that there is no difference between the different genders.

The female engineering students think that different genders should not be treated differently.

"I think that they should be treated as equal. I should be treated like a colleague, not like a girl. Sometimes in companies it's like, they treat girls different, and that's something that shouldn't be. We have the same education and we can do the same stuff, so why should I be treated different" (12).

4.2.8 Summary

Growth, development and promotion opportunities are important to retain engineering students. This will lead to more challenge for the students and keep them interested. What should interest and challenge them as well, is their job, so that they do not get bored.

A good working environment is also important for the engineering students, because it makes them comfortable when they are at work. In this working environment especially the colleagues are important to them. They should be social, nice and be able to communicate.

Non-Dutch engineering students do not like that there is a difference made in nationality by a company, this would not make them stay. It is important to them that they are not discriminated. The non-Dutch engineering students can also be retained with vacation. They think that it is important to be able to flexibly take day(s) off and they are as well of the opinion they should have more holidays than Dutch employees. This would retain them.

The female engineering students do not like that there is a difference made in gender by a company, this would not make them stay. To the female students it is important that they are treated equally to the males.

4.3 Development

Development is the improvement of a skill, ability, quality, etcetera (Cambridge Dictionaries, 2013). Drivers that have most influence on the development of engineering students are described in this paragraph. First the elements important for the training and development of the engineering students in general are discussed. Subsequently the specific factors important to a specific group, respectively the groups of the non-Dutch respondents and the female respondents, are discussed. In the last subparagraph the results of the attraction of the engineering students are summarized.

4.3.1 Equal treatment

Equal treatment is important to the female engineering students. The specific needs female students are described in Paragraph 4.3.4.

4.3.2 Training & Development

The (female and non-Dutch) engineering students think that it is important to give them growth, development and promotion opportunities. Most of the students want to have development opportunities, growth, by for example progressing in their job, gaining more experience, or getting more responsibilities, and promotion opportunities.

"...you are just an engineer, so you become manager, you take more and more responsibilities, so it is the company which is going to give you this thing. Of course if you prove you are able to do it" (4).

"...by putting me in a project where I could grow more, that I can grow by experience, not only by learning things from the books or some theory. Experience teaches you more than the books" (12).

"The primary thing is work wise. Like if you are a software engineer or a starting system engineer, if you do good work then you should be promoted to the next level. So that is one very important point" (6).

One element is important to them in these opportunities, the engineering student would like the company to show them these opportunities.

"Duidelijk maken, welke doorgroeimogelijkheden er zijn. Om op te zoeken maken, daar zelf ook eventueel met voorstellen komen, van "Goh, misschien heb je het zelf nog niet door, maar we denken, dat je wel verder kunt, dat je dit kunt doen" ook al heeft iemand daar niet per se om gevraagd. Ik zou daar zelf wel om vragen, ik zou zelf wel actief daarin zijn, maar een bedrijf kan daar denk ik ook... Dan voelt iemand zich sowieso ook gewaardeerd, ook al heeft hij er geen zin in" (7).

(Make clear, which career opportunities there are. To make it searchable, and come with potential proposals, of "Maybe you have not noticed it yourself, but we think that you can go further, that you can do this" even if someone did not ask for that. I would ask for that, I would be active, but I think a company can... Than someone would feel appreciated, even if he does not feel like it)

Engineering students believe that training is very important in order to develop themselves. These trainings could be offered the best in two formats according to the students, by lectures, for example at universities, or courses.

"So I mean, give some money to universities to sponsor some courses, the employees can attend, to get an idea about business and all that. That would be a nice thing, and then after that they could be switched to sales. I mean they cannot switch from a technical domain to sales immediately, they need some education" (6).

"... een soort van cursusverband, dat het allemaal wat meer tot leven komt, zeg maar, dan dat je het op papier aan het lezen bent" (13).

In these trainings two kinds of skills need to be handled. The engineering students would like to be trained in hard skills and soft skills.

"... maybe they can help by coaching soft skills or hard skills in the company if I need training, they can help me" (10).

Especially hard skills training on engineering skills is wanted.

"Het is altijd wel goed, om kennis up-to-date te houden, mensen op de hoogte te houden van nieuwe dingen. Vooral... Het gaat, denk ik, om techniekbedrijven, als je ziet, hoe hard de techniek tegenwoordig gaat, denk ik, dat het essentieel is, dat mensen af en toe een beetje worden bijgeschoold in van alles" (17).

(It is always good, to keep knowledge up-to-date, keep people posted of new things. Especially... It goes, I think, about engineering companies, if you see how fast engineering goes nowadays, I think it is essential that people will be retrained in everything)

4.3.3 Non-Dutch respondents

The non-Dutch respondents have some specific factors that they is important in their development, namely learning from other cultures and special soft skills training.

Training & Development

Engineering students believe that training is very important to develop, in hard and soft skills. From these soft skills, language trainings are most important to the non-Dutch engineering students. Mainly they would like the company to provide trainings in the local language.

"Important for me to know is the language that I'm going to work in, Dutch is important. So they can develop, learn me the other languages..." (18).

Learning from other cultures

Learning from other cultures is also seen by the non-Dutch engineering students as a development driver. Two elements are important to them.

First, the non-Dutch students would like to learn more about the local culture.

"I would like the company to develop me in their culture, in the original culture of wherever they are situated. Like the Dutch culture, learn Dutch music or so... Something that kind of makes me feel more connected to "yes I can do this". Of course right now I have come from the university, so I know a little of Dutch or whatever, but for a person that has been recruited blankly, straight forward from somewhere else, they would really appreciate something that helps them to get acquainted with the culture" (15).

Second, the non-Dutch engineering students would also like to learn about each others' culture. They think this would develop them and that they can learn from other views and perspectives.

"We are all different people and especially the further you were born, you grow, the different you will be with your culture, your way to see things. This is something really important. To see no differences in status, like in the absolute we all have the same kind of capabilities. So we should be all accepted at the same level, but still we have all a lot of differences. And it's really interesting to exchange them. And it's really helping, I think, I'm still pretty young, so I'm really developing at a fast speed" ... "And I think a company, which employs a lot of

international people, it's really important for the development. And the fact to exchange knowledge and culture with them" (1).

4.3.4 Female respondents

The female respondents have a specific factor that they think is important in their development, regarding diversity.

Equal treatment

Most of the engineering students think there is no difference between the different genders. One element is important to female engineering students in developing.

The female engineering students want to get the same (development) opportunities as men in a company.

"I always used to think, like the same opportunities to males and females, so I don't know to develop me as a female is different" (18).

"I like to be treated as equal, so it doesn't matter if it's the same training that is also given to the guys. Not asking for any special training kind of things. I mean you are already there, and you are already equal, so you should be able to handle things equally" (12).

4.3.5 Summary

Growth, development and promotion opportunities are important to develop engineering students. They would like the company to show them these opportunities.

The engineering students would like to be developed by trainings. These trainings can be given in courses and or lectures. The students would like to be trained in soft and hard skills. For the hard skills trainings it is most important to the engineering students that they get training in engineering skills.

The non-Dutch engineering students think that it is important to learn from other cultures, both the local culture and non-local cultures. They would like to be developed by trainings in soft and hard skills. Included in these soft skills, non-Dutch engineering students would like to learn languages, and especially the local language.

The female engineering students do not think there is or should be a difference in the development of the different genders. The female engineering students want to get the same (development) opportunities as men in a company.

5 Discussion

There are several elements that have to be taken into account while developing a diversity talent management policy.

Firstly, the two most important recruitment sources are the universities and the company website. The students would like the companies to visit the campuses, also abroad, so they can be attracted by campus recruitment. The career orientation days are indicated as effective, and lectures and company visits, organized via connections with a professor or a study association as well. The engineering students can also be reached via the company website. At this website most of them look at what the company does and what their vacancies are. These vacancies should include a clear job profile and vacancy description.

Secondly, most engineering students want to work for a well-known and international company. There should be the opportunity to learn from other cultures. The non-Dutch engineering students want to work for an international company in which the written and spoken language is English. Having an international workforce makes the non-Dutch students feel more comfortable. What the company's core business is, is as well important to the engineering students. Thus, reputation management is important for a company in a diversity talent management policy.

Thirdly, equal treatment is an important element to engineering students. The engineering students do not want to be treated differently based on their nationality or gender, because they do not think there is a difference between people with different nationalities or a different gender. The female engineering students want to earn the same money as males in the same position, and would not like to be hired because they are female, but they want to be valued by their skills. They want to get the same (development) opportunities as men in a company as well.

Fourthly, work-life balance is an important factor to engineering students, especially with flexibility in working hours and a flexible leave policy. Some of the students would like the flexibility in working hours to consist of the possibility of classifying the working hours per day or week themselves, and other students would like this to consist of having the possibility to work one week more and the other week less. The non-Dutch engineering students think vacation is an important factor as well. They want to be able to take flexibly take day(s) off and they think they should have more holidays than Dutch employees.

Fifthly, growth, development and promotion opportunities are important engineering students. This will lead to more challenges for the students and keep them interested. They would like the company to show them these opportunities. Trainings are as well important to the engineering students. These trainings can be given in courses and or lectures. The students would like to be trained in soft and hard skills. For the hard skills trainings it is most important to the engineering students that they get training in engineering skills. Included in the soft skills trainings, non-Dutch engineering students would like to learn languages, and especially the local language.

Sixthly, the job is as well important to the engineering students. The job should be interesting, dynamic, challenging job, so that they do not get bored, and should be related to their study or expertise.

Seventhly, in terms of working conditions the engineering students want to work for a company that offers the right working facilities, transportation facilities or compensation and a salary that is enough to make a living, corresponds to their level/value, or should be just 'good'.

Eighthly, the students are looking for a good, open atmosphere in the working environment. Nice, social colleagues very important to them. They experience this kind of working environment during an interview, a company visit or hear stories about the working environment of employees working

at that company. A good working environment is important for the engineering students, because it makes them comfortable when they are at work.

Ninthly, the non-Dutch engineering students would like to get extra support from the company in accommodation, for visiting their family, for their family visiting or living with them and with the documents needed.

Tenthly, the non-Dutch engineering students think that it is important to learn from other cultures, both the local culture and non-local cultures.

In conclusion, a diverse talent management policy focusing on talented female and non-Dutch engineering students should take recruitment, equal treatment, work-life balance, training and development, the job, working conditions, working atmosphere, support for foreigners, and the opportunity to learn from other cultures into account.

In this chapter the general literature and the results of the research are compared, followed by the limitations of the research and possibilities for future research. As well the relevance of this research is discussed.

5.1 Comparison to literature

According to Mckay & Avery (2005) recruitment should develop an action plan for targeting specific recruitment sources. A lot of different recruiting sources have been mentioned in literature, including universities and media (Ernst Kossek et al., 2003; Mckay & Avery, 2005; Peiker, 2010; Salomon and Schork, 2003). The results of this research are partly conform these general theories (not specifically focused on students), because the literature mentions many more specific recruitment sources that should be used. However the results of this research suggest that a company should focus on (only) two different recruitment sources when recruiting talented engineering students.

The general theory refers mostly to reputation management with unmet expectations (Mckay & Avery, 2005; Moser, 2005) and how diversity should be displayed in recruitment advertisements (Ng & Burke, 2005; Williams & Bauer, 1994; Avery, 2003). In contrast to the results of this research, the existing literature does not highlight the importance of the reputation of the company and the reputation of the working atmosphere in particular. The results of this research on the other hand, do not show the importance of met expectations. In line with existing research this thesis concludes that for the companies' reputation an international appeal is important to the engineering students, so the diversity should be shown to the students.

On the field of equal treatment the literature mentions equal treatment specifically on selection (D'Netto & Sohal, 1999), pay (Shen et al., 2009), performance appraisal (Shen et al., 2009), and promotion opportunities (McCall et al., 1988; Goodman et al., 2003; Shen et al., 2009) for diversity in general. The results show that female students think equal treatment on selection, pay and promotion opportunities is important, but this does not count for the male non-Dutch students. Equal treatment in performance appraisal is contradictory to the theory, not an outcome of this research.

Work-life balance is marked as important in theory, as well as in this research. The literature mentions specifically flexibility in the number of hours worked, the arrangement of hours, and the place of work on this field (Maxwell & McDougall, 2004). The results of this research agree on the importance of flexibility in the number of hours worked, and the arrangement of hours, but flexibility in the place of work is not an outcome of this research. On the other hand, the non-Dutch students

of this research think it is also important to have a flexible leave policy, which is not mentioned in previous research.

On training and development the results of this research are partly conform the theory. According to Mckay & Avery (2005) the company should provide training and development opportunities, which is also an outcome of this research. In the literature succession planning (Ernst Kossek et al., 2003), mentoring (Mckay & Avery, 2005) and networking (Arredondo, 1996) are specifically mentioned on the field of training and development. Of these three specific factors only the importance of succession planning is an outcome of this research, in contrast to mentoring and networking, which are not.

The importance of the job, the working conditions, working atmosphere, and the opportunity to learn from other cultures are not mentioned in existing literature, but are marked as important in this research.

5.2 Limitations and future research

This research has some limitations. The large amount of interviews held guarantee the internal validity. This could be researched in future research. A treat to the internal validity is 'confounding' in which groups can be influenced by independent variables (Cox et al., 2008). The first reason is that English is not the native language of the interviewers, nor of the interviewees. This may have caused limited answers or wrong interpretations. This could have been prevented by having the interviews done by someone with the same nationality as the interviewee, but this is quite redundant. The second reason is that the interviews were cross-cultural. With cross-cultural interviewing it is difficult to become aware of the multitude of cultural factors that affect the relationship between interviewer and interviewee (Steinar & Kvale, 2007). This could have been prevented by taking time to establish a familiarity with each culture and learn some of the many verbal and non-verbal factors by the interviewer, or by having the interviews done by someone with the same nationality as the interviewee, which is both quite redundant as well. The third reason is that most of the students interviewed in the sample were interns of ASML. These students might already have a preference for a kind of company and could have influenced by the kind of company the students are attracted to. To prevent this the interview sample should have first been filled by students from the universities, in contrast to first filling the sample with interns of ASML.

The reliability of the research could be improved by having the transcripts coded by a second or even third individual, so the reliability of the codes could be calculated. A treat to the reliability is the fact that some students reported that they did not have an idea yet about what would retain and develop them, because they did not yet have any experience working at a company. Therefore in future research, research should be done to starters about the retention and development to make this clearer, as pre-starters become starters as soon as they are attracted and these starters already have some experience.

Other future research could be done to how such a policy could look like for each of the specific fields of engineering education by analyzing the data of this research in another way. It could be interesting as well to do research to a diversity talent policy per culture, to see if a distinction can be made in the policy of particular cultures. Next to that, each attraction, retention and development factor could be researched in more depth. Future research could also been done to the factors that have been found important in this research, but have not been mentioned in the general literature. One could research if these factors are sample specific, or are also important to minorities in general.

5.3 Theoretical and practical implications

Despite the increasing number of articles on this subject, a recent review of research on diversity showed a European representation of only 7 percent in the current literature (Joshi & Roh, 2008), and previous reviews have shown low representation of non-American study settings (Jonsen et al., 2011). The research conducted for this thesis has been a step towards bridging this gap between European and non-European studies on diversity management, in which lies scientific relevance of this thesis.

According to the Centraal Bureau voor de Statistiek (CBS) has the percentage of habitants of the Netherlands older than 65 years old grown with 1,3 percent in five years. In 2006 this percentage was 14,3 percent of all habitants, and in 2011 it was 15,6%, and this percentage is still growing (Centraal Bureau voor de Statistiek, 2013). With the ageing of the population, younger engineering educated people are needed in company. More and more companies are looking for engineering people to keep up with the technology, which leads to a pool that gets smaller. Especially because the workforce of ASML consists of 83 percent Dutch individuals, this is also a treat to ASML. Therefore ASML, and also other companies, need to start looking at pre-starter level and to look into how foreigners could be attracted, retained and developed.

Technical students in the Netherlands are getting scarce (Brink et al., 2012), and with the importance of technology in society and technology in the world growing, the Netherlands needs to keep up with other countries in the world, to keep stimulating the economy. This research could be of help of solving this problem, in which lies the practical relevance of this thesis.

The European Commission thinks as well that the development of women is very important and has social relevance. On November 14th the Commission adopted a proposal of a minimum of 40% for both men and women in the boards of directors of the largest companies on European exchanges in 2020 (European Commission, 2012). To make that happen women need to be attracted, retained and/or developed. Therefore the companies should begin to attract female students, and retain and develop them well, in order that they can grow in the company to higher levels. This research is of help to companies to achieve that goal, so contributes to the solution to this quota, further proving practical relevance of this thesis.

This research confirms some of the current ideas on diversity and talent management, and is as well an extension of existing ideas about diversity and talent management in new segments, talented female and non-Dutch engineering students. In this way a company can distinguish from other companies and gain a competitive advancement.

By taking the results of this research into account, a company can attract talent more easily and widen the talent pool. Talent will chose for a company, which for example gives extra support and services for foreigners.

6 Conclusion

In this chapter the main research question "*How should ASML's diversity talent management policy look like, with a focus on gender and nationality diversity?*" is answered in general. In the recommendations (Chapter 7) these conclusions will be more specified for ASML. This conclusion is based on the results of nineteen interviews held with talented female and non-Dutch engineering students.

The chapter is divided in paragraphs in which the different parts of the policy for talented female and non-Dutch engineering students are described. These parts are named after the main subjects found in the literature and the results of this research, and additional subjects that are an outcome of the results as well. These main subjects are respectively recruitment sources, reputation management, equal treatment, work-life balance, training and development, job, working conditions, working atmosphere, support foreigners and learning from other cultures. At some subjects focus is drawn to the opinion of one or both of the focus groups if they have some specific opinion on the subject. After this some examples are given how these subjects can be translated to a diversity policy.

6.1 Recruitment sources

The best way to reach talented engineering students is via university and via the company website. Therefore a company should focus on these two recruitment sources.

The students would like the companies to visit the campuses, as well as abroad. The career orientation days are indicated as effective, and lectures and company visits, organized via the connection with a professor or a study association as well.

At the website most of them look at what the company does and what their vacancies are. These vacancies should include a clear job profile and vacancy description.

In terms of policy a company could for example reserve budget for particular universities to invest in campus recruitment. This could for example be done by organizing lectures and company visits, and sponsoring activities or study associations. The website could for instance be kept up-to-date to give the students the right current information about the company and vacancies. The profile and job descriptions could be updated on a regular base and be checked for consistency.

6.2 Reputation management

The students think that the kind of company and the working atmosphere in the company are important. The company itself is responsible for its reputation.

The company needs to be international and should be well-known (for technology). The type of company is important to the students as well, because most of the students think it should be ethical right and, or, it should contribute to society with innovation. In an international company students think it is important that they get the opportunity to learn from other cultures.

The working atmosphere is an important factor as well, which should be good and open. Especially social and nice colleagues are important. The students experience this kind of working environment during an interview, a company visit or hear stories about the working environment of employees working at that company.

In addition the non-Dutch engineering students want next to the described elements above to work for an international company in which the written and spoken language is English. Having an international workforce makes the non-Dutch students feel more comfortable.

In terms of policy the company could for instance reserve budget for employer branding. In this way the company can become well-known. The marketing campaigns could for example focus on internationalization by using pictures of multi-cultural teams or focus on their relevance on society by showing people what they contribute.

6.3 Equal treatment

Equal treatment is important for the talented engineering students and therefore is a crucial point for the policy.

Engineering students think that there is no difference between genders, and nationalities, therefore they do not want to be treated differently.

Female engineering students however refer to three specific elements which are important to them.

Selection

The female students would not like to be hired because they are female, but they want to be hired and valued by their skills.

Pay

The females want to earn the same money as males in the same position.

Promotion opportunities

Female engineering students want to get the same (development) opportunities as men in a company.

In terms of policy for instance transparency in this matter is very important, so the female individuals and non-Dutch individuals can actually see the equality in the selection, pay and promotion opportunities. The company could for example make a list of skills needed for every job opening and share this with the applicants.

6.4 Work-life balance

Work-life balance is also important to the talented engineering students. This work-life balance consists of flexible working hours, and a flexible leave policy.

Some of the students would like the flexibility in working hours to consist of the possibility of classifying the working hours in a day or week themselves, other students would like this to consist of having the possibility to work one week more and the other week less.

The opportunity to take days off whenever they want, is important to the engineering students.

The non-Dutch engineering students would like to have more holidays than their fellow Dutch employees.

In terms of policy the company could develop a bonus structure based on the (extra) work done. The company could as well make task lists for every employee that need to be finished every day or week. In this way the employees can order their own working hours or days off as long as they finish their tasks. To make meetings possible the company could for example oblige employees to be at the office a particular part of a particular day, or make facilities available for video conferencing.

6.5 Training & Development

Training and development is important for the talented engineering students as well. Growth, development and promotion opportunities, with succession planning, are important to the engineering students as well as trainings.

The students want these trainings to be provided in terms of courses and, or lectures. They would like to be trained in soft and hard skills. For the hard skill trainings the engineering students would want the trainings to be mainly in engineering skills.

Growth, development and promotion opportunities will lead to more challenge for the students and keep them interested in their jobs.

Succession planning

The students would like the company to show them the growth, development and promotion opportunities.

The non-Dutch students would like to be trained in soft and hard skills. Included in these soft skills, non-Dutch engineering students would like to learn languages, and especially the local language.

In terms of policy the company could reserve budget per employee for their development. The employee could decide himself in which kind of development they would like to invest. The company could for example make overviews of career paths and share these with the employees as well. The skills needed to get further on the career path could be described as well in this overview. The company could as well provide or set-up language courses for foreigners to learn the local language.

6.6 Job

The job is also important to talented engineering students. The job should be interesting, challenging, dynamic and related to their study or expertise.

For instance the job should be on a subject or project in their interest area, it should not be a routine job and the job should relate to their study or expertise. The students want to have the experience and knowledge needed for the job when they apply to it. An interesting, challenging and dynamic job will make sure they will not get bored.

In terms of policy the company could for example keep the employees motivated by offering challenging projects the employees can do next to their normal job. The company could for instance offer that employees have a project for several months, and let them change to another project after this time as well. This would keep the job dynamic, and it is a challenge as well to make each project a success.

6.7 Working conditions

The working conditions are important to the engineering students as well. In these working conditions salary, working facilities and transportation facilities or compensation are important. Nevertheless the salary can be excluded from the policy.

The salary the students want varies from enough to make a living, to their level/value, or to just 'good'. As a result of this variation and ambiguity result, this element can be excluded from the policy.

The exact working facilities the students think are important vary from a working space, chairs and desks to good equipment, like computers and machines. They want to have the right facilities to do their job properly.

The students would like to have an organized transportation policy. This could vary from a bus, bike and/or car facilities, to a kilometer allowance. It is not very important to the students how this policy looks like, but they would like to have it organized.

In terms of policy the company could for example provide a computer or laptop for every employee, as well as a regional bus card available for all employees, possible for a little amount of money, to make it cheap to travel by bus to work. The company could also provide a bike for every employee that does not want to go to work by the public transport or car.

6.8 Working atmosphere

The working atmosphere is also important to talented engineering students. The students want to have a good working environment and especially their colleagues play a big part in it.

A good working environment is important for the engineering students, because it makes them comfortable when they are at work. In this working environment especially the colleagues are important to them. They should be social, nice and be able to communicate.

In terms of policy the company could for example introduce a drink every week, organize activities for all employees or employees of a certain department in order that they can socialize. The company could also have an open door policy in which the doors of the offices need to stay open (exceptions in case of meetings), to create an open environment in which everyone can easily walk into each others' office and make contact.

6.9 Support foreigners

Support for foreigners is important to the non-Dutch engineering students. The non-Dutch engineering students would like to get support from the company in accommodation, for visiting their family, for their family visiting or living with them and with the required documents.

The non-Dutch students appreciate arranged accommodation by the company. They also would like support to visit their family once in a while and support for their family to visit them or living with them. The non-Dutch students would like to have help with documents as well, such as visa, work permit, bank account, the Social Service Number, and moving forms.

In terms of policy the company could create a department responsible for all international matters. They should know everything about housing, documents, etcetera, and could help with finding accommodation and all documents. The company could as well buy some houses or apartments, which new international employees can rent.

6.10 Learn from other cultures

The opportunity to learn from other cultures is important for to the non-Dutch engineering students as well. It is one of the reasons why students are looking for an international company. The non-Dutch engineering students think that it is important to learn from other cultures.

The non-Dutch students want to learn from other cultures, both the local culture and non-local cultures. In this way they can learn from other views and perspectives.

In terms of policy the company could for example make multi-cultural teams or international virtual teams, in order that the members of the team can learn from each others' culture and their possible different views on things. The company could as well organize activities with a special theme of a particular country, in order that other employees can attend these activities. Employees originated from that country could give a presentation about the country and culture during the activity. If this is done for different countries, one could learn from each other.

7 Recommendations

The goal of this research is to give the HR&O Starters Programs department of ASML an overview of how the diversity policy should look like for female talented engineering students and non-Dutch talented engineering students.

In this chapter the conclusions of the research are briefly described, as well as the translation of these conclusions to a possible policy adjusted to (the author's experiences at) ASML.

The recruitment sources and reputation management are important. The best way to reach talented engineering students is via university and via the company website. Therefore ASML should focus on these two recruitment sources. The students think the kind of company and the working atmosphere are important. The company itself is responsible for its reputation. In terms of policy ASML could for example reserve budget for particular universities (as well abroad) to invest in campus recruitment. This could for example be done by organizing lectures and company visits, and sponsoring activities or study associations. The website could for instance be kept up-to-date to give the students the right current information about the company and vacancies. The profile and job descriptions could be checked regularly if they give full and clear information about the profile and job. The company could reserve budget for employer branding as well. As ASML is already quite well-known, it should keep investing in keeping this status. Marketing campaigns could for example focus on internationalization by using pictures of multi-cultural teams.

Equal treatment is important for the attraction, retention and development of talented engineering students and therefore is a crucial point for the policy. In equal treatment, pay, selection and promotion opportunities are important. The female students would not like to be hired because they are female, but they want to be hired and valued by their skills, and they would like to get the same salary and promotion opportunities as their male colleagues. In terms of policy for instance transparency in this matter is very important, so the female individuals and non-Dutch individuals can actually see the equality in the selection, pay and promotion opportunities. ASML could for example make a detailed list of skills needed for every job opening, next to the job description, and share this with the applicants.

In the work-life balance especially flexible working hours, and a flexible leave policy are important. ASML already has a good policy on this field, because the company is flexible in the working hours and leave when it is possible in the big organization.

Training and development is important as well. Growth, development and promotion opportunities, with succession planning, are important to the engineering students, as well as trainings. In terms of policy ASML could for instance reserve budget per employee for their development. The employee could decide himself in which kind of development they would like to invest. This could become part of recruitment, while discussing the working conditions. ASML already has overviews of career paths and shares these with the employees as well. The skills needed to get further on the career path could be described as well in this overview. As well in terms of policy, ASML could provide or set-up language courses for foreigners to learn the local language.

The job is important to the talented engineering students. The job should be interesting, challenging, dynamic and related to their study or expertise. In terms of policy the ASML could for example keep the employees motivated by offering job rotation and enlargement, by challenging projects the employees can do next to their normal job. ASML could for instance offer that employees have a project for several months, and let them change to another project after this time as well. This would keep the job dynamic, and it is a challenge as well to make each project a success.

The working conditions are important to engineering students. In these working conditions working facilities and transportation facilities or compensation are important. In terms of policy ASML could for example provide a computer or laptop for every employee, so not only for some employees. The policy on a bus card for the employees of ASML is pretty good, but there should not be a limit on the amount of these bus cards. ASML could also provide a bike for every employee who does not want to go to work by the public transport or car.

The working atmosphere is important as well. The students want to have a good working environment and especially their colleagues play a big part in it. In terms of policy ASML could for example introduce a drink every week, organize activities for all employees or employees of a certain department in order that they can socialize. This is already done by some departments itself, but there should be a policy for all departments.

Support for foreigners is important to non-Dutch engineering students. The non-Dutch engineering students would like to get support from the company in accommodation, for visiting their family, for their family visiting or living with them and with the required documents. ASML already hired an external agency to handle these issues, but to fasten the process the external agency should more days per week locate representatives at ASML, or if this is not possible, it might be better if ASML took this task themselves. If ASML will handle this task themselves, they should train the employees that will get this task properly, so they get on the same level of the employees of the external agency.

The non-Dutch engineering students think that it is important to learn from other cultures. In terms of policy ASML could for example make multi-cultural teams. ASML could as well organize activities with a special theme of a particular country, in order that other employees can attend this activities. Employees originated from that country could organize a typical activity of their home country themselves. If this is done for different countries, one could learn from each other.

ASML is recommended to do research to the retention and development of starters to make these practices more clear, because the students thought it was hard to answer the questions about what would retain them and develop them. Pre-starters become starters as soon as they are attracted and these starters already have some experience. Research in this group is the best way to see if the results of this research are reliable on the retention and development, and/or to get a good or better overview.

In summary, ASML should make a policy with the focus on:

- Recruitment
 - Recruitment sources
 - The company website
 - University
 - Reputation management:
 - Working atmosphere
 - Kind of company
- Equal treatment
 - Selection
 - Pay
 - Promotion opportunities
- Work- life balance

- Flexibility in working hours
- Flexible leave policy
- Training and development
 - Succession planning
- Job
 - Challenging
 - Interesting
 - Dynamic
 - Related to study/expertise
- Working conditions
 - Working facilities
 - Transportation
- Support foreigners
 - Accommodation
 - Family
 - Help with documents
- Learn from other cultures
 - Local culture
 - Each others' culture

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9 Appendices

Appendix A Approach to students

Approach students

Currently I'm studying Industrial Engineering and Management at the University of Twente and I'm busy finishing my bachelor with a bachelor research project. This project is conducted for the company ASML, where I'm doing an internship of a couple of months. ASML would like to attract, develop and retain a more diverse group of talent. Diversity management refers to the perceived differences among people, such as age, gender, nationality, etc. and whether it is efficient to have different approaches for these groups. Therefore I will research how a diversity policy can contribute to this.

My research focuses on talented technical female students and non-Dutch students. As (female) international (study) students are hard to find, I need you!

This research does not focus specifically on ASML and will take 1 to 1,5 hours. The results of the interview will be treated anonymous and confidentially.

So my question is, would you like to be part of my research in this topic? If you have any questions, do not hesitate to contact me!

Approach ASML interns

In combination with my internship as internship coordinator, I am also doing my final bachelor research project. This project is part of my study at the University of Twente. ASML would like to attract, develop and retain a more diverse group of talent. Diversity management refers to the perceived differences among people, such as age, profession, sexual preference, geographic origin, etc. and whether it is efficient to have different approaches for these groups. Therefore I will research how a diversity policy can contribute to this.

My research will focus on talented technical women and non-Dutch individuals. Therefore I need you!

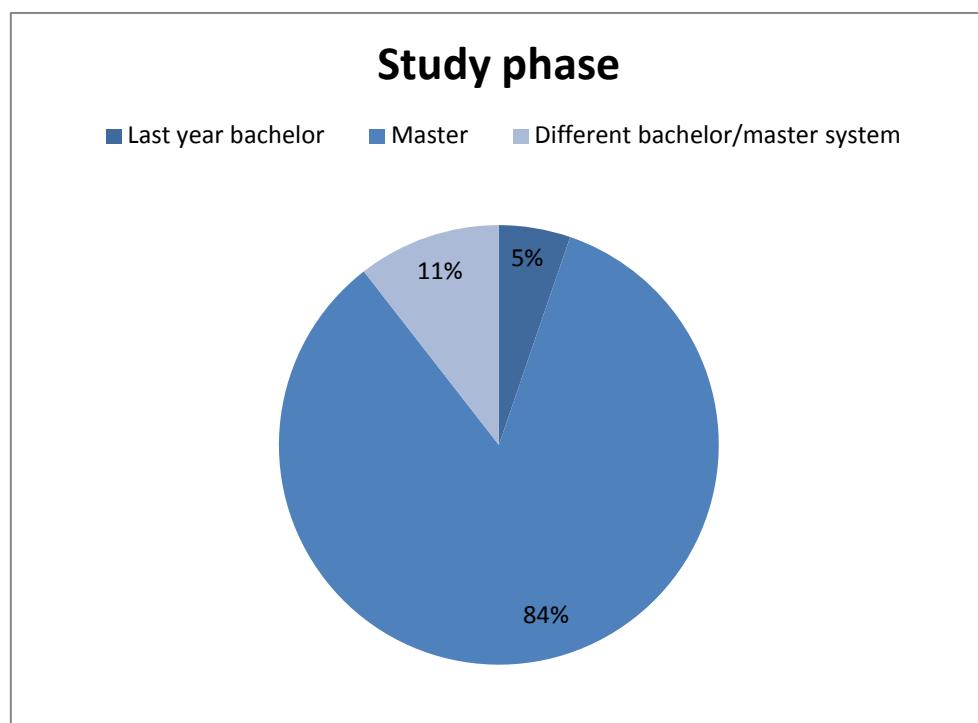
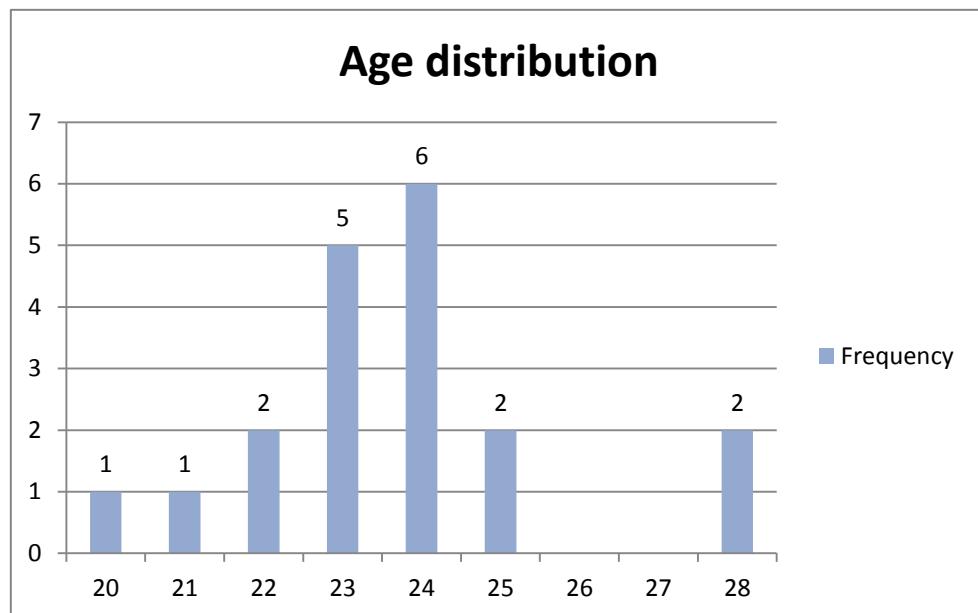
Since the best method cannot only be found in theory, I would like to have an interview with you, to find out how such a diversity policy should look like for a company. So this research does not focus specifically on ASML. The interview will take 1 to 1,5 hours. The results of the interview will be treated anonymously and confidentially.

So my question is, would you like to be part of my research in this topic?

The interviews will take place in August and September. If you want to participate, I will discuss the date, place and time with you, before planning the interview.

Hope to hear from you soon!

Appendix B Sample characteristics



Appendix C Interview questions

Interview questions

General information student

1. In which country were you born? Country of birth.
2. What is your nationality?
3. How old are you?
4. In which country do you study?
5. At which university do you study?
6. Which study program do you follow?
7. In which phase of your study program are you? (bachelor/master)
8. In which year of your study program are you?

Main questions

9. What is a good employer? Why?
10. What should a potential company do to attract a diverse workforce? Why?
11. What should a potential company do to retain a diverse workforce? Why?
12. What should a potential company do to develop a diverse workforce? Why?
13. What should a potential employer offer you? Why?

Questions at end of interview

14. What else is important to you regarding employment practices?
15. Any questions?
16. Do you have any remarks about this interview?

Back up questions	
1. How would you search for a job?	Recruitment sources
2. Where would you search for a job?	Recruitment sources
3. What deserves most attention when reading job advertisements?	Recruitment sources
4. Where do you find information about a company?	Recruitment sources/ Reputation management
5. Where do you find information about what a company offers employees?	Recruitment sources/ Reputation management
6. If you think of equal treatment, in which areas do you think of that?	Equal treatment
7. Does equal treatment matter to you if you are looking for a job?	Equal treatment
8. How could a company improve on equal treatment?	Equal treatment
9. What do you consider as a work-life balance?	Work-life balance
10. How do you think companies should contribute to a work-life balance for all its employees?	Work-life balance
11. In which areas do you require flexibility? (amount of hours, working place, etc.)	Work-life balance
12. In which areas should you be developed by a company, to get support achieving a good work-life balance? (time management etc.)	Work-life balance
13. How do you think you should be supported by a company to obtain a good work-life balance? (breaks from work etc.)	Work-life balance
14. Which training courses do you perceive as important?	Training
15. How do you think such a training should look like?	Training
16. What do you expect a company to offer regarding development opportunities?	Development
17. In which ways do you think you should be developed in a company?	Development
18. In which areas do you think you should be developed?	Development
19. What would you expect regarding promotion opportunities?	Development
20. What do you think of positive discrimination?	Positive discrimination
21. What makes you feel home at a company?	Extra
22. What makes you feel valued at a company?	Extra

Appendix D Interviews

Bold and italic layout of text: Interviewer.

Normal layout of text: Interviewee.

9.1.1 Interview 1

What do you think is a good employer?

An employer, at which scale? Like if you would take an example of ASML, is my employer the whole company, is my employer the CEO, or is my employer my supervisor, my group leader?

Just everything, please tell me what do you think makes an employer good?

Well, the first aim, the first goal of working, is money of course. The first thing I will say is salary, which should be enough to live. I really think that you should enjoy your work as well, because it is where you spend most of your working hours, so a long time. You should at least try to enjoy a bit your work, I think it can go through interesting work, maybe interesting relationships with your colleagues. But I still think that you should try as much as possible to have an interesting job. So I think for me, a good employer gives provides enough money to live, well I do not need a lot of money, and especially an interesting job. I want to work in research, not specifically in a company, but if I had to think about doing research in a company, which is not what I want, I would say that I will expect from an employer, as a research employee, a minimal amount of freedom to try and test your own ideas of research. Like, hey let's investigate this deeper. Because I think it could be sometimes it will not work, but sometimes it will work and be very useful. I think it is very important, as a researcher to test stuff, to forecast or guess, you should also do some trials. So to have a bit of freedom about your trials.

You means experiments, or ...?

Yeah, and ideas of your time, of course you need to listen to advice if someone who knows what he is talking about says: "Hey, I really think what you are doing is just waste of time" it is a good idea of course to listen to him and say "Yeah, he is right" and I should try something else. But I do not want for example an employer to say "No I want you to work on this thing, I think it will never lead to anywhere". And he does not really know about this. I do not really find it good. And I also like an employer, but I think more lower scale, like a direct supervisor, often someone with a less technical background, to try to be interested in my work, to try to understand it, even when it is not his or her knowledge background. Typically I have this in ASML, and it is really pleasant. I had a meeting with my team leader, which I think her knowledge is more about Human Resources, but still during my presentation there were a lot of technical details, but she was able to show that she was interested. Yeah, something I really want also. I think really important for an employer is to show interest into your work. That he or she will not say your work is useless.

You said that you think interesting work is important, what do you mean with 'interesting work'?

What makes work interesting for you?

For me it is science. I think my first memories were of me wanting to study science. It was when I was five years old, I wanted to study volcanoes. I had quite a lot videotapes about volcanoes, and interviews about volcano scientists. So from the start I was really lucky to know what I wanted to do with my life: I want to be a researcher in science. My background is Chemistry and Physics, but my specialization is in Nanotechnology. So now I know a little bit more specific precisely what I want to do, but I was lucky to know from when I was little, what I would like to do, I also was lucky to be good at it, and lucky for now to actually do it. So an interesting job for me is a job in science research in nanotechnology. An interesting job will be first the subject, and second the final goal. Is it to make money? Is it only for knowledge? Like in fundamental research, is it to improve stuff? For me it is most important to increase my knowledge, and try to make useful and helping stuff. And after, if it brings money, yeah well done, but that is why I do not really want to work in a company, because I'm not interested in making more and more money, but I just like to do science.

What should a potential company do to attract a diverse workforce?

This company should be able to show me to be a leader, or at least a very advancing and really, how to say it, be into the state of the art, in his category. It can be semi-conductor like ASML. It is really an interesting way how they do it. They are always and always trying to improve and invent new stuff. It is something dynamical and they are always trying to look into the future and not to make money by just improving little stuff and make them cheaper, but no "hey we already have something working, let's try to do something for now completely impossible, but let's try to do it. It would maybe not be finished by ten years, but in ten years it will be a revolution". It is really interesting and I find it that it is a kind of way of working, which will bring the biggest improvement to the everyday life. So I think the company should show me it favors this dynamism for research, for improvements in this technical area. So this is more about the subject. In the environment I really like of course a pleasant atmosphere. I saw it quite a lot in ASML. My office it is really cool. I have absolutely no problem with my colleagues. Like it is not difficult to get in touch with them. My team leader and everything are always quite close to me. And what I do not like in ASML and what I really want to see in a company also is the recognition that your work is useful and is used. Because I can see for example all reports in my service which are like one year old and not read. And there are some crucial results. As of today there are people complaining about things, if they would have read the reports like six months ago, they wouldn't have these problems. I think this could be something, the communication within a company... I was not aware of that before coming here. The fact that, yeah, the communication in a company is really important, because it can be quite frustrating to be waiting for something which is really simple but completely blocked by communication issues. How to say it... a lot of forms, papers to fill, which can lead to a lot of time loss and waste of time.

But this is more how you would be retained, right? Because when you do not know what is going on inside an organization, how could a company attract you? How can they reach you?

Well, nice websites. No music on the website, because it is really annoying when you are looking at a website and you have some music playing it is awful. I think... what can attract me in a company? That is a good one. I think of course the first thing I would do if I had to look for a company, would be to look for the very well-known name. So actually, in those cases the fame of those companies is already an attracted point. They do not have to do anything, because they already are big enough to attract me, so they do not have to be even more attracting. But for example in a small company, what could attract me... I have no idea... it is quite a though one.

Just take your time to think about it.

If, let's say, I have an (offer?) from the company, I do not know. What would make me attracted?

Where would you look at?

The website of course. Well, everything is now by internet.

So where would you look at at a website?

First at technical drawings, that just makes things serious. You just know that those guys are not kidding. I do not know... something once again I'm not really interested in working at a company, so it is hard to say what would attract me. So what I told you was how to retain me, right?

No no, party, like advancing technology, the state of the art of a company, and that is has to have an inventing focus, is also what attracts you.

Yeah, so I look for example, first to the money made every year. You know?

Yeah, you mean the financial statement.

Yeah, so what the financial statement says about the amount invested in R&D, the growth of the company. And look at the history of the company, so I can see how it has grown. Yeah, it would be this kind of things. In this specific area in which I want to work how they perform, or if they are efficient.

So the efficiency within a company, or what do you mean?

No no, I think I should not be able to recognize the efficiency in a company. If I look at some company stuff, I'm not sure I will be able to say "hey this production line is awesome, it works perfectly well". Because I do not know nothing about production, so I will of course focus on my future work, my future work environment. So it will be on the R&D service. So I will especially look at this.

Okay. And why is advancing technology important to you?

Because I'm deeply convinced that it is a technology that will solve all our problems.

So the inventions are also... ?

Yeah, completely if we want to make people happy I think that technology is the key right now.

And investment in R&D, why is that important to you?

Because it is directly related to the dynamism where I was talking about. It means that they really want to keep being the state of the art, really the first in their sector. So they are just the first to open a new area, new kind of... yeah...

So the leader of the market?

Exactly. But leading not in terms of business, but in terms of technology. It can be a smaller company than another one, but they really do critical and advanced things and are really interesting to work for. For three high-tech companies, which even if they are a bit smaller than I do not know, some steal industry. Do not make me say that steal industries are not innovative, they have to, but yeah I'm really interested in shiny things, which I've been from my childhood on. Like, I do not know, toothpaste. I always take the shiniest caging. So I think it can be the same for technology. I'm more interested in the newest stuff.

Okay. And why is the growth of the company important to you?

Because it tells something about the health. How the company is working right now, so is it doing good..

And why is that important to you?

Because I do not want to be fired in five months after I was hired, because of the company is closing. I shows, let's be honest, I want to be at least in a company which goes pretty well. So more secure work.

And would you only go to websites?

I really do not know, I never had to look for a job right now. So I really do not know how to find, actually. So, yeah, well the first thing I look at is the website, but that just what I know right now. What I know now is internet, I know you have some agencies when you have no work and you are looking for something, who help to find and apply for a job. I do not know if these things happen here?

Yes.

Even for R&D?

I think so, yes.

Okay.

You would also go to agencies? Or do not you know that yet?

I really do not know, I'm too far from the real situation. For me it is not yet really a necessity to find a job, but if I will not do it in the future, I will not have money at the end of the month. So I cannot really say what would go through my mind. I'm just too inexperienced in this area.

No problem.

From 24:55. What should a potential company do to retain a diverse workforce?

I really enjoy free stuff, like free ice cream and free coffee.

Why?

Because it feels like "hey I already have my salary, and look at this, this is free and extra, like a bonus". It is always good surprise, and you do not have to calculate. Because when you have more money for example, or an increase of your salary, you're like "okay, what will I do with it? I need this and this, and try to calculate. If you have a free ice cream, you do not care. Because you just eat your free ice cream, and that's good. I also like what I told you, the recognition of my work, that's really important. It can be at two different levels. It can be very normal way, by like a little bonus. And also what I think is really important just for your well-being, to feel right, is to see your work recognized by other co-workers, not only by your boss. Not like "you just let us earn money"... well that's a good thing, but not very motivating. But to see someone coming to you "hey you know I have a very big problem for two months, I was really looking at a solution, and I read a report of yours yesterday,

and there was the solution inside, thank you man you did a good job”, I think it is a lot more enjoyable to see your work recognized by people who can really understand it and recognize the value. Sometimes when it has no value it can be more depressing. So, yeah, being recognized by your co-workers and your boss also, that you do a great job and not only, once again, not only money. Money is always good, money is always better to have more. But especially the fact that you can come back home in the evening, and you can say “hey I did a good job, I saw some people enjoying it”. I think this makes me feel better about my work, so I feel that I’m useful for this work.

You also talked about bonuses and stuff. So you think rewarding your job, like with free ice cream...

I really do not know, but I think that as soon as someone is liking his job, having a good salary, good for him, and I will not complain to be this guy. But if I really work hard, because I’m interested to, so sometimes you just hard without thinking about a bonus, is just “hey, I’m just interested”. So this is why it is also important to be interested into your work, because it will encourage you to just work more and just, once again, the fact that you wake up in the morning and you think “ah f*ck, I have to go to work”, that’s horrible. It is just that I saw my father, he works at a place that he hates, and that is why he made me study. And so, I can tell, that working in a job you hate, is not something you enjoy. Because you have no choice, because you have to work now. So you need to make it as much enjoyable as possible. And then, once you have been interested, and you have shown that you work a little more, it is always pleasant to not only one men coming to you like “hey, I read your report, and you did a great job”, but also the fact that your boss says “see, you are also actually being honest, you made us earn, I do not know, that much money, by this new process parts, inventions etcetera, so I want to give you this little extra”. And especially when you are aware of the amount of money you make, and you do not see anything coming back to you, this could be something really upsetting. Well you can understand sometimes, when you see the price of parts. So okay, it is fine this new idea and to completely replace these parts and use something half the price. Which will make the company earn a lot of money. And if you do not see this money coming back it is really depressing. I have to see I think something that can make me interesting into a company and make me want to stay is feeling invested into the company. Like if success is something I want, that I think is really motivating, so to want success of the company you are working for. And the fact is that when you work for this success, you get some bonus, is going in this direction I think.

So commitment?

Yeah. Commitment, and loyalty.

From the employees or from ...

From everybody, like yeah we have a really big project. Like in this company we have all different roles in a project, but if we work all to make this project better we will all be rewarded. But all of them. Not only the guy that made a great invention. But if we increased the wealth of the company, it should be distributed to everybody. From the cleaning lady to the CEO. But that’s just my point of view. Yeah, some kind of commitment, and I think commitment will not come from free ice cream, because it is very easy to arrange and not really a big expense if you divide it over every employee. It is symbolic, it is a good symbol, but it can be just something decoy. I’m also quite interested in a real reward, so not once a year an ice cream.

You already also spoke in the question before about a pleasant atmosphere. Why is that important to you?

Once again, it will increase the pleasure of working and I think you spend way too much time at work to just being (?). So you have two things, I think, for having interesting work, you need an interesting subject, and pleasant conditions. If you only have an interesting subject, and really bad conditions, to work really hard and you have to be concentrated, and you only have unpleasant people around you, it can really affect your work. Because you are human, you cannot just say you do not care about other people. You need to be helped by other people during your work. And on the other hand if you have a really good atmosphere and a sh*tty subject, you only have one thing you want to do, so you will not work on your project. You’ll spend a lot of time drinking coffee, going around talking to people. It is nice, but I do not think it will be really motivating either.

So you mean it should be balanced?

I mean both of them should be really good, but it is quite hard to attain. I think that giving an interesting project is easier than creating a good atmosphere. It is just coming from people so it comes from employees. I cannot say I would choose a company for a pleasant atmosphere but you have to experience it a couple of days before knowing the quality of the atmosphere.

But it would retain you?

Sure. If along my colleagues I can find some friends, of course it will retain me.

And you also spoke, in the previous question, about being allowed to speak to your group leader, so an informal culture you mean?

Not necessarily informal. It can be completely formal. Sometimes formal can be relaxing, because you do not have to think about how should I discuss with these people. You do not have to think about this, because you already have rules. Like you call him sir etcetera and I do not know, in English you and you.

I know what you mean. To speak in a polite way?

Yeah, like 'Sie' in German. Formal way is not like everyone should be on the same level, I do not think so. But I think that you should feel to be able to talk to him. Even in a polite way, even maybe with forms, as soon as you're able to talk to him. If the guy, boss, feels comfortable by being informal with you and it will not mess up the relationship, I would say just do it. If he prefers a formal way, it is no problem. But as soon as you're able to discuss with him and him being able to listen to you. That's also very important.

So what in these forms is important to you to retain you?

I do not really care about the forms. But you should have to lick your boss shoes every day, that would be weird. I do not want to work for a company that forces me to do this. But I do not really care about the forms, but I just care about the availability of the boss for discussion.

So he or she should be available?

Yes.

And why is that important to you?

Always to come back to this really important thing of communication. That when I have a problem, I do not want to get stuck for months, because I cannot communicate to other people who can completely help me and solve my problem in two days but I cannot do this because you have this stupid barrier. So communication is very important and it starts with you and your colleagues, and then you and your boss.

Do you have other things that would retain you? That are important to you in a company?

Let me think... events. Events could also help to, once again, build this commitment thing.

What kind of events?

For example the Intern Day was really good. Events that allow you to transform your colleagues into normal people and friends, potential friends. That's the idea. To take your work group, in a completely different kind of medium, and try if you can say "hey, can we be friends". This can be interesting. Especially in the beginning of your employment. Because after you start to get to know everyone better, it can really help to break the ice. Of course this depends of the size of the company. Because in ASML they will not do such a big party for your arrival, but in smaller companies they can do it. A big company can bring the company closer to the idea of dynamism. A healthy company, like ASML, is growing in a completely crazy way. So I can say it is interesting, but the fact is that the communication is not working at all. They start to improve it. But I do not really care about the size. If it is a small company with a very good atmosphere, it can be also very dynamic. A small company can be very dynamic, and it can have good communication and a good atmosphere, which can make a small company very good. A big company can also be very interesting, they also have a lot of money so they can let you do more what you want. One of my colleagues just ordered a 150K test set-up, because ASML can afford it. So this is also a good thing about big companies, they can afford to let you do more what you want. That is also something interesting, that as an employee you do not really have to care about the costs of your experiments.

So your preference would go to a big company, if you would choose to work for a company?

I think the most important thing will not be the size, because you have pro's and con's in both of them. But it would be, once again, is my subject interesting? Are the atmosphere, the working conditions good?

Those two would be the main points for you?

Yeah. But that would also be what leads me in the future, so not only in a company but also in a laboratory. Will my research subject be interesting? And will my working conditions be good? Like also the infrastructures and the facilities.

What should a potential company do to develop a diverse workforce?

To develop who?

To develop people within the organization, for example foreigners.

To make them feel better? What do you mean by develop? I can develop myself very well by myself.

Do you know what develop means?

I can imagine what you mean. Like to accomplish things?

Yeah, also. How can they help you to accomplish things?

Develop. Okay, okay. What a company can do to help me develop. I think they should leave me enough freedom of choice to let me develop myself. Not to block me, yeah, not to try to aim or direct me in my own development. Not to restrict me and not to push me, so not to push me in the direction they want. I think a company, even it is a project, it is still a working project. Your (?) Is yourself. You should develop by yourself. By with what you find around you, your friends, your work too. So how your work can be more developing. A subject, once again, which motivates you, and when your work is recognized you feel better, so I can say it maybe helps to develop. Because you earn confidence and everything, so it is also more motivating and you feel better. That's something about development, right? What do you exactly mean by developing yourself?

Well, it can mean several things. Like how the company helps you grow, helps you grow in your job. How to get to higher positions. So how can a company help you to grow?

By giving me opportunities to prove my capabilities. Yeah giving me opportunities. Oh yes, like I said before, freedom of choice is the best case, like you have all the opportunities you need, because they need to let you do 'whatever' you want. It is actually the best case, but it is a complete ideal case. If you look at a more reality case, by giving you as much opportunities as possible.

What kind of opportunities?

I do not know, like let you start a new project. You go see your boss and say "hey, I have this new project and I really think it can go to something". That's an opportunity, so it can go in this direction, but it can also go in another direction, like your boss hears about something and thinks about you. And if it matches with what you want to do, when your boss comes to you and asks you to do something, and it is something really matching with what you want to do and you're interested in to do, it is something really motivating to see that people actually know who you are and what you like to do and what you are good at. So ...

That they support you?

They have to know me a little bit. Not the whole company, because I can understand with 6,000 people that you cannot know every employee. But it is nice, the fact that at a smaller scale, so really with your closest boss, he knows you and he's able to give you opportunities, which are matching with your will, with your capabilities, and with your interests.

So what can they do to develop your capabilities?

In a R&D way I would say to give you all the access to knowledge you need. It is very frustrating being stuck, because you have no access to a certain kind of data which you only need to buy. So give you all the material. So all the stuff, which are basic to build research, results and to build innovations and improvements. So the basics you need to grow in your knowledge.

Why is that important to you?

Because I think it will be like a waste of your capabilities to be stuck, like a lack of means. Yes, sometimes it can be a lack of means. So which I talked about was a small company, it has a lot of

pro's but a big con, is sometimes you can just be stuck, because a lack of means. So... what was the question? To develop myself?

Yeah.

So allow me by these means to start my personal project. I think, the best way for a company to help you to develop, is actually not by helping you to develop, but let you develop by yourself. I do not think a development cannot come from a company, because a company is not a human. ASML is not the CEO, not the people in here. It is not the company which helps you to develop. You will be developed with your colleagues. But companies cannot say "hey I want the colleagues of this guy to help him develop", no, it is always a personal process.

So you do not think you can be trained?

Oh, by this way, trained, oh. Yes, by giving access to knowledge. It can come from open access to material knowledge, like books, or an internet database. But true, I haven't thought about this. This is also a very good point. Trainings and conferences, these kind of things, are motivating and you are feeling like actually learning stuff. I really like to learn stuff. This is why I spend so much time on Wikipedia, so I really feel this could be important.

And what kind of trainings, what kind of conferences do you mean?

Conferences, technical and scientific ones, and then I do not know, totally crazy ones. Like "hey let's learn how to ball dance".

And how do you think these conferences should be build up?

They should have external people coming, not only from other companies, also people who do academic research. Because here at ASML we do not have conferences, but some appointments with company guys presenting their project and it is interesting, they present them well, because they know they know them, but it is not objective at all. And this is something sometimes that I really do not like about ASML. They only talk about ASML, and the fact that you do not really have a balance about the product, presented and everything, because you always want to sell it, getting money. Having academic researchers sometimes is very interesting, because those guys are just here to discuss about the subject. I'm just happy to discuss with them, because they do not care about selling it.

And about the trainings. What should be reached by a training, what is the goal of the training?

Training like courses. Not every day trainings, but they should be a bit more rare. Trainings should focus at a specific needs. Like I want to know how to use this machine, which other people also want to, let's try to maybe hire a guy. Trainings would be more about a really specific and real need. When conferences can be just "I would like to learn some stuff in 2 hours", trainings are not. Trainings are more useful than conferences.

So, trainings need to focus on specific needs. Do you mean subject related to the work you are doing?

It should be really directed to your work environment. Like you start a new project with a new subgroup of the company, which is not working on the same part. That would be interesting for example. It could be useful, even if it is a project you do not need to use later on. Short trainings could help, so you understand better what the other man is talking about. When I say training which focuses on specific needs, it is not only like a real technical need, like how to use a machine. Trainings should be useful, but it can be useful just on the understanding of what the guy in front of you is talking about. Trainings are here to help you in your work. Conferences are here to make you to develop them.

Trainings, where should they consist of?

Of discussion. Discussion, lectures, but especially an exchange. I think when you are in a company, we are all adults, we are all old enough to not be like children without the (?), we are smart enough to understand that you are leaving us knowledge to listen to you. This kind of stuff.

So the exchange of knowledge?

Yeah. Of course it is the goal of the training, to acquire knowledge. Yes, the fact that the guy is available. That is something I find very important. It is easier to have a question to a human person

than to a computer, because a computer is quite dumb. Discussion is a fast way to exchange knowledge. It is really important to be able to discuss with humans.

What should a potential employer offer you?

All what I said before. In priority? Do you think about the company or the employer in person?

Both.

I should be offered a good salary, good atmosphere conditions, an interesting subject, some bonus, ways to increase my knowledge, free ice cream, and free coffee machine.

All that I need and what I enjoy. So good working conditions as well.

What are good working conditions to you?

What I told you about the good working atmosphere, it is working perfectly. I'm really enjoying my work, my colleagues, and everything. But is it coming from ASML? Maybe. And I will be really interested what are the kind of things the human resources department is able to do to really improve the quality of life inside the organization? I would be very curious if you have an answer to me?

I will answer your question after the interview.

Okay. I think a good working atmosphere is very important, but I really cannot think about how to make it happen. Except by free ice cream and coffee, keeping the toilets clean, this kind of stuff. This is an important point, but I do not know how to obtain it.

What else is important to you, or other foreigners, regarding to employment practices? So how they can attract, retain and develop you. Looking at yourself, as a foreigner.

I would say, make all the moving forms quite easy, not having thousands of papers to fill to work in a foreign company. It is always pleasant for foreign people to see other foreign people, not from you're my own country. Just to hear people in the hallway talking English, so you see you are not alone. You always feel better as a foreigner. The fact that people do not care if you are a foreigner or not or just in a very healthy way like making jokes about me as a French guy. I do not care. I find it funny, but it is not aggressive or something. The fact, yeah, acceptance of all the differences, but still playing with it I find it really healthy. Making some jokes about China, with a Chinese guy, is very fun.

But the culture differences should be accepted?

Accepted, but not erased. We all have a very different background and it is really interesting. We should completely exchange about this.

You were talking about development, personal development. It is exactly this. We are all different people and especially the further you were born, you grow, the different you will be with your culture, your way to see things. This is something really important. To see no differences in status, like in the absolute we all have the same kind of capabilities. So we should be all accepted at the same level, but still we have all a lot of differences. And it is really interesting to exchange them. And it is really helping, I think, I'm still pretty young, so I'm really developing at a fast speed. So I really feel this, the past three years, the more different people you meet, the faster, the better, the healthier you are starting to grow. If you only have one way of thinking you will not become a smart person. You will not become a stand out person. You need to exchange as much as possible with these people. And I think a company, which employs a lot of international people, it is really important for the development. And the fact to exchange knowledge and culture with them. And once again, it will come from a really technical human resources thing, how do you do this? And how do you avoid hating each other?

That is what my research is all about. It is about diversity management and that means how a company should cope with the perceived differences between people.

You should also put the differences as an interesting thing. If a difference seems to bother you, do not act like you haven't seen it, just think "we are too different". Like the people here eat at half past five, I really do not understand.

What could a company do to avoid that? Do you have any ideas?

Not so good idea would be a food week. I really do not know, because I think it should come from people. And I also think you should not direct someone to develop, because there should be a barrier between helping someone develop and forcing someone to develop. You need to let him free, and giving him all the possibilities to develop. Also with his work, but also with new people. It think at first, everything should be written in English everywhere, at least in both languages, Dutch and English. Which is not the case everywhere here. If I was an employee in ASML I would have learned Dutch, because I would have stayed longer.

Would you like to be supported in that by a company? In which way?

Maybe by some training, if you show some interest for the mother tongue, it would be interesting to have some training. I think this would be a good thing to feel integrated. For example during lunch, sometimes just people starting to start talking Dutch, which is not a major problem because I like sometimes to just not talk and be on myself.

The language barrier is still something very big. When you are really fluent in English and the people in front of you also, this barrier is really being crushed down. But this is not always the case. If you cannot talk with someone and you do not understand him, you cannot exchange, you cannot learn his culture, and you will just have misunderstandings, which can lead to very bad stuff. So I think that language is the most obvious and the very first thing that should be made sure from both sides. So the use of English should be increased. The fact that speaking English could be enough to do approximately what you want to do in a company. Like not being stuck and having to go to your supervisor "hey this is in Dutch, can you help me?". This is a little bit awkward.

How can a company help to adapt and integrate?

They should make them comfortable.

How?

I think it can come directly from the colleagues of the person. But maybe you have some human resources tricks to do this. But I do not know. Do you have ideas?

I have examples after the interview. I should not influence you during the interview.

Maybe some plants. Plants make people happy.

Any questions?

No.

Do you have any remarks about this interview?

You should give the right room number and the fact that I already know you makes it a little bit twisted.

9.1.2 Interview 2

Wat denk jij is een goede werkgever?

Wat is een goede werkgever? Ik moet even denken, hè...Gewoon een beetje spontaan associëren..., dat is misschien het gemakkelijkst. Iemand, die evenveel met jou begaan is als met zichzelf. Iemand, die jou voldoende werk geeft, om jou gewoon efficiënt te laten zijn. Iemand, die enorm goed kan anticiperen denk ik gewoon, die brandjes ziet aankomen.

Dus die goed kan anticiperen... op problemen..

Op problemen ja, want je hebt een werkgever en meerdere werknemers, meestal per werkgever en dus dan ben je toch een soort van schakel, hè, en een groot verschil met een werknemer is ook gewoon, dat je gewoon verder kan kijken dan een werknemer, ik denk, dat dat een belangrijke eigenschap is.

Waarom?

Omdat hij anders beter werknemer zou zijn. Dat hij dan gewoon, dat hij dan gewoon niet op zijn plaats zit als werkgever, denk ik. Dat is denk ik belangrijker. Dat hij meer visiegericht is dan een werknemer. Een werknemer zou ook een werkgever kunnen worden, wat ook vaak genoeg gebeurt,

dat mensen een beetje klimmen en dat ze meer verantwoordelijkheid krijgen, dus voor meer mensen instaan, ik denk, dat dat visie-aspect erg belangrijk is daarin.

Zijn er meer dingen, die een werkgever goed maakt?

Even kijken, dan een beetje meer technische dingen, als de planning moet goed zijn, je moet goed kunnen plannen, je moet gewoon heel sociaal bezig zijn, denk ik, je moet natuurlijk met meerdere mensen omgaan, iedereen moet op zijn eigen manier worden aangesproken, maar je moet toch iedereen persoonlijk kunnen benaderen op een manier en dat je daar een beetje gevoel voor hebt, is wel belangrijk, denk ik ook. En de werkgever moet je wel het gevoel geven, dat jij graag gaat werken, of het nu bewust of onbewust is, maar het is wel superbelangrijk, denk ik. Dat je gewoon fluitend naar de fabriek gaat, dat hoort er wel gewoon bij, denk ik. Ik denk dat dat wel gewoon deels afhangt van wie net boven je staat. Of het je het over werkgever in het algemeen?

Ja, dat gaan we nu... dat wilde ik net gaan vragen, we hebben het nou meer over werkgevers binnen de organisatie, dus meer de leiders en dergelijke, hoe zie jij dat bijvoorbeeld als bedrijf, wat vind jij, wat maakt een bedrijf goed voor zijn werknemers?

Ja, dat is misschien nog wel.., ik denk als je in een groot bedrijf werkt, ik heb nog niet in een heel veel bedrijven gewerkt, maar dit is wel misschien het grootste bedrijf, waar ik gewerkt heb, dan is het idee van bedrijf veel abstracter, dat zit nou eenmaal in die toren bovenaan, je weet, dat daar het bedrijf zit, maar wat de werkgever is, op een hoog niveau dan, als bedrijf dan, dat heeft veel met imago te maken, denk ik dan, misschien ook een beetje ...

Als het een goed imago heeft, dan is het automatisch goed?

Niet automatisch, maar dat maakt wel een veel groter iets uit dan het imago van je directe werkgever, omdat van het bedrijf.. ik weet niet, wat dat zeg maar als dagelijkse consequentie direct voor jou heeft, een bedrijfsraad, die bepalen waarschijnlijk wat je verdient, die bepalen misschien mee wat in jouw cao zit, of in jouw rechten...

Wat vind je dan goed, op de vlakken, die net allemaal noemt, zoals salaris en dat soort dingen?

Waar hecht je dan waarde aan?

Bijvoorbeeld, als ik naar de kantine ga en er wordt lekker eten geserveerd, dat er dan een goedkope prijs geserveerd wordt. En dat gebeurt hier ook wel. Ik zie hier een dingen, die bij Sodexo gewoon een hoop geld kosten en waarvan ik denk, hm, zo wordt het wel een heel stuk duurder en dat betaal jij. Dat is een klein voorbeeldje, maar wel heel specifiek en dat is wel iets, wat je terugkoppelt aan een bedrijf en jouw dagelijkse werkgever, aan degene die net boven jou staat dan. En, ik denk, dat als jij vraagt, wat is belangrijk aan een werkgever als bedrijf, dan denk ik, dat het in dat soort details gaat zitten, dat ze jou een kilometervergoeding gaan geven als je gaat fietsen, of als je te voet gaat. Maar dan ook, dat zijn allemaal voorbeelden, die dan specifiek in jouw voordeel werken, maar langs de andere kant heb je ook andere dingen, zoals, wie zijn zij als wereld-, als marktspeler, hoe gedragen zij zich, zeg maar, gaan zij alleen maar voor de roem en het imago, of gaan zij ook voor de kwaliteit en de degelijkheid. Je weet, als je bij Miele werkt, die wasmachines en zo maakt, daar staat kwaliteit als nummer één. Als de winst minder is, maar de kwaliteit van het product is goed, dan zou dat zwaarder doorwegen dan de winst, die elk jaar gemaakt wordt. Ik weet niet, hoe dat in detail werkt, maar als je dan gewoon een paar keer zo'n interview leest, dan denk je, dat is iets, dat als je naar het imago van Miele als een bedrijf kijkt dat ook meer bepalend is.

Hoe zou voor jou bij het ideale bedrijf het imago eruit zien?

Ik denk, dat die kwaliteit, dat ik daar wel veel belang aan hecht, zijn positie als marktspeler, omdat dat uiteindelijk op de lange termijn heel veel uitmaakt en dan het klimaat, waarin de mensen kunnen werken, zeg maar je vrijheid, dat is iets, wat ik daar meteen mee associeer, het gevoel van vrijheid, dat je hebt binnen een bedrijf, de vrijheid, die jezelf kunt veroorloven om tot je resultaat te komen. Zeg maar, als je iemand bent, die vier dagen non-stop moet zitten rommelen achter een bureau en dan de laatste dag meer verzet dan als hij vijf dagen gedwongen geconcentreerd moet zitten werken, dan moet hij dat wel kunnen krijgen. Dat is vaak niet haalbaar binnen bedrijven, om dat zo te organiseren, maar ik denk dat het wel belangrijk is, dat het bedrijf wel inzet, dat dat soort klimaat wel heel gunstig kan werken. Ik heb bijvoorbeeld ook gesolliciteerd bij Google, voor een stage, en dat klimaat, die werksfeer, die ze daar hebben, kwam best wel heel uniek over, heel erg in

het kader de werknemer staat centraal, die werkt voor ons, maar iedereen is uniek, onder dat motto werd iedereen, kwam het op mij over, alsof iedereen daar wel heel goed op zichzelf kon zijn. Ik denk, dat dat wel belangrijk is.

Zeg maar de organisatiecultuur. Hoe ziet die er dan voor jou uit, ideaal gezien? Hoe wil jij dat dan, formeel, informeel? Hoe zie jij die organisatiecultuur?

In de vorm van hiërarchie bijvoorbeeld?

Op allerlei manieren, zoals je net zei, in je werksfeer.

Ik denk, als je dat gevoel van vrijheid hebt binnen het kader waarin je werkt, dan is het grote verschil met niet voor een bedrijf werken, dat je dat teamplay niet hebt. Dat aspect van samenwerken aan iets, het idee, dat je niet zelf hoeft na te denken, over wat ga ik doen, dat zijn volgens mij de twee grootste verschillen met in een bedrijf werken en misschien voor jezelf werken. Dat zijn de twee kanten, die je zou kunnen opgaan. Als je het in een bedrijf zou kunnen maken, dat iemand precies hetzelfde voelt, alsof hij voor zichzelf bezig is, dan denk ik, dan heb je wel het toppunt te pakken als bedrijf. Dan heb je wel het goede klimaat te pakken voor je werknemers.

Waarom denk je dat?

Omdat dat precies voor mij de belangrijkste waarden zijn, natuurlijk. Ik weet niet, dat zal vast voor iedereen wel verschillend zijn. Het is nu een beetje een kwestie, die voor mij speelt, gewoon die vrijheid, wat ga ik doen als ik klaar ben met studeren, ga ik een beetje voor mezelf proberen te knokken of ga ik toch maar voor een werkgever werken? Ben ik bereid, om gewoon te luisteren en te doen wat er gevraagd wordt, maar dan denk ik wel, dat als je als werkgever vooruitzend genoeg bent, dat je daar op in weet te spelen, dat je de mensen net precies dat gevoel zo veel mogelijk wegneemt, dat ze in de rij lopen, dat ze voor iemand iets maken, maar dat je die horizon zo ver mogelijk laat lijken, dan denk ik, dan kan ik alleen maar hopen, dat mensen met gevoel voor een bedrijf werken, dat ze voor een bedrijf ook voelen.

Wat zou een potentieel bedrijf moeten doen om een diverse workforce aan te trekken?

Dus bij development meer vrouwen om te beginnen. Dat is lastig. Wat zouden ze moeten doen voor een meer gevarieerde werkvloer?

Wat zou jou aantrekken?

Dat is meer de vorige vraag. Wat ze moeten doen om een meer gevarieerde werkvloer te krijgen, volgens mij dan,..

Als je nog niet in een bedrijf werkt, hoe trekt jou zo'n potentieel bedrijf dan aan?

Ik denk, in eerste plaats, door wat ik al weet van het bedrijf, want dat gaat me er namelijk toe zetten, om verder kijken, of ik daar misschien wil gaan werken. Dus hoe ik dat bedrijf ken.

Wat is daarbij belangrijk?

Ja, maar dat zit dieper, denk ik. Sommige bedrijven ken je al, omdat je er elke dag mee in aanraking komt. Sommige bedrijven ken je vanuit je interesse-achtergrond. Of dat bedrijf daar vat op heeft, dat weet ik niet. Ik denk, dat dat meer te maken heeft met jouw input terwijl jij opgroeit, of zo.

In het algemeen misschien, van vrienden, van latere collega's. Wat kan een bedrijf daar... Ik denk, dat een bedrijf daar bijna geen vat op heeft, op hoe zij bij jou binnen komen. Dat weet ik niet

Maar je weet al dingen van het bedrijf. Waar kijk je dan naar?

Ik denk, dat het gewoon te breed is.

Dat is ook de bedoeling van de vraag; jij moet zelf nou een richting kiezen.

Ik denk dan, dat het misschien een soort uniciteit is, een imago dat uniek is, ik weet, dat is dan misschien bij mij persoonlijk een bel die altijd harder rinkelt dan iets anders. Toen ik erachter kwam, dat zij driekwart van alle lithografiemachines maakten, dat een volgende generatie chips, die kleiner en smaller was en vlugger is, dacht ik: Dat is toch wel speciaal, ik ga gewoon even kijken. Als ik denk aan alle andere bedrijven waar ik solliciteerde als stagiair, dan was het eigenlijk allemaal hetzelfde. Ik doe nu iets wat best wel uitdagend lijkt en wat ik niet heel veel ben tegengekomen, maar dat wel alsnog heel dicht tegen mijn interesses aanleunt en dat is denk ik de voornaamste reden geweest, waarom ik beslist heb om hier te kijken en misschien te werken. En dan natuurlijk, als je gaat kijken dan pak je je lijstje mee, met dingen van, hoe zit dat en dat...

Welke dingen?

Dan kom ik weer bij het vorige punt terecht. Bijvoorbeeld, wat vind ik belangrijk aan een bedrijf? Maar dat heeft er dan niks mee te maken met hoe je een diverse werkvloer maakt.

Maar jij bent deel van de diverse werkvloer natuurlijk. Het gaat dan meer om: Wat zou jou aantrekken? Jij noemt de uniekheid, waarom?

Ja, omdat ik daar persoonlijk heel veel waarde aan hecht, aan dingen, die gewoon... omdat het tegen mijn idee aan leunt. Wat uniek is, iets wat nog ... iemand heeft dat bedacht, gewoon, dat leunt heel dicht tegen dat idee aan, iemand bedenkt iets en gaat dan een aanpak, een plan realiseren, dat vind ik belangrijk. Ik denk, dat die gedachte best universeel kan zijn, en dat dat een goede motivatie is om zo'n imago te creëren, dat is best universeel, dat je daar die diverse werkvloer van krijgt, omdat dat een heel universeel idee is.

Hoe zou ASML dat kunnen bereiken?

Ja, dat is marketing, daar weet ik echt niks van. Daar zijn mensen voor, die dat gewoon goed kunnen, die dat best goed kunnen verwoorden die daar best een goed plan voor kunnen doen. Ik ben ook geen filosoof; ik weet ook niet, of die universele dingen wel zo universeel zijn, als ik denk. Misschien is mijn wereld ook er wel net iets te klein voor en dat ik daar gewoon heel hard in geloof, en dat het lijkt alsof iedereen zo denkt, dat iedereen daarin gelooft. En dat is misschien, dat ik in mijn vriendengroep veel techneuten heb zitten, dat het daarom ook lijkt dat het zo waar is, dat het iets is wat algemeen best speelt bij mensen, die technisch geïnteresseerd zijn, denk ik. Ja, daarom heb ik misschien het idee, dat je zo een diverse werkvloer kunt creëren. Maar als je dan kijkt naar zo'n hoogtechnologisch bedrijf, zoals hier, dan merk je dat er bijvoorbeeld heel erg weinig vrouwen zijn. En stel, je wilt de werkvloer gewoon fifty-fifty hebben, dus half man half vrouw, wat zou ik dan... Ik weet niet, wat dan zou werken. Ik zou me zeker niet zo goed kunnen concentreren. Ik weet ook niet, waarom dat zo is. Bij ons op de opleiding is dat ook zo, daar zitten geen vrouwen in. Ik vraag me af, waarom komt dat eigenlijk? Hoe zou je dat kunnen aanpakken, om daar verandering in te brengen? Ik weet niet, ik denk wel, dat het goed is, om een aanzienlijke hoeveelheid vrouwen op de afdeling te hebben, nu specifiek dit probleem, in die context, want dat is ook al vaak gebleken, dat de combinatie van mannen en vrouwen dat dat wel gewoon de efficiëntie... Daar weet ik heel weinig van. Maar ik heb ook wel dingen en statistieken gelezen, dat... het is altijd gemakkelijk om te denken, dat je het beter kunt, dat geldt niet alleen voor mannen onderling, maar ook voor mannen en vrouwen onderling. In de politiek is het al vaak bewezen, dat speelt nog maar een jaar of tien, vijftien dat er ook vrouwen ministers zijn en dat is gewoon een vooruitgang. Dat zou niet veel moeite kosten om dat over te halen in een technische context zo kan zijn. Maar hoe je dat moet aanpakken, om die vrouwen in dit geval naar hier te krijgen... Ik weet dat niet.

En buitenlanders?

Van buitenlanders heb ik wel het gevoel, dat de ervaring al wel veel groter is, als ik gewoon om mij heen kijk, op de plek waar ik zit.

Het gaat om een algemeen bedrijf, niet alleen specifiek om ASML. We willen kijken, hoe je in een bedrijf meer vrouwen en buitenlanders kunt aantrekken? Je hoeft dat niet per se voor heel die groep te beantwoorden. Je noemde al uniekheid... voor jou is uniekheid belangrijk. Maar zijn er meer dingen voor jou belangrijk? Je noemde eerder al een lijstje... Maar wat zijn dan de dingen op dat lijstje, waarnaar je zou kijken bij een bedrijf?

Ja, dat comfort, waarin je werkt, dus de structuur waar het personeel rond opgebouwd is, hoe de hiërarchie zit en hoe de samenwerking zit. Dat zijn de dingen waar ik aan denk. Ik heb die lijst ook niet echt ...

Waar zou je aan denken? Het is natuurlijk een momentopname zo'n interview. Wat zou je op dit moment aantrekken in een bedrijf?

Dat soort dingen...

Wat soort dingen?

Wat ik net gezegd heb: dat comfort, die structuur, waarop het personeel is opgezet, de feedback die mensen krijgen als ze iets doen, goed of fout, dat vind ik ook wel belangrijk. Wat had ik nog in gedachten?

Dat is meer, als je al in de organisatie zit. Wat zou jou aantrekken, als je dat nog niet weet?

Ja, maar dat kun je ook meer vragen, is misschien vreemd.

Wat zou je aantrekken aan een potentieel bedrijf?

Waar ik ook naar kijk... Als het kan wil ik graag een bedrijf bezoeken, meestal is dat wel zo, als je wilt solliciteren, maar vaak schrijf je ook een brief naar het buitenland, daar kun je niet heengaan. Maar toch, waar ik heel veel respons van voel, is de eerste indruk die ik krijg als ik door zo'n bedrijf heen wandel, dan zie de bedrijvigheid van mensen, dan zie je bijvoorbeeld, of ze er een beetje gelukkig uitzien, maar je kunt het moeilijk juist inschatten, maar het geeft je vaak het gevoel, wat voor tempo er in het bedrijf hangt, de sfeer, die er hangt, of mensen grappen lopen maken. Je kunt in dat bedrijf rondlopen, dan heb je al een indruk, en ik denk, dat als je goed nadenk over die indruk, dat kun je daar volgens mij waardevolle informatie uit halen voor jezelf, of je daar deel van wilt uitmaken. Het is net als naar een feestje gaan: je komt binnen en na tien minuten weet je al of het feestje iets is voor je of niet. Of dat je je al op je gemak voelt, omdat je al aan het drinken bent, omdat je al staat te dansen en ik denk, dat het met een bedrijf een beetje hetzelfde is: dat als je een aantal keren in een bedrijf bent geweest, net als je vaker naar feestjes gaat, dan bouw je ervaring op. Na een tijdje weet je gewoon, dan kun je veel vlugger iets inschatten. Dat is bij bedrijven ook zo, als je gaat solliciteren de eerste keer, dan weet je niets, dan weet je niet, waar het allemaal fout kan gaan. Wat je helemaal niet gezien hebt, wat helemaal niet bij je aangekomen is, terwijl als ik denk dat je na zo veel jaar, na zo veel sollicitaties of zoiets, het is wel jammer, dat je er zo veel hebt moeten doen, maar stel, dat die situatie er is, dan kun je veel beter duiden, wat voor jou belangrijk is. En veel beter duiden voor je nieuwe baan, of je daar beter zult zitten.

Wanneer beslis je, of je een bedrijf wilt gaan bezoeken? Je moet toch al wel op de een of andere manier aangetrokken zijn tot een bedrijf.

Ja, dus stel, je stuurt een open sollicitatie, dan doe jij de eerste stap...

Wanneer beslis je, om daar een open sollicitatie te doen? Waar kijk je dan naar?

Ja, ten eerste het is voor mij vooral proeven; ik ben aan het afstuderen en nadien, ik weet dat het nadien gedaan is, dan moet er geld op tafel komen, dan wil ik een beetje weten, waar ik aan toe ben. waarom stuur ik nu een brief aan bedrijven? Dat is gewoon, omdat ik wil weten wat het is, om in zo'n situatie te gaan werken als ik klaar ben met afstuderen.

Maar selecteer je al wel bedrijven?

Ja, ik heb een aantal bedrijven aangeschreven....

Waaraan selecteer je die bedrijven dan op?

Vooral, wat ze doen, dat uniek-zijn, vind ik wel, als ik terug kijk naar die lijst van die casussen, dan is dat wel, dat wat bij elk bedrijf, ongeacht de context, er steeds uitsteekt. Misschien is er wel een bedrijf bij, waar ik echt op het imago ben afgegaan, dat is misschien ook wel, omdat ik weet, dat ze gewoon vette dingen doen. Dat ze een grote ontwikkelingsdepartement hebben, dat voor een techneut altijd wel indrukwekkend is. Er zijn altijd wel bedrijven, waarvan ik altijd denk, dat ik ze ook had moeten aanschrijven, misschien om heel andere redenen.

Zoals?

Misschien omdat ze zo klein en onbekend zijn, maar toch, ik denk dan, dat ze zo klein en onbekend zijn, omdat het gat in de markt zo klein is, dat dat marktaandeel gewoon nooit een groot bedrijf kan worden. Maar precies omdat het zo klein is en het er toch is, dat ze best wel iets essentieels doen. Ik denk, dat ik er één zo'n bedrijf aangeschreven heb, maar dat had ik ook aan kunnen schrijven, dat had ik ook aan kunnen schrijven...

Waarom dan? Waarom denk je, dat je het toch had moeten doen? Omdat zij...

Ik denk dat dat komt, vooral door het klimaat, dat zij vanuit de TU scheppen over het werken voor een bedrijf, dat de bedrijven, die ik niet aangeschreven heb, buiten die categorie vallen. Je wordt vanuit de TU gewoon een beetje gepusht. Je krijgt van die Delftse bedrijvendagen, dan komen de grootste bedrijven daar naartoe. Je brein wordt dan een beetje gekneed om voor zo'n bedrijf te gaan werken. En het is dan niet, dat je voor niets anders wilt werken, maar dan vergeet je dat gewoon.

Maar dat zou jou ook aantrekken dus, die bedrijfsdagen? Dat speelt voor jou ook mee, om voor een bedrijf te kiezen?

Ja.

Dus dat is ook iets, wat jou aantrekt, die evenementen?

Vaak is dat de manier om tot bij dat bedrijf te geraken, anders is het maar een advertentie, of zoiets. Wat er misschien ook wel leuk aan is, zowel zij als jij bent dan op een neutraal terrein. Je moet gewoon alle twee een beetje een effort leveren om jezelf voor te stellen. Dat gaf mij ook de indruk, dat sommige bedrijven wel denken..., je ziet toch wel gewoon, dat dit gewoon niet werkt om jezelf voor te stellen. Ik kan dat juist zien, maar ik kan ook evengoed fout zijn. Dat weet ik ook nog niet. Maar dat is wel iets, waarop mensen gaan beslissen, om bij jou te solliciteren, of niet gaan beslissen bij jou te solliciteren.

Wat ze daar afgeven qua sfeer...

Ja, ASML stond er op de Delftse bedrijvendagen niet tussen, dat vond ik eigenlijk raar, zij zijn denk ik één van de grootste bedrijven in Nederland, terwijl er best wel heel kleine bedrijven tussen stonden, waarvan ik nog nooit gehoord heb, en waarvan ik dacht, oké, als dit voor elektro zou zijn, nou. Ze waren wel op de bedrijvendagen van EWI, maar dat was alleen op onze campus. Ik denk dat er wel eens een paar keypoints zijn, waar je als bedrijf wel gewoon aandacht aan moet besteden.

Welke keypoints zijn dat dan?

Als je studenten wil hebben op die studentendagen, dan moet je er gewoon bij zijn. Als je die mist, dan ... en het gaat over studentenwerving, en daar wil je goed in zijn, dan heb je het niet goed gedaan.

Zijn er meer dingen, die jou zouden kunnen werven?

Ja, ik denk het wel. Bijvoorbeeld ASML doet ook sponsoring bij de elektrotechnische vereniging; vandaar ken ik ASML. Je kunt dan op bezoek komen bij ASML met een hele groep. Je kunt dan de cleanrooms bezoeken. Dat soort dingen, dat zal, als je daar iemand zet die dag, die gewoon goed is met techneuten, dan hoeft hij maar wat uit te leggen en een degelijke rondleiding te geven, dan kun je ze nadien in je binnenzak steken.

En als we kijken naar speciale dingen gericht op buitenlanders, wat zou jou dan aantrekken in een bedrijf, stel je gaat naar een buitenlands bedrijf. Wat zou jou daar in aantrekken?

Ik denk dan... Dat is nou niet zo het geval, maar stel dat, ik heb inderdaad buitenlandse bedrijven aangeschreven, dan ga je heel vlug denken aan dingen als verzekeringen, ziekteverzekeringen, kan ik communiceren met thuis, kan ik gemakkelijk verlof krijgen om een week naar huis te gaan, kan ik met Engels overal in het bedrijf terecht. Stel, dat ik naar een cultuur ga, die helemaal anders is, kan ik binnen dat bedrijf dan toch gewoon de dingen doen, die bij mijn cultuur passen. Op de TU bij ons, op de verdieping, waar ik een beetje rondhang, daar zitten ook veel mensen, die moslimgelovig zijn en die ook kunnen bidden elke week. Die hebben een speciale ruimte bij de TU, waar ze kunnen bidden. Dat vind ik wel mooi, dat dat er is, dat ze dat gewoon doen. En ik denk, dat je als bedrijf je internationaal wil profileren, dan moet je met zoveel dingen wel op een terechte manier iets van die mensen willen aantrekken. En niet gewoon, omdat je je aantal technische mensen moet hebben, je aantal buitenlandse mensen moet halen, je quota moet halen, maar dat moet dan echt zijn. Het is niet gemakkelijk denk ik, om een bedrijf te runnen, waarin iedereen uit verschillende culturen komt. Ik denk, dat zoiets veel meer energie vraagt, of zo, veel meer regelingen. Dingen kunnen veel complexer zijn.

En waarom zijn die dingen belangrijk voor jou, zoals verzekeringen, verlofdagen, Engels, cultuur, bereikbaarheid?

Daar ga je aan denken, als je ver weg van huis bent, en je komt iets tegen, dan weet je niet, hoe dat dat gaat, als je hier je been breekt, weet je meteen de weg naar het ziekenhuis en kun je gewoon zeggen, dokter, ik heb hier en hier pijn, maar als je in een land zit, waar je de taal niet spreekt. Dan kan je bedrijf nog internationaal zijn, maar op het moment dat je naar een ziekenhuis moet, of zo, zeg maar in Azië, gaat het dan maar eens uitleggen, als je geen woord spreekt. Gaat het bedrijf dan een tolk voorzien, die meegaat naar het ziekenhuis? Dat soort dingen, dan... Dat wordt dan in een keer wel belangrijk. Ik kan me voorstellen, dat mensen die naar hier komen, daar ook wel mee zitten, met zoiets.

België en Nederland is dan niet zo'n groot verschil.

Ik zie het ook niet als buitenland.

Wat zou een potentieel bedrijf moeten doen om een diverse workforce/jou te behouden?

Ik denk vooral, het klinkt misschien cliché, maar dat elke dag gewoon nieuw is, dat elke dag anders is, en dat zit voornamelijk in uitdaging. Als jij gewoon de hele dingen moet toepassen, dag na dag, die maar gewoon recepties zijn, die je moet doorlopen dan ga ik het redelijk rap beu zijn, denk ik. Ik ben hier zo getraind om na te denken, en zo breed mogelijk over dingen na te denken, misschien ontwerpen zelfs, dan zou ik het jammer vinden als je wordt dichtgeknepen, dat jouw werk niks van jou vereist. Het is belangrijk, om onder gezonde stress te zitten, dat je niet in overload moet draaien, niet dat ze je op zondagmiddag opbellen, maar wel dat die geestelijke uitdaging er gewoon in zit. Dat vind ik wel ontzettend belangrijk.

Nog meer dingen?

Dat je binnen het bedrijf flexibiliteit voelt tot op een zeker niveau, dat je kunt aanvoelen, waar jij de beste schakel kunt zijn, voor jou en dat bedrijf.

Flexibiliteit waarin?

In je positie binnen dat bedrijf.

En dat is dan meer qua doorgroeien?

Doorgroeien is misschien iets anders dan.

In welke zin, flexibiliteit?

Dat jij precies voor dat stukje werk, dat je moet doen, dat je daar niet de goede man voor bent en dat dat gezien wordt, en dat dat ook gewoon opgelost wordt, zonder dat je gelijk de deur uitgewerkt wordt, maar dat je wel gewoon kunt aantonen, dat je dingen kunt, maar dat die net in een andere context liggen. Dat er wel mee gepuzzeld wordt, om jou uiteindelijk bij de groep te laten horen. Dat vind ik wel iets, wat heel belangrijk is. En dat je zelf verantwoordelijkheid krijgt, dat is, denk ik, ook wel belangrijk. Zonder dat het voor een bedrijf meteen het voordeel van besparing..., dat het samengaat voor het bedrijf met het voordeel van besparing. Dat het niet zo hoeft te zijn, iets dat misschien minder in een technische context toepasselijk is, dat als iets ontworpen wordt, dat jij je handtekening moet zetten, dat het bedrijf het bedrijf niet verantwoordelijk is, maar dat jij verantwoordelijk bent. Dat zie je bij een (?) vaak genoeg. In Amerika is het zo, dat vind ik dan geen gezonde manier van uitdaging. Uiteindelijk werk jij voor dat bedrijf, dus ik vind dat het bedrijf wel verantwoordelijk moet blijven, maar hun risico ligt daarin, dat zij jou aangenomen hebben, en jouw risico ligt daarin, dat jij goed moet presteren. En als jij die kansen krijgt, als jij die positie krijgt, die goed past bij jou, dan mag van jou wel verwacht worden, dat jij je maximale denkvermogen voor elke dag gebruikt. Ik denk, dat het bedrijf je die kans moet geven en dat jij die kans moet pakken. Dat dat jouw verantwoordelijkheid is.

Je had het bijvoorbeeld over comfort, hiërarchie, samenwerking en feedback. Waarom vind jij dat belangrijk in een bedrijf?

Waarom? Dat heeft met normen en waarden te maken, denk ik. Dat is mijn normen- en waardenbesef. Waardoor komt dat? Vanuit opvoeding, vanuit school, vanuit vrienden.

Wat vind je dan belangrijk, bijvoorbeeld in de hiërarchie, in de samenwerking, in de feedback? Hoe zie je dat? Wat is daarin jouw comfort? Waar voel je je prettig bij? In welk opzicht? Bijvoorbeeld hiërarchie, veel hiërarchie, weinig hiërarchie? En samenwerking, wil je dat dan wel of niet? En feedback, hoe zie je dat? Hoe zie dat het liefste?

Kijk, samenwerking, dat zie ik gewoon, dat één en één meer is dan twee. Als je twee mensen laat samenwerken, dat daar gewoon meer uit komt dan als je mensen afzonderlijk aan het werk zet en nadien die resultaten bij elkaar gooit. Dat zie ik als samenwerking. Als je goede samenwerking hebt, dan heb je het synergie-effect. Als die context gecreëerd wordt, dat vind ik belangrijk, dat die context er is. En voor hiërarchie, ja.., dat is... Ik denk, dat het er gewoon moet zijn. Als je met een hoop mensen bent, je kunt niet gewoon... Ik geloof niet in een soort van selforganizing systemen zoals bij mieren. Als je een bed moet maken of een hoop bladeren verwijderen, dat ze dan allemaal gelijk zeggen van... Dat ze maar een heel aantal eenvoudige regels hebben en dat ze die eenvoudige regels

dat er complex gedrag uit komt, wat ook goed is en ook functioneert, ik denk gewoon niet, dat dat werkt.

Hoe heette dat bedrijf?

Nee, dat waren mieren. Het was geen bedrijf, gewoon de natuur.

Als je vogels ziet vliegen, dan denk je, hoe blijven die zo bij elkaar? Het is gewoon eentje die zegt: "We gaan naar daar." En de rest gaat er dan achteraan. Of het is gewoon, ik zie een vogel voor mij en een vogel naast mij en die kant gaan wij uit. Maar ik denk, dat dat bij een bedrijf niet zo werkt.

Maar daar voel jij je comfortabel bij, als er genoeg hiërarchie is.

Ja, ik denk, dat hiërarchie belangrijk is, maar dat het ook evengoed een broeihard van misbruik kan zijn. Want op het moment, dat jij iets over iemand anders te zeggen hebt, zijn er genoeg experimenten, die aantonen, dat er wat fout kan gaan. En ik denk, dat het dan wel belangrijk is, dat er feedback is, als er feedback is, heb je toch het gevoel dat mensen zich meer moeten verantwoorden voor wat ze doen of wat ze gedaan hebben. En dat er binnen de hiërarchie een soort democratie is, dat mensen geen positie pakken, die ze dan levenslang houden. Maar ik weet niet, of dat nog bestaat, of dat dat ooit bestaan heeft. Behalve koning of zo. Maar bij hiërarchie, hoe hoger op de ladder dan komen er meer voordelen en nadelen bij, wat bepaalt dan, of jij hoger in de hiërarchie zit? Ik denk ervaring, wat je al bewezen, al gepresteerd hebt, ik denk dat dat best wel goede criteria zijn.

Dus als ik het even mag samenvatten: Wat jou zou behouden voor een bedrijf is je comfort, je werk...

Dat is, wat me aantrekt vooral. Comfort is iets, wat je uiteindelijk maar ervaart. Uiteindelijk komt het wel samen, als je aan het werk bent.

Dus de hiërarchie-opbouw, de samenwerking, de feedback, daarnaast uitdaging in je werk, flexibiliteit, en je positie, dus dat je nog kunt switchen naar andere banen binnen het bedrijf, mocht de baan toch niet helemaal bij jou passen en verantwoordelijkheid op een gezonde manier.

Ja.

Zijn er nog meer dingen, die je daaraan toe wilt voegen?

Nou nee, dat is het wel.

Hoe denk jij, dat dat toepasbaar is op buitenlanders, wat zou jou als buitenlander in een buitenlands bedrijf behouden? Dat zijn waarschijnlijk dezelfde punten. Zijn er dan nog punten, die daar bij komen?

Misschien, dat feedback dan nog belangrijker is. Van als je in heel veel culturen werkt, dat je er dan achter komt, wat er in die andere cultuur belangrijk is. Wat voor hen dan belangrijk is, om binnen dat bedrijf te kunnen blijven werken. De punten, die ik zie, die hoeven niet voor iedereen even belangrijk te zijn. Misschien, dat iemand met minder verantwoordelijkheid anders samenwerkt. Ik zie helemaal niet, wat daarin speelt, maar wel dat het belangrijk is, dat je weet, wat er speelt, waar iemand belang aan hecht. En als iets niet goed gaat, een bepaald aspect, dat er dan in de loop van de tijd verbetering in zit, dat het opgelost wordt. Stel, dat ik iets slecht vind, en ik kan er gewoon iets aan doen, bijvoorbeeld, ik vind de koffie slecht en ik heb het idee, dat er op mijn departement een koffieapparaat komt, dat iedereen zijn koffie kan maken, dan heb ik wel het gevoel, dat ik daar inspraak in heb. En ik denk toch, dat het voor de meesten toch belangrijk is, dat ze het gevoel hebben dat ze kunnen bijdragen, dat ze een soort zeggenschap hebben, dat er naar ze geluisterd wordt.

Dus meer empowerment? Dat werknemers mee mogen denken.

Ja, en als je met al die verschillende culturen zit, dat dat dan nog belangrijker dat iedereen vanuit zijn achtergrond dat gevoel kan krijgen.

Heb je daar nog andere dingen naast? Naast die empowerment? Nog meer dingen, waarvan jij denkt als buitenlander, dat het jou voor het bedrijf zou behouden?

Als je met heel veel culturen zit, dan heb je ook mensen van overal, dan denk ik, dat de visie als bedrijf, dat die heel werelds moet zijn, heel globaal. Dat die visie aspecten bevat, die een mondial karakter hebben. Dat als je met heel veel verschillende culturen zit, dat dat iets is, waar mensen eerder aandacht aan geven. Dat als zij van andere culturen komen, zij toch willen weten, wat dat bedrijf van plan is in het land waar zij vandaan komen. Stel, ASML heeft een of ander stofje nodig uit

een Afrikaans land en er komt iemand uit Afrika, en dat stofje wordt bij zijn ouders uit het dorp weggehaald en die mensen bij zijn ouders in het dorp werken in een mijn om dat stofje uit de grond te halen, dan kan het klimaat nog zo goed zijn, maar dan zit je toch met een knagend aspect. En dat soort dingen wordt, als je je internationaal profileert, toch wel erg belangrijk.

Wat zou een potentieel bedrijf moeten doen om een diverse workforce te ontwikkelen/trainen?

Dat vind ik een lastige, want de kwestie, die persoonlijk speelt bij mij nu, is dat elke vorm van voor een bedrijf zie ik als niet voor mezelf werken. Het klinkt misschien raar, ik kom ook uit een kunstachtergrond en als je kunstenaar bent, als je kunstenaar wilt zijn, ben je toch wel met je eigen carrière, je eigen werk bezig, en ik ben nu een beetje in de overgang van voor een bedrijf werken, dat is een beetje een schoentje, dat aan het knellen is en als ik nu een antwoord geef op: "Hoe zou een bedrijf je kunnen ontwikkelen?" dan zou ik nu het liefst willen antwoorden: "Onbewust, gewoon". Dat ik niet merk, dat het bedrijf me aan het vormen is. Misschien, dat naarmate ik meer verantwoordelijkheid ga krijgen buiten het bedrijf ook, in het leven, dat je voelt, dat het bedrijf een leidraad voor jou is in die ontwikkeling.

Ontwikkelen kan bijvoorbeeld ook om jou bijvoorbeeld door te laten stromen naar hogere posities.

Wil je daar dan eigenlijk ook niet in worden getraind?

Ja, dat vind ik wel belangrijk, jawel zeker. Op het moment, dat jij je echt thuis voelt in een bedrijf, kan het bedrijf wel veel doen voor jouw ontwikkeling. Dat denk ik wel. Professioneel het meest, denk ik. een stukje ook, wie je bent, maar of je daar dan ontwikkeling specifiek voor hebt, dat komt er dan bij, denk ik. Ik kan geen voorbeeld bedenken.

Waar zou je dan in ontwikkeld willen worden? Op welke gebieden?

Op het gebied, waarop jij verder wil groeien in het bedrijf. Als je in een technisch bedrijf werkt, wil je ook verder die technische kant, de professional ter zake worden. Als je dat wilt worden, dan kan het bedrijf jou zeker helpen in die ontwikkeling daarvan. Beslis jij, om mee te werken aan de toekomstvisie van het bedrijf dan is het ten eerste aan het bedrijf om heel duidelijk te maken, wat hun visie is en jou daarbij de middelen te geven, die erbij passen om jezelf de kans te geven dat verder door te ontwikkelen. Dat vind ik lastig. Ik ben ook niet technisch gaan studeren om voor iemand te gaan werken. Ik wil altijd mijn eigen ding doen. Ik voel nu net, alsof ik mijn toewijding aan het verkopen ben aan degene, die het hoogste biedt. Zo komt het een beetje over.

Het hoogste biedt op welk gebied?

Werkzekerheid en je inkomen...

Dat zou je dus ook aantrekken?

Ja, ik denk, je mag je nog zo vrij voelen en dat is vaak als een zwaard, dat boven je hoofd hangt. Een bedrijf weet vaak ook heel, hoe ze daarop moet inspelen. Dat is verschrikkelijk moeilijk voor mij.

Hoe denk, jij, dat een bedrijf het beste buitenlanders kan zoeken in het buitenland?

Wat belangrijk is, om me hier te krijgen en hier te houden, ik denk, dat als het op ontwikkelen aankomt..., zo'n buitenlander komt dan naar hier werken en woont hier dan, en ik denk, dat het dan ook belangrijk is, dat hij een stuk van de cultuur hier mee krijgt en als het gaat, ze moeten weg, als ze het niet doen... Op een bepaald moment gaan ze dat gewoon ook willen, denk ik, je gaat niet ergens wonen of ergens werken, waar je helemaal niets met de rest te maken wilt hebben binnen die mensen, met dat team, waarin je betrokken bent. Voor de ontwikkeling, denk ik, is het belangrijk, dat ze de kans krijgen om binnen en buiten dat bedrijf die cultuur mee te krijgen. Bijvoorbeeld dat ze, als ze bureaujobs hebben, als ze 's avonds die fysieke interactie willen, dan heel laagdrempelig naar zo'n sportcentrum kunnen, wat dan een link heeft met het bedrijf. Toevallig, dat ik zelf ook op zoek was naar een plek om te sporten. Je moet dat soort dingen wel, als je met mensen met een verschillende achtergrond zit, die barrière wel een beetje gemakkelijker maken. Met elkaar contact te gaan zoeken buiten het werk.

Waarom denk je, dat dat belangrijk is?

Denk je dan, dat het niet nodig is? Dat lijkt me gewoon logisch. Ik zou geen vooruitgang zien in iemand, die dan komt, zijn geld verdient, zijn werk doet maar dan gewoon door de tunnel naar huis fietst van het werk en dan thuis blijft zitten en dan van thuis naar het werk fietst.

Dus jij vindt dat buitenlanders moeten worden ontwikkeld op het leren van een cultuur? Als jij in het buitenland zou zitten, zou jij de cultuur willen leren en willen, dat je geholpen wordt om de barrières af te breken, zodat jij je kunt ontwikkelen in die cultuur. Zijn er meer dingen, die jij zou willen ontwikkelen in het buitenland?

Ja, maar daar kan een bedrijf dan vaak weinig aan doen. Hoe de cultuur is, daar heb je als bedrijf in die regio, denk ik dan, een stuk minder impact op. Je kunt als bedrijf ook niet voorspellen, hoe vriendelijk mensen zijn, hoe open mensen zijn.

Zou je als bedrijf daar iets aan kunnen doen?

Miljarden investeren in de regio of zo, om dingen te regelen...

Denk je, dat je daar mensen in zou kunnen trainen, of zo?

Ja, ik weet het niet... Wat zijn trainingen? Een training...

Het is niet alleen gericht op jou. Hoe kan je jou ontwikkelen, maar kun je ook die hele workforce ontwikkelen, zodat de diverse workforce meer wordt geaccepteerd daardoor?

Misschien is het ook zo, hoe langer mensen vanuit hun cultuur, naarmate ze zich kunnen ontwikkelen ook meer kunnen bijdragen aan de cultuur hier. Trainingen in de zin van "Je moet er leren voor open te staan, van beide kanten" voor een aanname van een andere cultuur, in dat opzicht heb je wel trainingen, dat is zeker waar. Dat je leert ervoor open te staan. Dat er cultuurspecifiek de juiste methode ontwikkelt om de cultuur te laten binnenkomen bij de ander. Voor zo iemand werkt het meer, als je de sociale aspecten van de cultuur ontwikkelt, dat je dan samen een of ander evenement organiseert, sport, terwijl het voor de ander aspecten van de cultuur zijn, die minder sociaal zijn, een minder sociale context hebben, dat is dan weer persoonlijk. Het is belangrijk, hoe dat aangebracht wordt.

Wat zou een potentiële werkgever jou moeten aanbieden?

Dat hangt een beetje samen, wat moeten ze doen, om jou binnen te krijgen. Dat is eigenlijk de concrete invulling van de eerste vraag, hoe ben je hier terecht gekomen, wat vind je belangrijk?

Heb je daar nog aanvullingen voor?

De voornaamste reden, waarom ik nu voor een bedrijf zou werken en niet een ding uitwerk voor mezelf is precies die... Je hebt wel die zekerheden die erbij komen, je hebt een vast inkomen, die zorgverzekering, het pensioen, als het goed gaat, mooi inkomen, als het een beetje mee zit. Als die dingen er niet zouden zijn, dan zou ik voor mezelf beginnen. Waarom zou je dan naar iemand luisteren, als je zelf je ding kunt doen? Als er niks extra bij komt? Alhoewel, wat ik ook een aspect vind, waar ik nu zit, met die lithografiemachines, ik had er niet op voorhand een specifieke interesse in, maar stel je, dat dat wel zou zijn, dan zou ik niet in staat zijn, om in mijn garage thuis een lithografiemachine in elkaar te zetten. Als ik echt geobsedeerd zou zijn, om zo'n ding te doen, zou ik alleen maar een benadering kunnen maken en uiteindelijk een hoop frustratie met zich meebrengen, terwijl dat hier... Hier heb je gewoon het paradijs, om precies dat ding te doen. Dat vind ik ook wel een meerwaarde, dat je precies wel alle tools hebt, dat je al die mensen, experts om je hebt, om dat net wel te doen. Als ik dan echt beslis, ik ga toch maar voor iemand werken, dat ik dan wel precies op zo'n plek zit, dat ik dat gevoel wel heb, dat ik het vooral ook doe, dat ik het anders niet zou kunnen doen, precies dat wat ik doe. Dat is precies, dat ik het gevoel heb, dat het werk dat ik doe, niet zonder het bedrijf zou kunnen doen.

Dat zou dan ook belangrijk voor in het buitenland.

Ja.

Zijn er dan nog dingen, die daar bij komen? Wat ze jou zouden moeten aanbieden?

Een goede internetverbinding, een huis, dat ik een beetje kan video-conferencen, goedkope vliegtickets, dat je dan de mogelijkheid krijgt om een week vrijaf te krijgen om even op en neer te gaan naar huis. Dat is wel zeer concreet. Dat is wel heel specifiek voor de situatie, waarin mensen uit het buitenland komen. Dat je bijvoorbeeld ook gemakkelijk je gezin hierheen krijgt.

Zijn er andere dingen die belangrijk zijn met betrekking tot de HR praktijken, aantrekken, behouden en ontwikkelen?

Nog andere aspecten dan.

Komen er nog andere dingen in je op, bijvoorbeeld voor buitenlanders, die nog niet ter sprake zijn gekomen?

Specifiek op het punt van de cultuur, dat je de kans geeft, dat die culturen elkaar kunnen ontmoeten. Dat is gewoon belangrijk. In kleine details en op grote schaal.

Welke kleinere details en grote schaal, hoe zie je dat?

Bijvoorbeeld de koffieautomaat op die hoek, dat die als koffiehoek echt ideaal is ingericht, die naar buiten kijkt, dat die ventilatie heeft, dat die plaats heeft om te zitten, plaats heeft om te staan, dat het koffie-aanbod rijk genoeg is, dat soort kleine details. Want mensen gaan per dag vier, vijf keer koffie halen, dus daar heb je al het moment, dat je niet achter je terminal zit, dat is dan de eerste plek, waar je een beetje met elkaar kunt mixen. Als het een plek is, die twee vierkante meter is, met tl-licht en het stinkt daar, dan meteen al knijpt het je dicht. Grote schaal is dan precies, waarover we het hadden: maak gewoon, dat er events zijn, waarin die culturen elkaar kunnen bestuiven. Dat is wel belangrijk in een multicultureel bedrijf, dat dat soort dingen er zijn.

Nog vragen?

Nee.

Heb je opmerkingen over dit interview?

Je was wel goed voorbereid, dat is wel belangrijk, als het zo'n open interview is, dat je een beetje moet sturen, als het te vaag wordt. Het is wel goed, om met een heel concrete vraag te beginnen en je gaat geleidelijk opener.

9.1.3 Interview 3

What is a good employer to you? What makes an employer good?

The employer..

You have time to think about a question, you do not have to answer directly.

Tough question. The employer...

How they manage the workforce towards one goal.

And how do you think that should be? So how they should manage the workforce to one goal?

I think it very depends on who the employer is.

But how do you think it should be? If you 'take' an employer, what do you think makes it good?

Their vision, their goal. It should be logical or realistic. Something challenging. And they should show the vision to the employees.

So it should be able to show a vision to the employees and it should have a logical, realistic and challenging goal.

Yes, exactly. The employer should show that.

Do you have other things how an employer should be?

Also they have to listen to the employees, because they know how it actually works and what they are doing. So the employer has to see the company and to listen to the employee.

And why do you think that's important?

Because they are actually working for the entire company. They are working for the company, for example for our company they are the engineers making the machines, and some people are setting them. So an employer has to know where we are in the market or in the technology or something. That's why they have to listen, and they have to ask...

The employees about what they think about it?

Yes.

So the employer should listen to the employees, about how they think about things. Because they have more know-how on the engineering of the product?

Yes.

Do you have other things?

A good employer... of course in general they have to be global or something... of course in this country.

They should have a global focus you mean?

Yeah, I guess. At least they have to speak English, because I'm from Japan and there are some businesses in Japan that are only doing business in Japan. This is not the time to do business like this, they need to go outside. But that's not really a problem here.

You can just tell what comes into your mind. Just in general.

They have to see the outside of their countries.

And why do you think that's important?

Because when you are learning engineering there is no border inside engineering. The world is flat, so that's why they have to think about the other parts of the other countries.

Other things?

It is actually a word of my favorite book. It is not my word. Not my phrase (referring to 'the world is flat').

It is a good phrase.

For me the employer should be respectable. Otherwise they do not follow the leader. So that should be the leader.

So there needs to be some hierarchy.

Yes. I see that.

Do you like that? Do you think that's good?

I think it is natural. No, I think in this kind of companies it does not work. But for me as a Japanese it works very well in our country. And that's acceptable for us. So that's okay.

The shape of leader is very different in countries or cultures. Yeah, there should be a leader.

So the leader should show himself inside the company?

No they do not have to consider the leader, but I should feel it as a leader.

You should feel?

No, it does not matter.

I just feel a hierarchy with a president on the top, and there are many people working and the top one is managing the employees.

This makes a company good? So to have a clear structure?

Yeah.

So you think a company should have some sort of hierarchy? So that it is clear who's the leader, etc. Do you think that makes an employer good?

... No. I do not think it works everywhere, but it works in Japan. And most Japanese companies are like this, that's why it feels naturally. Of course it does not define on the level of people, so that's not a very strong hierarchy. They do not just order something. They first ask and answer not so strong to the boss.

Is that weird for you?

It is weird to call everyone by their first name. Like my boss, I can just call him Eric. But we just say the president. So it is kind of too rude to call him by his first name. So, yes, it is a little bit weird. But I know that's a way of culture. We actually have very defined languages depending on who you are talking to. So if I'm talking to older guys I have a polite way to say something.

In the Netherlands we have that as well. In some companies you have to talk in a polite way to someone who's above you. But here in ASML, it is less.

It is very friendly.

Do you like that?

Yes.

Do you have other things that would make an employer good?

No, we can go to the next question.

Do you think we covered everything? So we talked about the vision of the employer, the goal, which should be realistic, logical and challenging, the employer should listen to its employees, the employer should have a global focus, you also think the employer should be respectable, so the

*hierarchy should be there, but for you it does not matter if it is less. Because that feels naturally.
That covers everything?*

Yes.

Let's go to the next question.

What should a potential company do to attract a diverse workforce? So like foreigners?

...

Well, first start with you. What should a potential company do to attract you? How can they reach you?

So when you look for some foreign workforce you mean?

Yes. You can also first speak for yourself, and afterwards we can answer the question for what you think a potential company should do to attract foreigners.

...

What attracts you in a company?

I think the technology a company has is an attractive thing...

What kind of technology?

Companies that are doing cutting edge technology. And they actually have the technology, which is, can be an improvement in the market. So they are using the high-tech for business and it connects very well. And that's a very attractive thing I think... What was the question?

What should a potential company do to attract you? How can they reach you for example?

Like how to... ...

You have to imagine that you are not working for a company yet. For example you start looking for a job, what would attract you in a company? Or how can they reach you?

So how can they reach you mean...

How can a company reach you so you will apply?

Like what they write on their website or something? ...

You would look on their website?

Yes I think so? I saw some postings on the website.

The vacancies you mean?

Yes the vacancies. ...

Do you look elsewhere?

You mean other companies?

Well, how should the website look like? What attracts you in the website?

For my case, I really wanted to work outside my country. I did not really care about which vacancy. I guess I just looked for a vacancy I could apply. Because I'm a master student in Mechanical Engineering, and I first choose what I can do. That's why I'm doing now my intern here, so ...

But how did you select the companies before applying?

That depends on the company...

Where did you look at?

Big the company... How big the company is. Because if they are doing make a lot of money they have the money to hire people or they have money for research work in technology...

Why is that important to you?

Because you need lots of money to do research or to develop something. Or to make a factory, that costs a lot of money. So at least now you need to make some money... Money in my case, intern case. That's why applied, why I accepted or so. Not very I chose this company. I did not have many choice I think back then, so At least ...

But how did you come to the decision to apply for ASML?

That is because the company is good I thought. And because the company is well-known on the technology. Even I did not really know about inside the company or that specific technology. Because I just know that this company is doing very good, being an icon. So that's why I thought I could ... I do not really care about the inside of the intern project.

Okay... but if there was no ASML. Where would you look at at a company? For example how big the company is, you already said. What kind of technology they use.. is it well-known? Do you have other things that attracts you in a company?

... Some care about the money... Or how much time you have to work. That's not really important for me. Maybe for this kind of engineering, engineers get some upper grade ... wage. So... maybe I can live here. I can get enough money to live here, so that's not important. And I do not mind about work a lot of time. So do not really care about time or money. That's not a big problem. I'm a Japanese. They like working. It is a little weird for you I think.

Yeah. But you need enough money to live, I think?

Yeah... yeah. I think that is not a big problem. Of course you need enough money, but not too much money. That does not attract. It does not matter. ...

Yeah, like technology is the most important.

And where would go to look for companies? You already told me on websites.

I just saw the website... then I saw the vacancies. Then I just applied. ...

And where did you look at at the website?

I read about the company with a Japanese other website. Because there are many websites talking about companies. ASML is very well known and there are many information about that. I did not really read the inside in the ASML website. ...

You read on Japanese websites about ASML?

Yeah...

Do you only look at websites?

Yeah...

Okay. And what do you think a potential company should do to attract a diverse workforce? For example foreigners?

... They attract only what they have done before, so.... Like a... I saw the website where they are talking about this previous machine about ASML, they achieved these kind of things before, and they are now growing up, they already grow up. And they are now in the top of the share. That kind of information attract me. But your question is about foreigners...

What attracts you, as a foreigner?

Well, it is... ... yeah for that kind of things. Some difficulty in living outside the company? ...

Should a company come meet to that?

Yeah, that is very important. First they can help for work permit. To live or to take care of the kid. That's also very important.

I personally do not really care about that, so I cannot come up with ...

That's no problem...

Because I'm still a student and do not have wife. And ... It is very easy for me to move everywhere in different company. I have lots of money so I do not care about the tax.

Okay. That's good.

What should a potential company do to retain you and a diverse workforce?

...

So if you are already in a company, what makes you stay?

Maybe to give employee some challenging project or some achievement. Or we can just if you asking me to do this or this project is very interesting or good for me. That's maybe because I'm an engineer.

My research focuses on engineers.

Yeah, some project, they keep giving me, or asking me to do. Than that is attractive. Then ... I'm glad to work there. ... Yes, like I also can learn about the very new technology... Yes so if I can work and learn at a company I can really keep retained in a company....

Why?

Because I want to learn the cutting edge technology. That's really interesting. .. At the same time I can make money. Which is very good. ... Perhaps I do not really care about the money . I do not really

have to be (?). I want to manage some small groups in the future. Promotion, is that the word you said? Is not really ...

Retained I said.

Of course as a foreigner I need to get visas so that's also very important.

Yeah. Otherwise you cannot stay.

I have to live where I work. That's also very important of course. ...

First thing I think of is Japanese food. Can I say that?

Yes of course.

I love the people here, I like the country, but I hate the food here... Sorry.

No that does not matter. It is a good thing.

...

I think the food is only the difficulty to live and work here for me. ... And also which job... job like a designing, or research. What kind of job I can do is also important of course. Because there... I have some specific things I want to do. If I want to design a machine or if I want to do some research or if I want to talk to customers... yeah. The flexibility. That's not only for foreign company.

So the flexibility in the kind of job you do?

Yeah. And what kind of job you can do.

Are there other things in flexibility that are important to you? ... Like a time? I'm really surprised here about the flex time. I can come in this company any time and I can go any time, well after I worked a certain time. That's also very nice.

Flexible working times.

....

And also of course the language is very important. They speak English here, that's no problem to talk from the other countries.

So there should not be a language barrier?

...

I think that's all.

Okay, fine. Do you also have things especially for foreigners? You already talked about the food, the job, the language, the visa, money, and a challenging job. Do you have other things?

... no ...

Okay. And why are these things important to you?

Because... these kind of things... For example for the challenging job in the company, that is because I can learn... technology at the company. That's what I told. ... and why are they important? ...

Why is flexibility important to you? Like having a flexible job and flex times?

Because I can walk any time.... I do not have to wake up very early... everyone has a different time. That is why. ...

Okay, we will just continue with the next question.

What should a potential company do to develop/train you or a diverse workforce?

Maybe on the job. On job training. Inside a group, there should be something who should take care of the new person to learn.

So like a mentor?

Yeah... so yeah every group has different things, like different points and different difficulties. So ... maybe in person there should be one people, one or two people, who show what you have to do or what you have to learn. ... I do not very know about foreign companies, so if you start working at this company, not as an intern, but as an employee, you should have a special course to take...

About?

In general. Like in Japanese companies... they have a... they take... they teach a lot for new persons. Like for taking one or two years for all the new employees. All the new employees get together they learn how to be a business man or how to be ... we have many rules to be polite. Like we have a card, we have to give it to the other companies' guy. Like very general things on how to be a Japanese business man. ... How to use the appropriate word, how to speak. Japanese are very (?).

So how to behave in a company?

Yeah. How to behave inside or outside a company. I am a person of the company... So what we learn is very different from this country I think. Of course we do not need a Japanese thing for ASML.

Well it could be for foreigners, who know how it is in their home country and they come to foreign country, and it is different. So do you think they should be developed or be trained about what is different.

No there is no need.... That's very necessary I think in our country, but ...

And if you go abroad.

It is not necessary. I do not have to learn I think... I would like to learn the local language. I mean here it is Dutch. Yeah I would love to have that. Are there no classes here for that?

I do not know...

I think many foreigners would want that.

That's a good one.

Like a foreigner like me, first I do not have any friends in this city, so there should be some community or groups for foreigners... Yeah to make more friends... and... to learn how to live here. For example first I did not know about the light, traffic lights, because there are many complex ones for bikes, and... bus lanes, and bikers, of course that's very complicated for me. And I also do not know where to throw away the garbage, where the stores are, like the Asian stores... Yeah where I can buy rice in the city or something. That kind of information are very what I wanted to know. There should be some community for foreign people to live here. That would be very nice.

I think this can also attract foreign people to this place.

What was the question?

What should a potential company do to develop a diverse workforce? For example also how to grow yourself.

... That's difficult, because I do not work.

Just a potential company? How can a company help you develop?

Just teach engineering stuff... Like as a researcher you need to... want to learn some new devices, some new researches. I would like to know that kind of new knowledge on research, new papers. Than as a designer I would like to have more new software to design, like CAD or... new methods to ... than I can do more things more jobs, or deeper things, I can... do that's what I think I get learned. So ... yeah hopefully the company would give me some chance to learn new things...

Do you have other things you think we missed out on? We now spoke about on the job training, a mentor, the company should show you what you have to do or have to learn. Also a training to behave in or outside the company, well that's mostly in Japan, but it could be handy here as well. Learn the local language , communities or groups for foreigners to make friends, learn how to live here, but that's also how you can attract foreigners. And also they should teach you engineering stuff like new methods, CAD methods, like you need to get a chance to learn new things. Are there other things?

I think this is all. Maybe I come up with new stuff later, can I e-mail them?

Yes sure.

What should a potential employer offer you?

... A challenging project...

Like what kind of working conditions as well...

... Maybe there should not be a border depending the nationalities or gender.

How do you mean that?

Like foreign people you cannot get some specific jobs. That's not really nice I think.

So in the way you are treated?

Yes, but I do not think I'm mistreated here in this company... Yeah the challenging project is very important.

Other working conditions?

So far I do not have any complaints about working conditions now...

But in general.

Yeah....

What for example do you have now what you also want in the future?

... Everybody can say anything about it. Like here they are very open en anyone you can talk about their opinion or about their views. That's also very important, because... different nationality people have very different views. Like now I'm working mostly with an Indian guy, and he thinks very different from me, and I learn a lot from him. That's is also very important. To talk about anything, about what you think. Let's see... I think that's all.

Okay.

Well, we spoke about employment practices. That's an HR term, it is about attracting, retaining and developing. Do you think there are other things important to you regarding to those employment practices?

... No I think I already told everything...

Okay.

Do you have any questions regarding the interview or research?

Can I see the paper.

Of course, when I finish in November, I will send it to you by e-mail.

... But I think how the company should be is very different depending on the country.

That's why I have interviews with all kind students from different countries.

There are not many females working here.

That's why I also do this research on how to attract, retain and develop them in engineering.

Only people who have an appropriate technique or some engineer... know about this company then if they want to work here they just apply. I just do not know why you need to attract the people from outside the country.

In the Netherlands, engineering students become scarce.

Becoming...?

There are not many engineering students in the Netherlands. So it is needed to expand the talent pool. And look across borders to attract more people.

I actually do not know for in Europe, that's why I'm talking about Japan. If like me, I speak English, but they do not go outside Japan because they do not speak English. That's the only reason I think. They like to be inside Japan, they do not like to move. I do not think we can attract them to come here. Only the persons, like me, who want to work outside the country come here. So I do not very know about the... I cannot really help you I think.

I think everything you say can be very useful for my research.

Not to be attracted but you have to change the system in Japan to learn English. After that you can attract the people, but now... Only limited people go outside Japan. So that's why...

So it is hard to attract them. But if you have an English speaking person in Japan, how can you attract him?

... Maybe define a nice project, would attract an engineer in Japan.

But they do not look at the country?

No. Well, I do not want to go to dangerous countries, that's also the point. But for the Netherlands that's not a problem. It is a developed country. Like the safety of the country... The image of the company and a country, that's not what you can change.

That's true... Okay.

Do you have any remarks about this interview? What do you think I can improve.

I feel like I could not help you, so I'm very sorry for that.

No... You really helped me a lot. You really did.

After recordings: Scholarships for students might also be a way to attract.

9.1.4 Interview 4

What do you think is a good employer?

A good employer will take care of his employees, pay attention to them, makes their life easy like that they can focus on their work. It is just nice if they do not have to think about that. They need to give very nice working conditions. To give them also some challenge. And that they give to the employees a very nice place and take care of their wellness. Give them also the possibility of the employees to grow, to change their job, when they do not like what they are doing. I think that's nice of doing that and is in favor to them and the company does not push the competition between the employees, because that kind of think causes a very bad mood. That's really not nice. Just improve the possibilities and the competence of the employees but without competition. It think it is very general in fact, I think. Every person is expecting that from their company.

Why has the company to take care of the employees, why do you think that's important?

Because in general if the employee if is not of that opinion, he is not going to give the maximum of working and is not going to work very right, so...

So, to motivate?

Yeah. Because I mean if you are watching a really nice job, but if around you people, are not nice with you, you cannot do your maximum, because you have to (?) the policy, you have to change the mood, you have to talk a lot and a lot, just for nothing. You are not focused on yourself and on your job. So the people around you should be very nice.

You also said, that working conditions were very important to you. What kind of working conditions do you think of? How should they be?

A nice salary that corresponds to your level. For a women it should be the same as a boy. We should be equally paid, we are the same, we are doing the same job, so... Give a lot of facilities, like... child... how is it called... sometimes as a female when you have a small baby, you sometimes do not know what to do, because you do not have a nanny.

You mean child care?

Yes, it can be really good to have it, because not a lot of companies have that. Yes, and conditions like flex hours, or when you work more you are paid for the work you did in addition. I mean when you work more than the eight hours, there is a compensation. And also for example easy parking, an easy way to park your car. In ways you are not having to lose your money because you have to pay a price for your car. These are things that are very important I think.

Good. We also spoke about that employers should care about the wellness. How do you think an employer should do that?

Yeah... with all these small things like working conditions...

Let's see... so what makes a good employer to you is that an employer takes care of his employees, that working conditions like salary, equal payment, facilities, flex hours, compensation for over hours, and easy parking. These things are important to you.

Maybe there are things I do not think of now...

That's fine.

These are some examples.

But also your working place, you should be able to grow in a job like promotion...?

Yes, but also like when you are just a young worker and working on technical parts and everything, and after that work you have more possibilities. You should get the feeling that the company trusts you. That should be really nice, the trust relation between you and the company.

And also you do not want your employer to push you...?

I do not want that the company creates a kind of competition between employees, but the company of course has to push you to your best and... There should not be competition because it brings a bad atmosphere inside the company, so...

Yeah. And what do you mean with a good atmosphere in a company?

Nice persons, supervisor, no discrimination, that would be nice. Yeah... a good atmosphere like at home. Without friendship you cannot to nothing.

Good. Did I miss out on things?

No... if I come up with an idea I will tell you.

Okay, good. Then we will continue with the next question.

What should a potential company do to attract a diverse workforce? Or attract you for example?

To attract me. You mean when I'm not working for a company what I would look for?

Yes.

Of course salary, working conditions, where it is situated... yeah the common things. Of course is the job good for me. That I like the job is a good thing, but after that...

So the salary, the work conditions, where it is situated, and if it is like a good, nice job...?

Yes that are the first things. And when you are paid for a job, and you see the job and it is okay, you look at the working conditions, and if that fits your expectations, when you are looking for a job.

And when you haven't decided yet for which company you will apply for work, where do you look at?

First, I'm looking for the offer, of course, and I look at the name of the company. If it is a good or a known company or not. And I look at the size, because when it is a small company that is working different from a big one. It has a really different way of working. About the salary you talk more during the interview. And also what the company is going to bring me, and what can I give to the company.

And you said that there are differences between small and big companies, what would you prefer?

I do not have any preference. If I work for a small company instead of a big company... I mean I'm already in a big company, because I found a job there. If I had the possibility to work for a small company, I would do it, but...

And how could a company reach you?

Reach you?

Yeah. Like when you haven't heard of the company yet, how can they reach you?

... If they have a good advertising things...

And where do you look at, at advertisements?

For example you have some companies that have a campaign of recruitment, so if they are more looking for talented people, if they are looking for a boy, or... not so focused on one profile and very open...

And where would you look for an advertisement?

On the website.

On the website.

Yeah. The website of the company. The page explain how it is to work inside the company, have some interviews of workers inside the company, how to work in this company. And they should try to find someone who is already working for the company, and have his opinion. And...

If you do not know the company yet, so you cannot go directly to their website of the company.

Where would you find the advertisement?

On recruiting websites, like (?), LinkedIn...

Okay, and if you focus on other foreign females, what is important to you when you go abroad.

What would attract you in a company to go abroad?

No difference. Well, of course as a foreigner you pay attention that they are speaking English, that you can communicate with the persons, that can be really useful. Yes many points, because (?) just about to speak.

So the English part is really important?

Yes, because the kind of job is the same, but if you cannot communicate...

True... Do you have other things you think we missed out on?

I feel that the thing I will be looking for is the city. Where it is situated the company, is it in a small city, to know where I'm going to.

So you would like to go to bigger cities?

Normal size, but no small village...

It is not my case, but I think when you are having family, you are also looking for the location, if it is very far or close to your home. So your husband or wife can come over to you. I think it is also good to think about that. That it is not so far from your family, that it is not so far from your home. Like if you have to spend like one hour in the bus, that is not very nice. Besides my cousin has to spend like one hour till two hours in the morning between the car and the metro. And in the evening she has to spend like three hours to come home.

Every day?

Yes really.

Wow. I wouldn't want that... Other things?

No, not really.

You first look at advertisements of recruitment campaigns, than you look if they look for talented people and they should not be very focused on one person or like a male. They should have a really open profile and everyone should be able to apply. And then you look at

Well, it depends on what they pay you. Because if they are not going to pay you enough it is just a traineeship.

And then you look at the website, to a vacancies on a recruitment website, and then you go to the website of the company to look around

Well at the website of the company there should also be a vacancy page.

You would look at the name of the company, what kind of company it is, and where it is situated.

And of course they should speak English. Why is that important?

In a foreign company, they have speak a language that is English, or in my case just English or French. Even they do not accept you if you do not speak other languages, that is really important.

True. Well, we will go to the next question.

What should a potential company do to retain a diverse workforce?

So if you are already employed and...

Yes if you are already employed, what makes you stay in a company?

That the job is good, and that it meets your expectations, and that you can do what you like to do. So for example, if you are not satisfied with the job to have the possibility to change it or to ask some change. And also if you are not more paid. Like if you can grow up, that you are paid for the job you are doing... That you have nice working conditions. And then you have to try to make the employee happy, because when an employee comes to work with a different (?) than they do not want to work anymore.

So you should have a good feeling? What do you think can contribute to that? From 21:20

I think it is not only the company, I mean that also the employees around you. Like if you are with a mean person, that's not nice... Because okay, if the company (?) is enough, the half of the company is the employees, so they have to be... even if your management board, or HR representative, they just have to find you. So they really cannot know how that person is really. Yeah, a good atmosphere, should be there.

You said the job should be good, and as you expected, but what makes a job good for you? Like in general?

You should have some challenge. You should be able to prove that you are able to do it... If you have an interesting job, you learn something. And to have a job that corresponds your level, your background... You know, your job is like half of your day, so if you are not happy doing your job, you are not happy. That's really important.

And do you think there are other things, especially for foreigners or for females to stay in a company?

No bad jokes from the boys, to be considered nice alike. No discrimination... Not because we are women, but because to be considered like a boy. So in the same level, no difference.

And in which ways, no difference? Can you tell me some specific things?

Not because for example you're a women, that they do not have to be guilty, or avoid to say that you did not do well, or not be nice... because you are women... I'm thinking about something...

Just take your time.

... For example you are working in some (?), and you have wrong, completely wrong. And nobody wants to tell you that you're wrong, because you are a woman. That means that you will be upset, etcetera... They should not treat you as another one, no difference.

So you say, you should be equal in like the behavior?

Yes.

Do you have other things you think you should be equal in that would retain you?

Like I said before, if I know there is a difference, I can really not accept because of that. When you know a person that is at the same level as you and you are doing exactly the same job as you, there should be no difference in the salary. So yes, in the behavior, the salary.

Another example, one woman, a biker, because she was a biker, one of her sponsors for shoes, they show her something she really hates. Because the shoes that she had to wear were full of flowers, and have pink shoes for biking. We should be considered the same.

And do you also have examples for foreigners that would retain you?

...Not especially for foreigners... Yes of course do not you have to be excluded... that because you are a foreigner that you cannot work like the other, or something like this. Have the same behavior, not do differences. Just equality.

Good. Do you have other things regarding to the main question, what would retain you?

Maybe to attract a foreign workforce. The company can have advantages in helping foreigners to find a flat or something like this. Because when you are moving to a new city, you do not know which district is the best and at which agency you can find a nice flat. Give some help to the foreigners.

Do you think it also helps to help them to retain them?

Yes, I mean they have to give some help like, knowing what do for living in another country, because things are not the same, the way of life is not the same. For example, here you need your BSN number. When you are a foreigner you do not know you have to go to the city hall to get this number. So when you are in a company completely new they should help you what to arrange.

So to give information about what should be arranged?

Yes.

Okay, I will sum up what we have till now. So you have to have a good job, you have the possibility to change jobs, you should be able to grow, and get paid for your job well. You need to have nice working conditions, as which we spoke of before, and you need a good feeling, so a good atmosphere, that can be done by the employer and the employees around you.

Yeah. If someone has a very bad behavior, and the company says nothing, they should arrange the problem.

You also said that the job should be challenging and you should be able to prove yourself. You should learn something and the job should correspond to your background. And being a female, you should not be treated equally, so no discrimination, no bad jokes, same salary. With the behavior more important than the salary. After that we talked about some examples. And then for foreigners, you do not think it is very different, it is also the quality, like the main thing. And to attract people, you can help them with more information about what they should arrange and help them find a place to stay.

That's right.

Okay, we go to the next question.

What should a potential company do to develop/train you or a diverse workforce?

... To develop...

Let's start with you, how would you like to be developed/trained in a company?

...

You said, you want to grow in a company... Should a company help?

Yes of course they have to give you the possibility to grow up, to improve yourself, to learn. Every day you do not, so...

How can a company do that?

...

How can a company help you to grow, to learn more, to ...

I do not know if it is the company, it is more the employee's than the company in this case. The people who are working with you, the company should have more projects and challenges, so of course you are going to learn more and grow up. I mean in grow up... yeah, you are just an engineer, so you become manager, you take more and more responsibilities, so it is the company which is going to give you this thing. Of course if you prove you are able to do it...

So you do not think, the employer should help you by trainings and that kind of stuff?

Of course, when you are working for the first time in a job, you need to receive some training to learn the policy and the mentality of the company... but also your new colleagues are going to explain you more how to...

You have other things, that should be trained? You come as a foreigner, for example... In a foreign country, you will work there like you do here. Do you think, you should be helped with some other things?

I was in a foreign company and I did not receive a special trainings, just one employee showed me how was the company, took a tour around the company, some information like about the canteen, how to attend to some activities...

You think, that's enough?

Yes...

For me it is enough. You learn day after day what to do and when you need something you have just to ask your colleague, how can I do that and then they help you. I do not see, that you really need training , particular training or anything... Of course, there is a certain amount of colleagues to explain you your job, because you do not know it, they have to help you. For a foreigner it is normal and just doing what you do naturally, I think...

Are there other things, the company should help you with? For example, when you want to be a manager? How do you think, the company can contribute to your development? To get there or how should they guide you?

When you want to grow up to a job with more responsibilities the company has to trust you because you are doing some interviews, to verify if you are really being able to do it. And if they trust you, they can give you the possibility. I think you are not going to be in charge like that one day, that's normal. In the beginning you have to do it step by step.

But you have to do it yourself?

Yes, because you can ask to participate to a meeting or follow your manager during one day, just to have an idea of what is your job, no, what is his job, does that correspondent to what you really want to do?... I have the idea the company can give some training to be a manager, because it is not so... I think ASML is doing that, doing training on how to be manager, well not manager, but team leader...

That's all?

Yeah.

Okay.

What should a potential employer offer you? We already spoke of some things before of course.

Good working conditions, salary which is not too low, corresponding to your level... Something I prefer, what I am looking for are not very stable jobs, so that you are not going to do the same thing every time and every day. And that the salary is going to be stable, so that you are going to have a good situation, that I'm looking for something challenging, the work has to be changing, not the same every day... And yeah... A company has to... I do not know, I do not have other ideas.

What else is important to you regarding to employment practices? So how they can attract, retain and develop you.

In a company? I just did two internships in my life, and the first one was in university, so that is not a good experience. I do not know...

It is just to see how students thought about these things, so...

What students do think first of, when they are looking for a job, they are looking at the place, the situation, the place of the city: where is it. Because, I do not know if it is because I study in a small place, that we are looking for more nice city, bigger. After that we look at the job, the job proposition. And if the job corresponds to our expectations, we look at the plant.

Did you for example already know about ASML?

No, totally no.

So how...?

Because my sister and I went today in the same school. I just asked one of my teachers, I told him, I want to go to work, where I could go, and he said o she worked at this company, so you can ask her and I did.

So that's also the way the company can reach you?

Yes, with a network and former students of your old school...

Do you have other specific ways students can be reached?

The company can send to the school some jobs to our teachers and then we used to receive the job offer. Because our teachers are also researchers, so they work for a lot of companies. One of our teachers was working parallel for Thales, through her we had some jobs there. The school tries to create a lot of connections with companies and the university helps the student to find a job.

Do you have other points of interest for my research?

Because you were talking about the diversity workforce you have to see the disabled, the handicapped. It is important, that the company helps them to find a job and no discrimination.

It is indeed also part of diversity management, but HR asked me to focus on those groups, because you have a lot of different groups, of age, of sexuality and also disabled. That might be for a next research.

Do you have other things that I should know?

No, but maybe if I have an idea I can send you an e-mail.

Any questions for me?

Not really.

Do you have any remarks about this interview?

No, you asked good questions. And the good point is that you only helped me to think about that. It is really what you have to follow, so that's nice.

9.1.5 Interview 5

What is a good employer to you?

Good employer, would be the one who... that you apply yourself, but at the same time offers opportunities for growth. So okay, gives you a task but then if you come up with a solution, he has to give you credit for that solution. And then if he sees you are good at it or he sees that you have an orientation towards some sort of... something, then he should push you in that direction.

And, yes, what would also be... well you know, I do not think it should be about the employer, the employer takes care of the people, so they do their job and keep them happy. But the rest depends on the environment and that's not part of the employers' control.

And why is it important to you that they help you grow?

First of all, I can only report for myself, I'm a foreigner, so from the beginning I have a different perspective on things. So I'm not sure I will be as open to start on my own and to show initiative. Well, I show initiative, but maybe sometimes I need somebody to tell "It is okay if you show initiative", something like that. So, yeah, that's why. And even people, especially people in technique, they are a bit a-social, they have to gain social skills, that are not the best skills that are developed and they need a bit of a switch between how to coach things and the technical side. So yeah, I think this push towards a certain orientation would be helpful, if it came from the employer. It also should have the resources to take decisions like that and also have a view on what happens in

the company, so they can decide "okay this is like this, or is it like that", you can go there or you can stay where you are. So...

Are there other things that makes a employer good?

Of course the remuneration, but that's I think it depends on you and the company. It is negotiable to some extent, but yeah this is always important because we leave our home country because of the money problem basically. So we need to know that we go for something better. We go where we can make enough money to support ourselves. They need also, it depends on the case, maybe also to send some money back. So money is important, but it is not decisive. I think at least for me what is decisive is to know that the company supports you and helps you develop as a person as an employee.

So especially development and money are your main points, right? So that makes an employer good? Are there more things?

Yeah. I can also say that some companies are really known for something. That's really, I do not know, I think it is the last thing. I think there are others in between. Because I could also for a small company which is not known, as long as I feel, yeah, welcome there.

So that's also what makes a good employer? Like creating a good environment?

Yeah, but when you are talking about a big company, I think that's already out of control. You cannot really control the environment. You can set some guidelines, and people can behave in those guidelines. Not really to create an environment. It relies on the people that are within the company. Of course the people that join a company join for money and, I do not know, opportunities, career opportunities and stuff like that. So chances are there, more or less the same way that you are, so the environment is likely to be more in which you feel welcome. But still it is technical, so it are still a-social people.

So you mean you cannot change that?

Yeah.

Okay, we will continue with the next question.

What should a potential company do to attract you?

They could give me a scholarship or something like that...

What attracts you in a potential company?

I think they should show interest. And there are career beurs.. I do not know the word in English...

A fair, a career fair.

Yes, a career fair. They can send delegates there, but... If you go around at such a fair and you look at the stands, you can become interested in one particular company. By the way, the employees who present the company, present the company to you. So if they make it sound appealing, they describe the project and the focus in such a way they attract you, that's how they bring more focus on the company.

And of course staying always in the media, which again applies to big companies...

Which kind of media?

News, television, oh yeah, written news, online news. Also television, but I think more online news. So then, yeah, to have a tweeting account, so that people are kept up to speed with what's happening there, what are they working on.

And what attracts you in those messages?

... If you see they have activity, you see that something is happening. So it does not matter if they say, I do not know, "Company X is going 2 points up in the market on the stock exchange", or "it stopped at the level" or "it went down due to the sectors". But it could also be "Company X is funding charity for children with AIDS in South-Africa" or something for example. It can range from social to technical aspects... Yeah, you are not only looking for technical people, you are also looking for more social aspects in them. And then if you say something about social activities, funding and charities, than you are more likely to get the interest of people who are non-technical. And for the technical people of course when you say "we are pushing for another wafer machine that goes beyond the limits" or "we are inventing a device which is breaking the boundaries of technology" then all the

engineers behind their computers will have their eyes glowing. You should just keep the people informed, because, you know, as a student and as a young person, you are not aware something is happening between those doors of a big company or even a small company. So if any sort of news comes by a way you are more likely to... want to find out more. If you reach the students and the young market, via the university, then okay, but then you have to compete with other companies, so it is about the speech you deliver, it is about the work you do there, that should attract. And then again it is competition. So how do you... how do you stay ahead with the competition? You have to give up some information that attracts young people. And that's breaking technology, or then going on the social side of things. Or saying in the news that it is going to be... yeah the news is read by everyone, if you are young, if you are old, and so young people in general, you can reach them by Twitter, you can reach them by Facebook. Maybe even Hyves, for the Netherlands, but international really not. Facebook and Twitter are the ones that really connects them. Some people are even checking Facebook ten times an hour. I'm not speaking about a day, but really an hour. So this kind of news is going to reach them by that. I think that staying in the news, and trying to reach them in their environment for students.

So what would attract you, in those messages?

... I'm not a typical technical person, so... I'm more attracted when I see that something is happening, but I think also putting it to a good use. It is not only about their inventions of something gadget or something, but it is also about how you use that particular thing. So if you tell me you invented something we are going to sell it and we are going to have a revenue for this, the proceedings, I do not know, ten percent of the proceedings go to this. Then this whole combination is going to impact me more if you just say we invented this and we are going to have so much revenue for this. The combination of making something, getting money for that, and using it for something, you know. Even if it goes back into research, that is also something. For a young researcher, a young engineer, it is also like they are looking into this, and they have the funding.

It all comes down to money in the end. It is about the company, how they treat you, how you feel working on a particular subject, as long as you are interested in the subject you are going to work for them. It is also about money, because you are not going to stay with a sinking ship.

True.

If I can say the example of Philips. I know people, young people, who are staying with Philips for their graduation project and they pay a lot of money, they pay the most money compared to the other companies in Eindhoven. But then if you ask "you want to stay with them", they say no, and if you ask why, they say "well, you get a contract for a year, but you never have the security that it is going to be for longer, because you never know how their results are going to be on the long run. So you want to stay with a company which has also a bit of security".

So it is a really interesting subject, money of course, but also a bit of security. If you are not looking for security you are just going to go for just one year on an oil platform in the middle of nowhere, and then you make money, but again you have no security. You risk your life everyday for that. As a woman you wouldn't like that.

So the most important things that would attract you, would be that the company shows itself the outside, like via career fairs and stuff...

Well, only participating a career fair is not enough, because I told, there are at least of companies there. You really should do something to get them in. People are walking around and look "oh yeah yeah they have nice posters, nice flyers, but what's more". Then it is the way you promote, should really be on their level not some high up. It should be appealing to their common sense, not just telling them "we are working on this", and when you say a particular thing, it is probably so high level, that you either understand it on a high level, and you cannot go any deeper, or you do not understand it at all. So it needs really to go into detail, so that people can relate to something. So if you just tell "we are going to invent a machine which does this and this", it really has to say "with what tools?". And maybe one of the people in the audience thinks "I know a tool", "I know that language", maybe there is something for me. So you need to approach them on their level within those fairs. And also you could even have talks during lectures, have co-operation with professors

and then go to that particular lecture, "we do this and this", but then with these tools. And if the students have learned them, then you can after have questions and say "okay, can we do something with it?", "can we participate?".

When you are going to look for a job. Where would you look at? How do you select companies you want to apply for?

In Romania we have ... sites, where all openings are listed and then you can click on your interest and do a search... I do not know, maybe then you just apply to everyone and see which company invites you for an interview.

So you will not particular apply to one company?

Well, if you are desperate for a job, I would just apply for a particular company. If I already have job and start looking for something else, then I will look for a company that allows me to do trainings. So I can develop myself even further... If a company would allow me to travel... And a company that really needs my skills. Because you have an opening, and they need, I do not know, a software developer. I know how to be a developer, but how do I know they need me. So it is really about, how do I know they need me. It is a matter of the interview. So I might apply, but then it is going to come out at the interview if they need me or just need somebody to do the work.

Do you think there are particular things that could attract females?

... Females in technology?

Yes, females in technology.

... More than men in technology?

Yes, to obtain that diverse workforce.

Again, well we are all employees, so we do the same kind of work. I have never heard of cases of sexual preference you know. Like somebody got a job because he was a man, and I did not get it because I was a woman. I do not know those cases, so apparently, as far I'm concerned we are all equal, so we should not really put effort into getting more women. Yeah... interested in technology... I think it goes way, way, way below in the education, it goes down to primary school, middle school and even high school. Because, I do not know if it is coming from the whole, or it is coming from the school environment and the educational environment, but somehow I believe men do the really technical things and that women just do care and nursing and stuff like that. But... For me I was told okay, beside the cliché, you can do anything you really put your mind to. They said that you should do something that challenges you. And what challenged me was more math, physics oriented fields. And then applied, because I did not really want to stay with my eyes in the books, and that I'm just looking at a blackboard. I do not really think you can do it as a company, to get women interested. You can promote better child care, if it is really at that stage. But I think the source is in school at some early ages. You have to show girls that they also do something technical and it is not allowed making this because men do this, women to that. Everybody does it together and some people are better, and some are not. But if you are better at technical things, you should just go for it.

But you also... what should a company do? Like they should promote it, like in primary school etc., but what should a company do? You for example also talked about equal treatment. Not everyone is raised that men and women are equal, and an employer should anticipate on that.

Yeah, just, having them convinced within the company, like with a campaign against sexual discrimination... Or... yeah, if you want to make it less aggressive, because then, when you see discrimination, sexual discrimination, people already think 'oh my god' what happened. They must do it, because something happened, so it triggers some sort of negative reaction in people. What could be better...? Just, campaign for equalization of the sexes.

Would that also attract you, when a company shows that they do things about equal treatment of men and women?

I think I take it for granted, to be honest. I mean when it was a different country, like a southern country like Spain, Italy, maybe I would have different view on things. But I kind of take it for granted that I will not get mistreated and that I do not get assigned to easy tasks just because I'm a woman. So for me I do not think it makes a difference if they have those kind of campaigns or... because I never felt discriminated from that point of view. And I'm not saying "okay, equalization of sexes, a

woman is suppose to carry just as much as a man, to get groceries together each of them should have a bag, and just as heavy, it is not about that matter", it is about responsibility, because a woman can carry as much responsibility as a man. And then about taking decisions, because you cannot really ask somebody to take decisions, and then he or she is equipped for it. So it is not that every woman is supposed to have the same responsibility... You should have to deal with people, and not men or women. People and see what they are good at, and then give them the opportunity to shine in that particular thing. You should... I could consider, attracting more women by promoting better health care, better child care, yeah... maybe a kindergarten next to the office. That would be convenient for a lot of women, maybe that men will say "Why cannot we bring our kids to the day care", but they can. It is a day care for employees, not for women or for men. I do not really see the discrimination side. Okay you want to encourage more women to join the company, but then you have to have women in technology who are equipped to skills, to participate in such a job. That does not depend on the employer, or on... I do not know... on a campaign. How many women are there really interested into technology? In the Netherlands there are not a lot, and half of them are foreigners.

True. And how about foreigners? Do you think there are special ways to attract them?

I think you can attract foreigners by promoting a travel policy. So if you ask them to do a job, where they have the opportunity to travel. And maybe by travelling they meet other foreigners. Or they just apply their own knowledge, because they have a cultural knowledge. A certain way of applying themselves, they can apply to somebody else who is also a foreigner. And then it would make the bridge, gap easier to overcome. So I think for foreigners it would be an added opportunity that they could travel. People come and leave their country, because they like to travel. They like to discover other places and new people. So if you put them in a job where they again can travel, it can make them more productive and make them apply themselves better.

Do you have other things?

No... Again they are also people, okay they are foreigners and they might have a distinct color, they might have not the same religion, but you still have to treat them like people, not as foreigners.

True. We will continue to the next question.

What should a potential company do to retain you, a diverse workforce? What makes you stay in a company?

Well, the job security for me is a bit low, so if I do not have to worry about 'oh my contract will expire, what should I do after', that's an advantage. That would let me stick around. But also... if the focus of the work I'm doing is still interesting for me. If I'm in a routine and I do the same task every day I will most probably not come to work very happily and not be so productive in what I do. So they should keep it interested for people. Not only women, not only men and not only foreigners...

And then maybe also to create a community, so you come to work you have certain colleagues maybe... The employer could create a company, I do not know... a bowling community for example. Something like a hobby that you do. So that the person working next to you is not just a colleague, but is a friend. That you know specific things about each other, like that he won a swimming competition for example. So that you can visit them for Christmas. Making a sort of a family... If you are in a family you cannot really stand up and go, like 'I do not want you in my life'.

If you are comfortable where you are working, and you are interested in the work you have. You are not very likely to change jobs just like that.

What makes you feel comfortable, next to making friends? What makes you feel comfortable in your work?

Next to the friendly environment, and the... I guess flexible hours as well. If you slept in for 20 minutes that you are not going to be 'oh my boss is going to give me a dirty look', no. So that would be good.

Also be able to get breaks without people judging you...

And why is that important to you?

We are not robots, we need to stretch your legs once in every couple of hours, so... I know from other people's experiences that they had bosses where they were only allowed to have two breaks a day. Those cigarettes they had to smoke during those breaks, and they even were not allowed to stand up from their desks. That is more of a prison, that's not really a productive environment. So if you want to keep... it comfortable and open, you should be able to just go to the bathroom, without someone frowning upon you.

Do you have other things, next to the job security, and interesting work, and creating a family, being comfortable? Do you have other things that would make you stay in a company?

...Well, if all of those are there, then if you get more money, I wouldn't say no. But again, that is the last thing. If I do not have a job security, and if I do not have a comfortable environment, they can give me all the money in the world, I do not think I can stay.

Good... What do you think a potential company could do to retain females more?

More for women. Yes it is just the security that they will not be discriminated I guess... If you have a job, and you have a candidate, you have to make sure that all the candidates, female or male, have the same chances. So the same application procedure and... you have to be knowing that a female can act just act the same as a male, with the same responsibilities, and are just as efficient.

How do you think a company can reach that? How can they help, next to the equal procedure, are there other things that can be done?

Well, when they make this kind of decisions, there can be two evaluators, and the other male and the other female. You can keep in mind that both perspectives, the male mind and the female mind, function differently. So if you have both sides, you can assess all qualities from all points of views...

Good... and for foreigners, do you have other things you think that would retain a foreigner?

Well the problem with foreigners, at one point they want to go back to their home country. It is not like that they will leave you for another company, or within that work... the thing that they could do is just go back to their home country. You could prevent that by try to make them feel like home, so that they are not treated as foreigners. For example as a Mexican, José, who is working with Dirk-Jan. It is an equal relationship, on the same level, and... Yeah, I think that sort of family, that sort of community, would help foreigners to feel more at home. So that they do not miss their home country and that they do not want to go back.

You talked about communities based on hobbies, are there other kind of communities?

Yeah. That depends on the employer and on the people, but for example having a drink after office hours, so you can get to know each other. It is not really a hobby. Everybody enjoys having a snack and a drink, and talking about things. Of course when you have a hobby, then you would like to pursue that, but some people do not have any hobbies, then you can still enjoy a drink after work or a snack or something. Maybe what we have, we used to have, during my final project, we would have every couple of weeks dinner. Thematic dinner. Like Mexican, Iranian... you know, just different cuisine. Either home cooked, or in a restaurant every couple of weeks. After work, you do not have to talk about work, you can just get to know each other and make friends. Foreigners would feel more welcome.

What should a potential company do to develop/train a diverse workforce? Let's start with you.

Speaker Name: To develop...

Yeah...

Well... do you mean develop in the company, or...

Yeah...

Maybe workshops. I always enjoyed workshops for personal development. You can provide a workshop for employees on diversity, on how to appreciate diversity and how to benefit from it, I think people are likely to follow up on it.

Why do you think workshops on personal development are needed?

No, it is more an example, so just like you have workshops on personal development for employees, you can have workshops for diversity. How to appreciate it and benefit from it. It is not that you need workshops for personal development.

And other things how you think a company should help you develop?

...

In which way should they help?

...

Like if you want to grow in a company.

... They can offer trainings, workshops.

What kind of trainings?

If you want to develop yourself to a manager, you can do trainings. Or if you want to develop yourself as a, I do not know... in a language program, to do a language workshop or training. But of course it should benefit the company for sure and for most. If a person is interested in, I do not know, meeting. Yeah, that does not really benefit the company. It should be something work related, and something that brings an added value to the company... And also if they provide trainings, workshops, they also need to provide the opportunity to apply all the things that you learned in the trainings and the workshops. So you learn it, then you also want to see okay does it work what I learn or not.

True. Are there other things that a company could do to develop someone?

...

Or to develop you as a female or foreigner for example?

Foreigners, yeah, maybe language trainings. But then only if the person wants to, because there are people who just refuse to learn the language as long as they do not have the wish to communicate. And this communication means they do not feel to get to learn the language of the host country, which should be an alarm signal for the company. If someone refuses to learn the language it means that they are not likely to stay. They are not likely to be comfortable enough to adapt something that is not yours. So people should handle those cases. Maybe when a psychological... probably people have different views on seeing a shrink, but still to have the opportunity to talk to somebody. For a foreigner, you can talk to somebody, and then tell your feelings. Then if it is just a regular clinical session, then the doctor is not allowed to share the information. But they can follow up on that particular session and maybe develop that person like that. If he has a problem and he accepts he has a problem. So, that's for foreigners. If you see that something is wrong, that you encourage them to talk about it in an environment that is safe. So that's for foreigners, language and psychological sessions... to have something to talk to.

And for women... I do not know. Maybe it is me... I do not see the difference between men and women.

Okay... I think we covered that one to. We will go to the next question.

What should a potential company offer you?

Besides a job?

Yeah... and what kind of job?

Well, I have a technical background, so it should be a technical job at this point. Of course after some time I have developed myself to management kind of things, technical management of people, than that kind of job. Next to the job itself... it should be like we described already earlier. Secure and with a comfortable environment, that you can develop on your own as you perform in that particular job.

What do you mean with develop on your own?

You cannot expect to enter a job and find a community already formed. Even if the community is there, you have to join it. So step by step you have to learn things about the people around you. That's not something that happens overnight, it is not like "welcome here, you are part of the group".

So they should offer you that you can develop yourself?

Yes, they should be able to provide career tracks or steps to develop yourself...

Are there other working conditions that are important to you?

A long Christmas holiday, especially for foreigners they should be allowed to take more time to get married, to go to their home country, or for baptizes. They need to take more time at once.

Also some travelling, but not travelling outside the country, but just like (?) and come back. Facilities. Bus facilities, or bike facilities, something that you're not forced to handle that problem on your own. If you are a foreigner especially it is more difficult. Not all foreigners can ride a bike, first of all. Secondly sometimes it is raining, and some people do not like to bike when it is raining, so you need a bus or a car or something.

What do I have now?

Let's see... security, a comfortable environment, develop your own, long Christmas holiday, more time off and travelling facilities.

Yeah... I think that's it.

So those are the most important things?

Yes, if the job requires... you can also get a, I do not know, a premium for accomplishing your goals. So if you work on a goal or an objective, in that type of job, you should get some sort of compensation when you reach your goals. So...

So... some sort of bonus?

Bonus... well, yeah... for the work carried out...

And you said you, in a job you thinks it is important it is technical when you start looking for a job... do you look at more things?

I want to have the knowledge to be able to perform my job. If it is not a technical job, I have no idea how to handle this. So it should fit with my background...

so you would look for a job that fits your background?

Yeah.

Is that the only criteria you put on a job, or also other things?

First of all, I think I can do it. I cannot apply, I do not know, to a Chemists job or something, because I have no idea how. The company wouldn't accept me. It should be one in which I can handle myself and where I can also grow. So learn more...

So you should have more freedom to grow? Why is that important to you?

To grow? We are learning all our lives. As an individual you cannot say "I will stop learning tomorrow, I had enough of it". In the street we learn how to cook a recipe. Every day you learn something new. If you are in technology you would say most of everything is already invented why would you want to learn in there, but every day you can build on what is already there and make some new inventions.

So that's what you are looking for in a job. So it should be more new...?

Well, it should not be just a routine job, a factory job, or just a position on a machine. No not that kind of job.

Okay, thank you.

What else is important to you regarding to the employment practices? So, attracting, retaining, developing?

Something I did not mention so far?

Yes. Maybe something else pops up into your mind.

Care benefits... some kind of health insurance or added health insurance or... something more.

Because we only have one life and we need to protect and extend it as much as possible.

So you think that's important as well?

Yeah...

Do you have other things? Well, what should be provided by the employer?

In Romania, you just (?) health insurance, but you need more than they provide. What I would suggest and I'm not sure if it is something that the company could take care of, but it is just something I experienced, so maybe other people experienced it too. For foreigners especially maybe they have parents, brothers and sisters, that require some sort of treatment that is not possible in the home country, so then you would like to, as long as you have money to pay for it, to like some sort of help in the host country. I would like to bring my mum here for treatment, but I cannot, because I cannot help her with my health insurance. So they can make some sort of collaboration

between the health insurance company and the company for foreigners, just to be able to extend the (?). But I think that it is not only an isolated case.

Maybe I have something else. A company could not really do something, but take steps in the legal way, in the organizational way, so that foreign employees can bring their family here to.... but if somebody is really homesick, just one member of the family here would be nice. The company should be able to do something about it, because a visiting visa is only for three months. Just an extension to that, or some sort of temporary visa, or I do not know... a determinate period. You as a foreigner can say, if somebody dies, I can bring my dad, or... here so that he or she is not alone, and that I'm not alone, so we can go through this together. Otherwise you will lose your employee, because they want to have someone close to them. It can be something that could be developed.

Other things that pop into your mind, that could be of value for my research?

... I think I mentioned that a company should provide growth opportunities, also insurance, social diversity, and making sure people are aware of that... foreigners and women are just on the same level, there is no hierarchy. And that's it.

Good... do you have any questions for me?

...How can you use all of this? You put it in a report, but does anybody else besides your supervisor and your professor read it?

Also ASML will read the results. I have about 20 interviews in total within different studies, focusing on females and foreigners.

I hope they will put the results on the intranet.

Well, I can send you my report when I'm finished if you would like.

Maybe just a summary...

I understand... Any other questions?

No...

Do you have remarks about this interview? Because I can use some feedback, as this was my 5th interview.

Some of the questions seem to be a little bit blending in together, so maybe you can identify this.

I have an addition on the retaining. You could make mixed couples, like foreigners with a local so you can gain roots here. So you can create something here and will make you stay here.

9.1.6 Interview 6

What is a good employer?

A good employer... The first thing that comes up into my mind is money.

And how should the money be?

The money should be like... yeah should be... how do I say that... it should be competitive. It should not be more, it should not be less, it should be competitive. In the sense like... And the next thing would be HR policies.

Like what...?

Like... motivation of the employees to work more... there should be some kind of incentive, which is like stand, which is like different from other employers. And where you would tell about to everybody I would be happy. Some kind of incentives.

And the next thing is language. It should be... I mean an international company should have everybody speaking in English.

Do you have other things that would make an employer good?

I do not think so. No, not exactly.

So this is where you look at?

Yeah. And, yeah, the work also. Obviously that is one of the, that is like implicit. It is like the work should be good.

What makes work good?

It is like the... it should be interesting, basically...

So interesting work?

Yeah, interesting and cool work. Yeah, like it is not if something you are doing is not going in production. Like, you are just some buffer and just doing some stuff which is not actually affecting the company. It should be something like when you do something you should be like you achieved something.

So you should be valued?

Yeah, you should get some value for your work, yeah. Exactly.

Are there other things, next to money, HR policies, because you talked about motivation,

Yeah, motivation, what kind of motivation? Yeah, like for example (?) organized some trips, and so that... there should be a social life inside the company. Maybe after... it is like... when somebody comes to the Netherlands... I'm just talking in the perspective of an international student coming here and working here. In the beginning you do not know anybody outside the company. You can make some friends inside the company, so there should be this possibility. Like there should be group trips or some kind of group lunches, so you can get to know each other from the department. Yeah, those are HR policies which... makes it able to make new friends and to interact. Those kind of stuff. If you are from the country it is not necessary, because you know already people, but if somebody is coming from outside it would be nice.

And the company should help in that?

Yeah, it would be good if the company helps. It is like you interact with a very few people, so you might not know a lot of people in the department itself. So it would be nice if there are department trips, and group trips, and team...

Things to get to know each other?

Yeah, those things would be okay to have some fun.

What do you think a potential employer, a potential company, do to attract a diverse workforce?

Well, let's first start with you, what would attract you?

I would say how ASML attracted me, by the assignment. I'm doing my masters and I wanted an internship. Money was not a factor for ASML, because I wanted a big company, that has a name and I wanted a nice assignment. The first thing is, when you are doing an internship, you want to do what you are doing in your master study. Yeah, your master is something you are studying already, so it is nice to have such an assignment. So... That makes to attract employees.

If we are not focusing on ASML, but just in general.

In general, okay. I do not think the company needs to do something to attract, because by the work they do attracts... I mean... people.

But you have to know what the company does, to know...

True, like for example ASML is not known well. Well, when I was in India, I was not knowing ASML, but they are doing some really great... like one of the great companies of electronics in Europe at least. So it is not known, it is because it is not customer oriented. The customers are all other clients, and so... I do not know if such a company should go for marketing and all that. But somebody (?) will definitely know ASML, so I do not think ASML needs, I mean, companies like this do not need anything to attract employees.

But like in India, the people there, how can you attract them? Because they do not know the company.

, that's true. The best thing is to set up offices. If you find it in some country, for example if you find people in India are like potential employers of ASML, set up offices there. That is the best way.

And, what else... You could put adds in the paper and all that, but that is all, yeah... The best thing is to do what you are good at. Like improve your business, that is the best thing. Because you will

automatically know such a company exists. It is not... exactly put anything on the market, because people will obviously only come if you are good. So... that's the best way to do it.

Are there other ways a company could reach you?

...Like, I mean would say, for like internships, to have an internship site, where they would post the internships. So like, you could go to universities, yeah actually I would say it like that. In India also there is a concept called 'Campus Placements' where you can... companies actually visit the universities, and they actually recruit for themselves. I mean, most of them recruited the students there. I mean the students never have to look for a job. So most of the good universities have companies visiting them, so that is a good way of attracting them. If the company sees that... if a university could... if the graduates of the university are really good they can just visit the company. I think that is the best way to do it, to at least attract fresher. Not (?), but to just collect graduates, is better to visit the campus. I've never seen a kind of scenario in the Netherlands, because everybody looks for jobs by themselves. But in India it is like that. So, yeah, that's one way. That is a very good way actually, because if a company sees a good university, they can just go there.

Yeah, they could have partnerships with universities also... What else... what else... I cannot think of anything else what a company needs to do to attract employees exactly.

But what, where do you look for a job? You have to select some companies, where do you select them on?

That is a difficult one.

You have time to think...

Yeah, like... the best is internet. It is a very obvious answer that you should have internet presence. Like a strong internet presence. First of all the site should look good and besides it should show, like... what exactly the core business of the company is. And they should like, have nice... the website should be nice. The fast impressions of the company you get, at least for starters, where you are not aware of first of all. So... it should have like, maybe, testimonials of employees... maybe their achievements or all of that could be added.

Where would you look at, when you look at a website?

Well, like, if... the first thing I would look at at a website is whether I can learn something or not. So I would see if they have some jobs I'm interested in or not. And I would say, if there are some testimonials I would read it. So otherwise I have to see if the assignment is interesting, I would apply. Because every company will offer you a salary that is competitive, obviously. The assignment is a basic (?) for it. Yeah, otherwise... yeah, strong internet presence...

Yeah, another way to attract university graduates, it would be nice if the company could collaborate with some professors, and give some presentations during the lectures. Like we used to have some courses where some starters came up and they presented their work and something relevant to the course also. So that way I knew some companies. Like there are some starters in university that I came to know, which I would have never known, so that was a good way to attract fresh university graduates...

Yeah, social media are pretty obvious these days. The first thing I look at a company is if I see... if I see that that company is a potential employer for me. I would see if they are on Facebook or Twitter and just add them. So... Twitter is really good in this, better than Facebook. Because companies can keep posting their jobs and like I follow other companies, and... a lot of jobs and all of that. And I just like... they can just post their tweets based on they are having this opening and this kind of careers are there. Just by tweets. I think it is very interesting and I check it, so it is a very good way of doing it. I check many internships like that, so it was a very good way. And... again you can post your jobs on job sites, like LinkedIn. Yeah, those kind of stuff. Are something you first look at, because if you do not know companies, you just go and look at what other current internships and jobs (?). So, yeah, those kind of job sites are also really important. To have your jobs posted in a very good way. The next thing would be the first opinion of the employees. If the employees are happy, they would obviously tell others about the company, about their HR policy, the good salary they have, motivation and all that. It would be the next, the current employees of the company. Because then I get a clue. I wouldn't contact a current employee of the company until I get recruited in that

company. But once I get recruited I would contact somebody who is already working there personally. I would like to have his opinion. That's very important. So keeping the employees happy, that's also...

Good... and like you told me about social media. What should they post, next to the available internships for example?

They should post some interesting things like... what is going on in the company, if the company organized some workshops, if they organized some really interesting stuff. So... and they could also post their results, like how well the company is doing, that is really one important thing, because if the company is not doing good then... that's really a problem. And they could post their achievements and if they come up with something really innovative about like... it could be some... yeah, the... whatever can be posted in social media. Yeah, it could be posted.

What do you think in these points attract you?

... Yeah, I really like some Facebook stuff of Philips, they come up with some really innovative stuff like they would... organize some workshop, they would post it, and good articles they post. And even ASML they also post, I think, I'm also following the ASML Facebook. Yeah, they also come up with there was some Intern Day at ASML, it gets posted. In social media, yeah, LinkedIn, is very good. LinkedIn is very important. And posting all the jobs in LinkedIn is really important to attract employees, because a lot of people... yeah everybody who looks for a job is looking in LinkedIn anyways. So it is an important thing. And yeah, making the groups in LinkedIn, and in social media, should be active. It should not be a stagnated group, or... like there has been posted... there should be somebody who handles that properly. It would be nice if they could handle it. Because social media is becoming something very free marketing for everybody, so that should be taken care of. At least for attracting employees it is a very good tool to attract people. And... what else...? I think I told most of the things.

Do you think there are special ways to attract foreigners, apart from the things you already told me?

... Foreigners... yeah, like, the first thing if a foreigner has to come to a company, the company should make sure English is the primary language of the company.

Do you have other things?

Yeah, the best way is social media I guess, for foreigners. Because that's the easiest way to reach other countries and... Maybe they could invite foreign students as interns here... That is very easy for the company, and it is very easy way to get good potential employees. And yeah, they could also collaborate with foreign universities... Yeah, I think, setting up local offices is the best way, because that is the best way... you could create employment there also and it is good for the company also.

What should a potential company do to retain a diverse workforce? Let's start with you, what makes you stay in a company?

The first one would be, the primary thing would be the work, the motivation for work...

What should a job look like?

Like I said, it should be interesting and cool. It should be a challenging job to some extent. So, that is my opinion.

So... there should be a balance for social life and work.

In which way? How do you see that?

Like, there should be a nine to five job. I mean, you come at nine o'clock in the morning you should be able to go at five o'clock in the evening. This is pretty much there in all of Europe, but this is not the case in India or in the United States. So I would say this is maintained in Europe very good, it attracts a lot of employees to Europe...

So you mean fixed work times?

Yes, fixed work times.

And then, next thing would be English. Like if I find it hard... communication skills are very important when you are in a company, not only like... you're not (?) in a big company. You'll be around a lot of people, so if the e-mails are in other language or people communicate in another language and you

are there, then it is very difficult. Then sometimes you lose track and you feel like you are some outsider. yeah, so, that should be avoided in the company, within the company environment. And, yeah, outside you are expected to learn the local language that is true, but inside, if there is any company related communication, I'm not talking about any personal communication, I'm talking about my family or something, that is different. Yeah, outside you can just learn the local language, expected. When in the company information is being shared, or some e-mails are being typed, then it should be in English. I think that's important. The company should not expect people to learn the local language... when they get in., because sometimes learning a language can be very difficult. It might not be the interest of everybody, they might want to do something else.

And the work should be appreciated. Like... there should be hikes every year.

There should be....?

Paid hires, every year. And it is like... if you are doing a good job there should be some monetary benefits that you get.

Like?

Like, I would say... extra bonuses if you stand out of the group.

And... the next thing would be a supervisor or your immediate boss, that's very important, because you should... you should have a report with your boss. You should make a nice relationship... there should be a nice professional relationship between your supervisor and you. Like, that's very important, like... He should know what you are doing and what your difficulties are. I mean, they should be able to manage it properly. So that's one very important factor to me. Like, because they should be able to motivate you. The motivation is important there. Like when you are down they should be able to do some kind of replacements or... yeah, when the motivation is down it is very important that the supervisor comes into the picture. That's one point, and... and...

And holidays, yeah, that is, pretty every company has it.

Do you want to have much holidays?

No, I think whatever is there. At least, I would say, whatever is there in ASML it is pretty much okay, good. That is more than enough.

Yeah, and the company should build an image. Like during recession and when the company is doing some... doing down, I mean, they should not fire employees at that time, or... they should have an image to the public. Like the company should take care of the employees. Yeah, the profits is the second. They at least should take some actions for that. So like that, if that kind of public image comes then everybody would want to work for such a company, which like takes care of yourself and your... When the company is doing good, then it also takes care of the employees somehow, yeah. The main thing is, you should not fire employees... yeah you do not get hires, that is understandable, but yeah, firing employees during economic down terms is really something which really damages the image of the company... And...

So you want, first, be a motivating job, it should be a job that is interesting, cool, challenging to a certain extent, and you should have balanced social life and work. Do you only see that in working times? Like the fixed work times, or also in other ways?

Yeah, it would be also some other points. It would be good if you have a social recreation in the company itself, like a gym or some sports. Because if it is within the company then you would have some motivation to go and go to all those stuff and it would actually help the company also in the long term. Because when you are actually doing sports and stuff like that you are actually motivated. You will always stay like that. So I mean, having it inside the company, a big company, you have some things like this within the company would be very nice. Like you could finish your work and go to do some sports, or do some swimming, yeah, and just go home, that would be nice. And... yeah, social life... work balance, would be nice to have interaction with other people of other departments. Or some group trips, and, yeah, stuff like that.

Even a company could make a website or some kind of a social network... for example I used to work one year in a previous company, they are used to have, in an e-mailing list, they used to have groups. So sports group, some kind of travel group, or you could just... If you had free time you could just... it is a kind of group chat. You could just interact with several people of the same interest. Like, sports

or football or whatever. It actually kills your time, but sometimes it is necessary, so those kind of stuff can be introduced. Yeah, you can meet new people also to that, so... in the same company you are in with the same interest. And...then, yeah, that's all I guess...

So, you also want that English is spoken in the company, and... your work should be appreciated, and you want to get some benefits if you do well, you want a routine which could be with your supervisor, and... what can they do to retain you? Just help you or...?

That's like what I said, it is like they should be motivational. It is always, you just look forward when you are... they should be your immediate role model. So he... when you are down, he should be more motivational, he should set an example by... he should be able to manage us. That's a basic work, it is like manage the work, because a good leader will actually good manage the stuff. Even when the team lack some skills. So you would actually look forward to him also. It should be a motivational, he should motivate you when you are down and should make you work. The manager is very important. It is one of the main reasons a lot of people actually quit jobs. It is not because other factors, because most of them are taken care of. It is the immediate colleagues and the immediate manager who are actually very important.

You also wanted more holidays... well like enough holidays...

Yeah, enough holidays... like it is pretty good in the west actually.

You also want to get to know that there are groups in a company where you can hang out with, so you can make some friends. Do you have other things that you think would retain foreigners more?

Foreigners... I think, to retain foreigners in a foreign land, the major factor is money. It should be definitely be more than you get in your home country, because they leave their country because of... first it is money and second is work. At least from an Indian point of view I would say it is money. And... because it is like... another motivational factor to go to Europe.

The next thing is like... is the... the language of the country, basically. Like in the Netherlands for example, even though Dutch is the major language spoken here, but a lot of people talk English. It is not like in Germany. In Germany it is like they would all talk in German even if you do not know German. That's very difficult. So I think it is... if somebody from India gets a job in the Netherlands, and Germany, and it is on the same level, everything is the same, they would choose the Netherlands, because of the language. And, yeah, and.... And if something is there in the United States you would always choose the United States, because of the language and stuff like that. So... that is a major factor I believe. Because language is something... if you do not know the language it is very difficult interacting with the local people, then it is not in the company. In the company you can manage something because they talk English. But I would say if you go to the market or all that, then if you do not know the local language it gets very difficult. And specially people who are married, because then they get their wives and all that and they do not have anything to do here. So... they would be actually be able to interact with some neighbors. That actually depends on it. That is one, and... next is... I do not find anything else.

So money and the language?

Yeah, I think so.

What should a potential company do to develop a diverse workforce, or you?

... Potential...

To develop slash train...

Like, for example the... To hire female employees... especially like, I would say... there was this (?) by one of the companies that I know, in which they were willing to give jobs to all pregnant women. Like during pregnancy they all actually quit their jobs and they could go with maternity labor. And most of the women actually start working after that. This company was willing to give jobs to all those people who are taken a break because of that. It was a promotional campaign by the company to attract women. So, I mean, so that kind of special offers the company could come out with... and some kind of... like... if somebody is handicapped, I mean, a company could give preference to him, if somebody of the same potential, they could prefer a handicapped person to... that is a good way to boost the good image of the company. It is a company of the people. So... yeah... otherwise it is just something

the HR policies. Like a lot of companies give the preference to men and that's stupid actually, because there should be (?) in the company, there should not be less women and more of men, because, the way the women think will be definitely different from the perspective of a man. Because they think different and there should be input from them also. So it is actually good to come up with such HR policies, that you give... it is good to give preference to women or somebody.

So you mean, positive discrimination?

Yeah. It is good for the company, but not so good for the male employees...

And how should they develop? Like you... how do you wish to be developed or trained within a company? You come to a company, how do you want to develop for example to develop yourself?

Okay... okay... the main thing to retain the workforce you mean?

Yeah, but also to maybe make you ready for promotion...

Maybe to maintain such a diverse... like for example if there are different nationalities there could be events which focus on their own country. Like in our country Devali is a very famous event celebrated. And it is like... and obviously it is not celebrated here and it is not a holiday here, so if the company could come up with some... like Indians can take off on Devali, and they could work some other day for that... something like that. That is a very good day, because, I mean, I'm sure all Indians will be happy if that happens.

And even the company actually could come up with events like when there are a lot of a workforce from a certain country they could actually, motivate them to come up with some programs within the company itself. So that's another thing for foreign employees. Other nationalities can actually know the culture of the company, like there could be some fest were you could have different countries presented. Even in our university we used to have these country presentations. Everybody could know about their culture and you could actually taste the food also. So that is a nice way. That could be nice. It will actually give you a very positive thing that you are actually representing your country and yeah, and, you are just putting all the positives of your country in a very nice way of actually motivating an employee to stay inside.

And... maybe the company could sponsor some trainings for the language, so language trainings for the local language. They could. So that people from different, from other countries, can learn the local language. That is a very nice way of actually... because if a company sponsors then... nobody wants to go and pay for the course. The language course especially. So it is like better if... it would be like good... the Dutch employees are... I mean the local employees come up with... I mean they could come up and teach. It is not professionally required for this, so they could themselves take time and it is nice if you could interact with people. That would be a nice thing. I mean, people will all volunteer and come up with some trainings. And... That's all I guess.

So there need to be some events for foreigners?

Yeah, that would be nice. Not only for foreigners, if maybe the locals also... if maybe the local culture programs, with some musician from the local country can come and perform, you could actually know about the musician, whatever.

So also other employees can get to know the culture?

Yeah, yeah get to know, so the others also.

Okay, and also sponsor local language trainings?

Yeah. That would be nice.

And for example, how could you help foreigners to grow in a company? Just in general. How would you like to be developed? In which ways? How can a company help you with that?

... The answer would be like give opportunities if you are talented. Or, yeah, it should be based on the talent, because your growth should depend on your work. If you do good work, then, I mean, there is no point, to discriminate between employees anyways. So it is a general answer that if somebody is talented, then the company should give opportunities to him and that's the good way of growing. That is a good way of motivating employees also, because that is like for example if you start with some salary and you are like some... and after five or ten years when you stay in the same salary or same kind of things, then definitely nobody is motivated to work there. So... the growth work wise is very important, growth monetary is also very important. Because you need growth

when you actually get older. So that's one very important point... What was the question again? I forgot.

What should a potential company do to develop a diverse workforce?

Okay.

We spoke about opportunities. What kind of opportunities do you mean?

The primary thing is work wise. Like if you are a software engineer or a starting system engineer, if you do good work then you should be promoted to the next level. So that is one very important point.

Should you increase your knowledge on your own?

Yeah it is like if somebody is working for three, four years in the same and you are doing a really good work, then there should be a distinction between him and somebody else who just joined the company. Like, yeah... because he also joins as software engineer it is not motivational, and if you, and the pay should also be a little bit different between somebody who is just joining and somebody who is working there for five years. If it is the same it makes no sense staying in the company. People will actually look for other jobs and they will go. And... what other kind of opportunities...? ... Yeah, like if the company is having offices in different countries, like in the Netherlands or in the United States, it would be a nice opportunity to go on deputation to other countries. I mean, people tend to leave to work in different cultures. It is not like they want to work in the same office all through the year, they actually want a few days... and it is actually very nice to send people around to actually gain experience, because people from other countries are different and you get really (?), and you actually learn a lot when you go on deputations. Because people are different. Sometime people are... your manager is really strict, you gain a lot of experience through that. That would be a very nice, good thing like sending people on deputations. It is a very good way of travelling also, so you can just look around the world. Then...

Yeah there should be opportunities created by the company such that they could actually switch to another job if they want. Like people are not interested in doing things for like four, five years continuously. So there should be opportunities created for that. It is like, one cannot switch to another domain or department just like that, there should be a (?) or something like that. Like you could have trainings and just switch completely. Like for example if you are in the technical domain, then after five, six years you have some people who would be really interested to do something in sales or in business. Because they are all very done with all the technical stuff. So I mean, give some money to universities to sponsor some courses, the employees can attend, to get an idea about business and all that. That would be a nice thing, and then after that they could be switched to sales. I mean they cannot switch from a technical domain to sales immediately, they need some education. The company could sponsor education for like one year in like business courses, it would be really nice. And... that would actually really retain an employee, because that is really growth. Then you are actually learning through the company. It is not only with business, but it could be with a PhD also. Like a person who is coming in is very motivated for a PhD then through university the research could be collaborated and the PhD could be worked. That is a very nice way to actually realize your dreams. Because a lot of people only want to work, because of the money maybe, and they actually wanted... what I wanted to do a PhD in some... that's what I wanted. This could be a very good thing I think. Education with the work. Yeah, those kind of things should be increased by the company. If somebody wants to do it, yeah... some opportunities should be made available. And...

And... one major thing is like while recruitment. The company should not prefer the local candidates over the international candidates, if they are on the same level, because I mean, obviously, recruiting international candidates is difficult. You have to arrange a lot of things, and a lot of other things, so, I mean, it is... yeah, in the companies' point of view it is actually, it makes sense they recruit the local candidates better than... but to maintain they should have a proportion of them. If you get rejected because you're international, it is really de-motivating sometimes, but yeah, that is actually, I mean, you cannot do without it. Yeah, they should not discriminate if they want to retain the international workforce also. And then... The direction was to retaining a diverse workforce?

Also developing, but this is also useful information.

Okay, I forgot the question... Some kind of soft skills training would be also very nice.

Why?

Because a lot of people lack it, as simple as that. It is like presentation skills are very limited to a lot of people, I mean. Because a lot of people, at least technical people, do not care about presentation skills and it is a very important point. Like your communication skills help you actually communicate if the people, if the audience, is able to understand or not. I think people with a technical education lack this. Especially presentation skills and... and next would be interaction also, and the English skills also. So I think it is very important for a company to organize some soft skills training. It would be very important and very useful for the company also. And especially for the technical graduates I would say, because the people with business backgrounds obviously do not need all those skills. It is very important for technical graduates. And... And it is a very good way, like a person will actually feel that he is actually growing in all those aspects. It is not only the technical aspects and always doing some technical work, it is also like you can do some presentation skills, that's very important. A very important thing to actually... yeah, it is an overall development. And... And, yeah, even with the technical skills. If somebody is lacking some technical skills, because nobody has all the skills from university, you need different technical skills, I mean, there should be trainings also. That would be nice. There should be an education first and then work. Trainings are a very good way of actually learning new skills if you want to. Not only your own domain. I mean, these trainings can be organized like randomly during the year. So that people can just enter those trainings. So those kind of trainings can be very useful... And... That's all I guess.

What should a potential company offer you? Like working conditions.

Working conditions... First of all a nice work space. Like you table and... it should be like a lot of air and there should be sunlight, the environment should not get hot. I mean, I have seen companies where it was really hot. Like you should be comfortable actually. You should be really comfortable in your work space. Your desk, your chairs, and all that.

Then... Then there would be like... your computer should be your personal asset, in the sense you should be able to do everything without any help. Like for example if you want to install a software and you have to raise a request and it comes after three, four days, you lose all the motivation because of that immediately. So, you should be able to... like... I mean, I do not know if it is a good way, but you should be able to maintain a depository, at least for the free software. And you should be able to download and be able to do it. Yeah, pretty obviously, it would not... you could not download from the internet when it becomes an issue for the company. But inside the company they could maintain something like that. And first of all, the IT department should be good. Like sometimes it is like the support for the IT should be really good. Like if you spend so much time on fixing a computer, you lose the motivation of that day. So, this IT department should be really good and they should be able to help you. They should be really technically. They should help with all the problems immediately. So obviously it is not possible, but it should be like close to excellent. So that's one major thing and... And yeah the company should be able to arrange for IT resources if required, in the sense if you want another monitor or keyboard, like nice keyboard, like nice... whatever you can think of... for all computer stuff should be very comfortable. People are very comfortable working with two monitors, some people one monitor, but whatever is required should be available, made available. People should not have to approve the requests. I do not know the hierarchy and in a big company it should be maintained, but, yeah, it actually... a lot of companies do not do it, so it could be done. And... Yeah, this is like the basic part.

After that... the facilities (?) of work ways. The company should make sure you are always occupied first of all. I mean, the people should be managed properly. Not like one day you have a lot of work and another days not having any work. There should be a really open communication, in the sense, people should just go to talk to the CEO directly. It is not possible obviously in a very big company, but it would be nice if there is not a big hierarchy. I should be able to talk to anybody. Without any help. A CEO is just an example. It is like the head of my department is in the room next to me, I should be able to talk to him immediately. That kind of... what is it called... I should be comfortable.

Like I can talk to anybody, at least in my work environment. So... that definitely comes from the companies' HR policies. So, it is like, how the company actually maintains employees. That can be a very good point. And...

Maybe the company can offer a free restaurant. At least some beverages, or not exactly only tea and coffee, but some kind of juices, like fresh fruit juices. Or they can offer fruit. Something healthy actually. Something cheap and healthy. So... because Intel used to do this. They used to have like... their restaurant is not free, obviously, but they used to have these beverages, fruit juices, and every (?) they used to have some fruit stand with a lot of other stuff and employees could just come. Like ASML organized the free ice cream stuff, they should organize it every week or something. So those kind of stuff are good, because it is good to have it and it gives you a nice feeling. Because you forget to eat fruit and eat healthy stuff when you are working. And when the company could make those stuff, yeah, then you just go with your colleagues. And... then...

And yeah again, the company should create opportunities for like working in different locations.

Yeah, they should create opportunities for that. And... there should be opportunities, when you are really bored with your job, then there should... then the employee will look for another job, so if the company can create opportunities inside, maybe with internal job posting, they could offer some other jobs that you can just switch from your department to another department inside the company itself. That would be nice. Yeah, those opportunities should be offered. That is a nice thing to have.

And...

Flexible work times are also very important.

You said from nine to five, but...

Not only that. It is like, if you are not having any job then you should not have to clock this amount of hours in a day, like you should stay in the office for like nine hours if... or you should stay in the office for so many hours. I mean, the basic thing like swiping your card should be removed. If you want just to come and go. I mean, it should be like that. It is like if you finish your work you can just go. You are just responsible to your supervisor or your boss. You are not responsible to the company. How you work is different, if you work efficient enough then you can just finish your job and go, but, yeah... And work from home is another really good option for at least women, like a pregnant woman, and even a lot of... Working from home is a really good option, because if you do not feel well, then you can just work on your computer at home yourself. So, I mean, you should not have to come to the office to work. That's one good thing. You should be, yeah, that is a good thing the company could offer.

Then... sport facilities, and recreational activities inside the campus would be really nice.

And transport services. Yeah, if there could be a bus which comes and picks us up that would be nice. Yeah, because... like in Europe... it is not very... the public transport is very good, but in India at least every company has a transport service, because it is very difficult in the public transport, because of the crowd and all that, so the transport services should be maintained. That is a nice thing the company could provide. And... yeah that's all I guess.

And, do you have other things that might be important regarding the employment practices?

What do you exactly mean by employment practices?

The attracting, retaining and developing.

I think I covered most of it.

Do you have any questions for me?

No, not really.

Do you have any remarks about this interview?

This is confidential right?

Yes, it is.

The questions are really good. When this all could be implemented by the company that would be nice.

9.1.7 Interview 7

Wat vind jij een goede werkgever?

Als je los van inhoud bekijkt, dus of die inhoudelijk...een werkgever moet inhoudelijk bij je werk passen. Dus de werkgever moet mij de baan aanbieden, die...anders werk ik daar niet eens, natuurlijk. Maar andere belangrijke aspecten vind ik, dat een bedrijf je als persoon, en dan ook als persoon behandelt, dat spreekt dan voor zich. Ik probeer het even systematisch in stukjes op te delen... Je werkplek en je omgeving moeten in orde zijn of je kunt daarom vragen dat dat geregeld wordt in ieder geval. Dus dan heb ik het over meubilair en ik vind het zelf ook fijn als er echt over is nagedacht, over licht en over planten en over natuurlijk licht, en dat soort dingen. Dan denk ik een beetje aan zoals bijvoorbeeld Google zijn kantoren inricht. Met heel veel faciliteiten voor zijn medewerkers en heel veel onorthodoxe werkplekken eigenlijk, zodat je je creativiteit...zodat je niet in een schil zit op je werk. Dat vind ik heel belangrijk. Dat vind ik heel fijn. Als een werkgever daar in ieder geval oog voor heeft en daar in ieder geval probeert iets mee te doen. Dan heb ik: als mens behandelen, inhoudelijk bij je passen, je behandelen als mens, je omgeving moet prettig zijn en het is prettig als je verdient naar wat je waard bent. En vrije dagen en dergelijke en dat je flexibel kunt werken, dat flexibele tijden mogelijk zijn, thuis werken, dat dat ook eventueel een mogelijkheid is, als je werk dat toelaat, dat vind ik heel prettig. En als je doorgroeimogelijkheden hebt en die ook met je worden doorgenomen en daar ook serieuze plannen in worden gemaakt, als je daar behoeft aan hebt, in ieder geval, dat dat gedaan wordt. Daarbij hoort ook dat je functioneren goed wordt besproken en dat er een werksfeer is, waarin... en eerlijk tegen elkaar zijn, maar vriendelijk en zakelijk kunnen zijn. Dat is het denk ik. een heleboel, maar dat is, hoe ik een ideale werkgever voor me zie, ja.

En waarom is dan bijvoorbeeld belangrijk voor jou, dat hij je als persoon ziet en als persoon behandelt?

Omdat je in zekere zin werk en privé gescheiden kunt houden en wat je produceert, dat is voor een bedrijf misschien interessant, maar ik ben een persoon en ik ben niet het werk, dat ik doe, ik ben een persoon en ik doe werk. Ik ga een relatie aan met het bedrijf en ik wil eigenlijk ook, dat het bedrijf een relatie met mij aangaat. Daarom vind ik ook dat je vaak ziet, dat mensen door hun werkgever aan de kant worden gezet of niet krijgen, waar ze eigenlijk al heel lang hard voor werken en wat ze beloofd is. Als het bedrijf hen dan aan de kant zet, omdat verwachtingen niet waar worden, als dat voor het bedrijf gemakkelijker is dan voor de persoon zelf, dan is er ergens een scheve verhouding ontstaan en ik denk, dat als je als persoon echt gezien wordt, dat er een prettige samenwerking is voor beide partijen.

En, bijvoorbeeld, dat je verdient naar waarde? Dat is belangrijk voor je?

Dat is een onderdeel. Ik zou niet zeggen, dat dat het belangrijkste is, maar dat vind ik wel...

En hoe zie jij bijvoorbeeld de flexibele werktijden?

Nou ja, als ik bijvoorbeeld besluit, om om twee uur 's middags te gaan rennen, dan vind ik het prettig, als ik daarna nog gewoon door zou kunnen werken. Of als ik bijvoorbeeld halverwege de middag denk: "Ik ben niet productief", dat ik dan op een zaterdag kan werken. Daar heb je uiteindelijk allebei meer aan. En als je die vrijheid krijgt, dan...ik zou die niet misbruiken. Dus..Dat merk ik bij het afstuderen bijvoorbeeld. Bij gewoon studeren...Jij hebt je verantwoordelijkheid, dat je je werk af moet maken en soms ben je gewoon niet productief. Dan kun je wel van negen tot vijf op je kantoor gaan zitten, of ongeveer die tijden, maar ja, als het niet lukt die dag, en je weet gewoon dat het niet werkt, dan doe ik het liever op een ander moment.

Heb je nog andere dingen, naast de dingen, die op dit moment in je opkomen? Zoals inhoudelijk van je werk, bedoel je dan, hoe de baan aansluit?

Ik heb het nu meer over de randvoorwaarden, natuurlijk, gehad, die een bedrijf moet...Ik ben me ervan bewust, dat het meeste van wat ik zeg zijn de randvoorwaarden, die een bedrijf moet creëren, zodat je je werk kunt doen. En daarnaast moet je natuurlijk uitgedaagd worden door je bedrijf met je carrièrepad, dat moet goed besproken worden. Dat zijn zo'n beetje...dat is dan de tweede categorie. Ik vind het moeilijk, dat nader te specificeren, zonder dat je het echt over één werkgever hebt en één

baan, waarin ik me zou zien. Maar die twee categorieën zie ik dan meer de randvoorwaarden, die een bedrijf creëert. En de inhoudelijke kant en de uitdaging, die een bedrijf biedt. Dus voor de rest, nee, niet bij deze vraag.

Wat zou een potentieel bedrijf kunnen doen om een diverse workforce aan te trekken? Vanaf 11:08

En divers zie je als...

Vrouwen. In dit geval vrouwen...

Ok.

We kunnen ook eerst beginnen met jou. Wat zou jou aantrekken in een bedrijf?

Als vrouw, of als persoon?

Als persoon.

Dat zijn eigenlijk ongeveer de dingen, die ik net allemaal noemde, maar dan vind ik de inhoud en de uitdaging in de baan, die categorie, die dingen, die in die categorie vallen belangrijker dan de randvoorwaarden. Eigenlijk zijn dat ongeveer alle dingen, die ik opnoemde. En voor de rest, wat ik in een werkgever zoek of in de baan zelf?

Beide. Als we eerst beginnen met qua werk.

Het werk zelf. Ik wil graag een analytische baan, waarin ik mijn analytische kwaliteiten kwijt kan, waar ik algemeen gezegd problemen moet oplossen en ik vind het fijn, als het kortere projecten zijn, ik weet niet precies, wat de optimale tijdsduur is, want daar heb ik nog geen ervaring mee met werk. Maar op projectbasis eventueel meerdere door elkaar. En ik wil graag met bijvoorbeeld klanten contact interessant en ik denk, dat ik ook goed kan vertalen, tussen technische dingen en taal, die niet per se voor specialisten geschreven is. En een dynamische werkomgeving. Dus daarin komt ook die randvoorde van net in terug. Dat bedoel ik dan met dynamisch. Dus een omgeving die niet ...die blijft motiveren en stimuleren. En ik vind het zelf ook leuk om te kunnen reizen en om met andere culturen en mensen die problemen te moeten oplossen. Dus dat die baan zit in de fysieke locatie maar ook in de mensen, waarmee je werkt.

En als je bijvoorbeeld nog niet weet, voor welk bedrijf je wilt werken, dan is het moeilijk om al te weten, hoe de werksfeer is, en dergelijke, hoe krijg je dan een indruk van zo'n bedrijf en wat trekt jou...waar zou je dan op selecteren?

Hoe ik een indruk probeer te krijgen is... Ik heb geprobeerd bij een bedrijf en ik heb een meeloopdag ergens gedaan, afstudeeropdrachten, zoets bedoel je, neem ik aan? Een website, mensen vragen vooral, die daar werken...Ik denk, dat dat één van de meest betrouwbare bronnen voor mij is, iemand, die ik ken en waarvan ik weet, hoe die ongeveer is wat die persoon dan zegt, hoe kan ik het naar mijn eigen idee vertalen, denk ik. Hoe het dan voor mij zou zijn. Ja, en ook bij een sollicitatiegesprek, maar dan is het natuurlijk al in een vrij laat stadium. Hoe was de volgende vraag?

How kom je daarachter en waar selecteer je dan op? Bijvoorbeeld op een website, een website is meestal heel groot, waar kijk je dan naar op zo'n website?

Ik vind een website eigenlijk moeilijk om de sfeer van een bedrijf uit te halen, omdat websites, vind ik, als je het goed doet, altijd zakelijk moeten zijn. En ook, als je een informele bedrijfscultuur hebt, dan vind ik dat je niet heel gezellig moet gaan doen op je website. Dus een website...En als ik er iets van moet halen dan zou ik bij de verhalen van de werkgevers, of de quotes, die ze ergens erbij zetten, halen. Ja, een website hoeft voor mij niet heel duidelijk...Als ze dat zeggen, dat zou ik dat bij Career verwachten of bij mogelijkheden voor een baan, ergens in die categorie.

Als je nog niet bij een bedrijf werkt, hoe kan een bedrijf jou bereiken?

Met de website, maar als zij mij actief benaderen...heb je het over actief benaderen, of gewoon..= ***Allebei. Heel breed.***

Met een website, met evenementen bij de studievereniging, met mensen, die flyers in het gebouw leggen, op het bureau ook flyers, die bij ons in het afstudeerlab terecht komen, die lees ik eigenlijk altijd wel, want dat zijn er niet zo veel, campus recruiters heb ik wel mee gesproken ook, carrière-events op de universiteit, carrièrebeurzen, meeloopdagen aanbieden bijvoorbeeld via een studievereniging of zoets. Ja, en via een symposium van de studievereniging heb ik ook zelf contact gelegd met meerdere bedrijven en excursies via de studievereniging. Die heeft voor mij daar best

een rol in gespeeld met de namen waar ik, nu dan bijna klaar ben, mee in mijn hoofd zit. De namen, die in de afgelopen vijf jaar zijn blijven hangen, dat ik daar nu wel naar kijk. Dus ook, toen ik nog in mijn tweede jaar zat, bijvoorbeeld. Dat zijn de belangrijkste.

Je zegt: "Evenementen, georganiseerd door de studievereniging". Kun jij wat voorbeelden daarvan noemen, waarvan jij dacht: "Nou, dat trekt wel echt aan"?

Excursies naar een bedrijf, als er iets te zien is natuurlijk. Een symposium, dat je zelf kunt organiseren en ook naartoe gaan. Blokdagen hebben ze georganiseerd, dat is gewoon gekoppeld aan oud-leden, die dan in de omgeving natuurlijk werken. Dat zijn de belangrijkste voorbeelden.

Hoe ziet zo'n excursie er dan bijvoorbeeld uit bij jou?

Ook bedrijfs lunches, trouwens. Lunchlezingen. Wat dan goed is voor mij, dat je een goede introductie krijgt van het bedrijf, het liefst een beetje op een spontane manier, het hoeft niet per se met zo'n geikte PowerPoint, wat mij betreft, een presentatie, of ja: een algemene uitleg en dan een tour over met wat er te zien is in het bedrijf. En eventueel een case, dat zou ook kunnen. Dat moet je misschien niet allemaal tegelijk doen. Ja, of een lunch eventueel erbij of zo, een borrel iets dergelijks, om nog een beetje los met mensen te kunnen praten van het bedrijf.

Dan hebben we, hoe ze je kunnen bereiken, besproken en ook, waar jij op let qua werk en hoe je dat dan doet. En hoe kan een werkgever jou aantrekken, wat vind je daarbij belangrijk? We hadden het over het verschil tussen het aantrekken qua werk en het aantrekken qua werkgever, waar zou je dan naar kijken?

Dan gaan we weer even terug. Dan kom je eigenlijk precies op die dingen terug, die ik van tevoren genoemd heb met randvoorwaarden en inhoudsmogelijkheden. Dat zijn eigenlijk volgens mij die dingen voor mij.

En als we nu goed gaan kijken naar vrouwen, of jou als vrouw, wat denk je dat je dan meer voor aantrekt?

Ik vind het eigenlijk het fijnst om niet specifiek als naar geslacht behandeld te worden, want eigenlijk vind ik dat helemaal niet prettig. Misschien kom je dan sneller bij bedrijven binnen, als zij meer vrouwen willen aantrekken, maar ik wil helemaal niet bij een bedrijf komen, omdat ik een vrouw ben. Of verkozen worden boven iemand, die misschien net beter is, maar ik ben dan... Dat wil ik helemaal niet. Dus eigenlijk wil ik er mij niet bewust van zijn, dat ik een vrouw ben, die tegenover een sollicitatiecommissie zit of tegenover een recruiter. Ik wil gewoon een persoon zijn, onafhankelijk man of vrouw.

Dus gewoon gelijke behandeling?

Ja. Ik wil daar niet de nadruk op gelegd hebben, in ieder geval. Dat vind ik eigenlijk het fijnst. Ik denk zelfs, dat ik me zelfs zelf minder zou kleden dan ik me normaal zou kleden, niet dat dat bij mij zo extreem is of zo, maar dat juist minder, dat ik net een iets wijdere jurk zou aantrekken dan... of nog een stukje langer dan normaal, om niet te veel het idee te wekken: Daar zit een vrouw en ze ziet er zo uit. Ik wil eigenlijk helemaal niet dat mensen denken: Oh, ze ziet er zo uit, maar "Oh, die is correct gekleed voor deze sollicitatie of voor dit evenement" en that's it, net als er bij een man gekeken zou worden. Oh, die heeft het wel of niet begrepen, dat is het. Dat vind ik eigenlijk het belangrijkste. En ook inhoudelijk, ik wil gewoon, dat er naar mijn inhoud wordt gekeken verder. Ik weet ook niet... Als een bedrijf mij anders benadert, dan wil ik dat in ieder geval niet merken. En ook niet: "Oh, het is zo leuk, je bent een vrouw". Want dan ga ik er zelf ook over nadenken en dat vind ik niet relevant om in een gesprek te benadrukken.

Dit zijn dan dingen, die je vanuit jouw kant minder plezierig zou vinden. Wat denk je, dat de recruiter, die moet jou niet benaderen als vrouw... Zijn er van zijn kant nog dingen, waar hij nog rekening mee zou moeten houden?

Ik denk, als je op een evenement staat met recruiters en waar je aangesproken wordt... Ik zou wel snel afknappen op iemand, die gladde praatjes heeft en, of dat nou tegen een man of een vrouw is, geen flutpraatjes, dan zou ik sowieso afknappen, iemand die gladde praatjes heeft en een beetje macho en cool staat te doen. Ik heb daar helemaal niets mee en zeker, eigenlijk is dat vooral als het een man is. En bij een vrouw weet ik niet precies, misschien heb ik dat nog niet gemerkt bij een vrouw. Ik denk dat jongens dat misschien minder erg zouden kunnen vinden, omdat het meer is:

“Daar wil ik me ook aan meten”. Dan denk ik: “Je hoeft je niet op te kloppen, ik wil gewoon weten, wat je aan het doen bent”. Er hoeft geen soort coolheid of zoiets omheen te hangen. Dus dat is het enige, dat hoeft voor mij dan niet. Het is heel gewoon basic, dat imponeren, zeg maar, dat vind ik dan gevoeliger liggen als je een man tegenover je hebt staan en je bent zelf een vrouw. Dan kan ik daar minder goed mee omgaan, dat vind ik moeilijker.

Maar praat je ook liever met vrouwen?

Dat maakt niet uit eigenlijk. Dat maakt niet uit. Ik vind het wel fijn, dat als er een commissie voor je zit, denk ik, zou ik het prettig vinden misschien als er een vrouw bij is, maar het gaat er voornamelijk om, dat ik me niet...Ik ben gewoon sneller geïmponeerd door mannen, eigenlijk, denk ik. Dat is het. Ik voel me sneller te klein bij mannen dan bij vrouwen. En normaal voel ik me helemaal niet te klein, maar bij mannen gebeurt dat gemiddeld wel eerder dan bij vrouwen. En dat is niet een prettige situatie om in te zitten, als je een recruiter hebt of als je een commissie tegenover je hebt zitten, die jou ..waar je aan het solliciteren bent. Maar ik denk niet, dat dat heel veel voorkomt.

Dat is duidelijk.

Wat zou een potentieel bedrijf moeten doen, om jou te behouden in een bedrijf?

Ik vind het heel moeilijk om het verschil tussen deze en de andere vragen, eigenlijk, want als een ideale werkgever iets heeft... Ik denk dat het belangrijkste is, dat gemaakte beloften... Ik denk dat er meerdere belangrijke dingen zijn: Gemaakte afspraken over carrièrepad, salaris, arbeidsvoorwaarden en dergelijke moeten nagekomen worden en blijven. En als ik verander in mijn, wat ik het liefst doe, of mijn carrièrestappen anders zie of als ik mijn niet meer gelukkig zie in mijn baan of graag iets anders wil doen, daarin mee denken of daar in ieder geval mogelijkheden aanbieden voor mij om daar dan iets te zoeken, waarin het wel weer klopt. Dus dat veranderde wensen gewoon bijgehouden worden. Anders ben je niet gelukkig in je baan en ga je iets anders zoeken of naar iemand anders toe.

Wat is er nog meer nodig, om jou gelukkig te laten blijven voelen in een bedrijf?

Uitdaging, uitdaging in de baan, daarbij hoort dat ik het prettig vind om met een kort project om te gaan, in ieder geval niet zesjarenplannen, waarbij dus eigenlijk op maandelijkse of dagelijkse basis niet merkt, dat je met een eindig iets bezig bent, om het zo maar uit te drukken. En de collegiale sfeer vind ik belangrijk.

En hoe zie jij dan die collegiale sfeer?

Informeel, hard werken, maar elkaar ook wel op negatieve en positieve dingen kunnen aanspreken. Zonder dat daar dan verder gepikeerd op gereageerd wordt, maar je moet het wel netjes doen natuurlijk. Dat vind ik wel belangrijk. Als je denkt dat je hard werkt of je werkt hard en de anderen kunnen jou erop aanspreken, als je iets fout doet, want dat is ook de enige manier om jezelf te verbeteren. En als jezelf kan verbeteren en beter kunt worden dan bereik je voor je baas niet alleen een eindproduct, maar ook voor jezelf naast dat product afleveren ook een voldoening daaruit, ook gewoon voor je persoonlijke ontwikkeling nog iets uit. Ik denk dat daarbij de collega's en ook de baas belangrijk zijn.

Zijn er meer dingen, die je gelukkig laten blijven in je baan? Dat je denkt op dit moment?

Dan komen weer uit op die randvoorwaarden van net, denk ik. Ik denk, dat die twee dingen...

En welke randvoorwaarden? Allemaal? Want je hebt er best wel veel genoemd.

Ze zijn niet allemaal even belangrijk. Dat is wel...

Wat is dan voor jou het belangrijkst van die dingen?

Hetgene, waar een werkgever voor kan zorgen, is dat hij meedenkt in de baan en als het niet goed gaat of wel goed gaat, daar dan ook mee verder gaat en de plek, dat de plek prettig is om te werken en blijft motiveren. En de collega's. Niet noodzakelijkerwijs in die volgorde.

Zijn er nog dingen, die belangrijk zijn van jouw randvoorwaarden echt specifiek om jou te behouden? Zoals dan naast de prettige werkplek en de collega's? Want je hebt het gehad over inhoud van de baan, dat ze je als persoon zien, dat je verdient naar je waarde, flexibele tijden, thuis werken, vakantiedagen, doorgroeimogelijkheden e.d., werksfeer, maar die heb je ook al genoemd. Zijn er daar nog dingen van, waarvan je zegt dat zou mij echt behouden van die dingen, die ik net heb opgenoemd?

Dat vind ik wel heel moeilijk, omdat ik niet in die situatie zit, dat ik aan het werk ben. Dus vind ik het moeilijk, om wat voor mij in het werkend leven.. Dat is speculeren, wat mij in een jaar of twee jaar, wat mij dan gaat tegenzitten, dus wat een bedrijf daar dan aan kan doen. Dat vind ik heel moeilijk, ik kan daar niet veel meer op zeggen, dat als ik verander, dat als zij daar mee in kunnen gaan of oplossingen daarvoor kunnen aandragen, behalve dat... vind ik heel moeilijk om dat te zeggen. Omdat ik denk, dat ik dan een jaar of twee jaar aan het werk moet zijn. Ik denk wel, dat ik geld niet het belangrijkste vind, eigenlijk. Dat denk ik niet, dat is zo. Als ik mijn baan geweldig vind, dan moet ik wel betaald worden naar wat ik doe, maar als die baan nou toevallig niet veel verdient, dan zou ik hem ook doen. Dat is het allerbelangrijkste eigenlijk, dat je energie haalt uit je baan. En zolang ik dat kan blijven... Dat is de bottomline bij al die dingen. Zolang je energie kunt halen uit je baan en je met plezier dat doet, gemiddeld genomen, en dat ook zo blijft. Dan blijf ik ook.

Als je kijkt naar die diverse workforce, denk je dat daar dan nog specifieke dingen voor zijn?

Als vrouw word je toch eigenlijk gedwongen vroeg na te denken, of je kinderen wilt, omdat je daar misschien vragen over krijgt door je werkgever, ook al mag hij die niet stellen, maar je weet maar nooit, of ze die vraag toch gaan stellen. Ik zou het prettig vinden, ik weet niet, of ik kinderen wil, ik denk het eigenlijk niet, maar alsnog zou ik het prettig vinden, als een werkgever daar eigenlijk helemaal geen moeite mee heeft. Dat zou ik prettiger vinden. Stel, dat ik wel zou weten, dat ik wel kinderen wil, dat vind ik wel belangrijk, dat je daar dan oplossingen voor hebt en dat je weet: deze werkgever geeft dit en dat. Dat je niet bang hoeft te zijn, dat ze achter de schermen je stiekem toch niet aannemen, want je wordt waarschijnlijk binnen zes jaar zwanger. Dat vind ik belangrijk, wel. Hoewel ik niet weet, of ik kinderen wil, eigenlijk niet zelfs denk van niet, weet je wel. Dus kennelijk houdt me dat dan toch bezig. Ik heb er wel eens met mannelijke afstudeervrienden hier over gepraat en die denken: "Waar heb je het in godsnaam over". Dus die denken daar kennelijk minder over na. Het komt allemaal wel, ja. Voor mannen komt dat gemiddeld vijf jaar later.

Vrouwen worden ook wel geacht daar eerder over na te denken.

Ze zijn in ieder geval jonger dan de man, als je een kind krijgt, ja. Ik zou het prettig vinden, als ik zou weten dat de werkgever daar eigenlijk niet veel problemen mee heeft.

Dus ook, als je wel kinderen zou willen nemen. Aan welke dingen zit je dan te denken? Waarin zouden ze je dan tegemoet kunnen komen?

Dus dat je niet minder snel wordt aangenomen, dat is één ding. Een ander is, dat je je baan nog terug kunt krijgen, of dat je daar dan nog... Ik weet niet, wat voor wettelijke dingen daar nog aan verbonden zijn, maar dat de regels daarvoor wel nageleefd worden en dat je daar in overleg ook gewoon goed uit kunt komen, dus inderdaad dan gaat het dus over verlof nemen. En kinderopvang eventueel ook, ik weet niet in hoeverre dat meebetaald wordt, of niet. Daar ben ik nog niet helemaal mee bezig. Maar dat zal ook wel één van de... verlof en kinderopvang, zoiets, in die hoek zijn.

Wat zou een potentieel bedrijf moeten doen, om jou te ontwikkelen?

Mij veranderend werk aanbieden, werk dat niet hetzelfde is, ook dat het proces niet per se hetzelfde is. Zoiets. Ik weet niet zo goed, wat middelen bedrijven hebben. Je kunt wel zeggen: "We gooien er een cursus tegenaan", maar wat voor cursus, ik weet niet zo goed, wat bedrijven daarin aanbieden. Ik zou het ook fijn vinden, als bedrijven eventueel verder studeren nog zouden... Ik weet niet, of ik het zelf zou doen, maar ik zou het eigenlijk wel, ja, dat vind ik wel leuk, als bedrijven, dat... Ja, het zou wel motiveren, dat je parttime nog kunt studeren. In tijd of in geld, in ieder geval één van de twee, tijd eigenlijk vooral, want geld heb je waarschijnlijk wel, maar vooral in tijd toch nog kunt doen. Wat ik heel mooi vind, is dat ik wel eens van mensen heb gehoord, die creatiever beroepen hebben, ik ken wel mensen, die zijn grafisch ontwerper of tekenaar of zoiets, die hebben bij bazen gewerkt, waar ze twintig procent tijd kregen, om zelf iets te doen, of ze moesten zes uur op een dag productief werken, maar wat ze in die twee andere uur deden, moesten ze zelf weten. Ze mochten naar huis gaan, ze mochten gaan rennen, als ze productief waren geweest. Of ze mochten gewoon een ander project voor zichzelf doen. Dit vind ik eigenlijk ook wel een interessant concept. Ik weet niet, hoe dat precies werkt, maar dat... Het gaat erom, dat je voor een baas zo productief mogelijk blijft en hoe doe je dat, niet per se door te zeggen: "Je moet hier veertig uur hier zitten". Ik denk ook

niet, dat iemand daar blijer van wordt. Dat is mijn manier om iedereen blij te krijgen en productiviteit wel heel hoog en als gewenst te houden. Ik denk dat dat ook wel een manier is om je dus te ontwikkelen. Je mag tien procent van je tijd best besteden aan je studie, zoiets. Meer kom ik niet op.

Hoe zou een bedrijf jou kunnen helpen, om meer doorgroeimogelijkheden te krijgen, ook voor jou zelf? Hoe zie je dat, dat een bedrijf je tegemoet moet komen, om aan jouw wensen om door te groeien..?

Duidelijk maken, welke doorgroeimogelijkheden er zijn. Om op te zoeken maken, daar zelf ook eventueel met voorstellen komen, van "Goh, misschien heb je het zelf nog niet door, maar we denken, dat je wel verder kunt, dat je dit kunt doen" ook al heeft iemand daar niet per se om gevraagd. Ik zou daar zelf wel om vragen, ik zou zelf wel actief daarin zijn, maar een bedrijf kan daar denk ik ook... Dan voelt iemand zich sowieso ook gewaardeerd, ook al heeft hij er geen zin in.

Zijn er dan dingen, naast bijvoorbeeld die cursussen, naast dat veranderen van werk en zo, en studeren, zijn er dan verder dingen, waarin een bedrijf dan kan helpen?

Ik denk, dat degenen die jou kunnen helpen om verder te komen, dat jij moet weten, wie dat zijn, en dat jij ook daarmee goed contact moet kunnen maken. Op vaste tijden, dat heel duidelijk is, dat jij dat kunt doen, als je dat wilt, dus dat die weg -er zijn mensen bij het bedrijf, die jou helpen-, dat die weg daar naartoe openstaat. Dus door, weet ik veel, een gesprek dat je kunt aanvragen, wat heel normaal is om te doen, of ze doen dat af en toe met jou, zoiets.

En waar zit dan diegene in de organisatie, is dat dan...?

Dat weet ik niet, dat weet ik dus niet. Of dat nou een groepsleider is, of dat dat iemand bij HR is, dat weet ik niet.

Hoe zou je dat het liefst zien, denk je?

Ik denk eigenlijk een combi, want een groepsleider weet hoe jij bent en weet meer van jou persoonlijk en iemand van HR weet misschien wel beter welke paden er nog te bewandelen zijn. Verder dan jouw groepsleider misschien kan kijken. Verder omhoog of verder in de breedte. Dus dat zou dan ergens een combi moeten zijn van info. Denk ik, ja. Ja, dat was het.

En waarom is dan bijvoorbeeld dat verder studeren belangrijk voor jou?

Omdat ik heel veel verschillende dingen leuk vind. Daar wil ik ook iets over leren. In de breedte, ik wil me in de breedte ontwikkelen. En ik wil wel genoeg diepgang hebben. Ik vind het leuk om een baan te doen, die in één hoek zit, maar dan wil ik daarnaast ook heel andere dingen kunnen doen, of die mij helpen mijn baan uit te voeren. Dus om breed geïnteresseerd te blijven in de wereld, in alles wat er gebeurt in kunst, geschiedenis, in landbouw, in weet ik veel, van alles.

Waarin zou jij getraind willen worden? Op welke gebieden?

Door een bedrijf?

Denk jij, dat ze dat zouden moeten doen en, zo ja, op welke gebieden?

Ik zou het wel interessant vinden, om managementcursussen te doen en dan vooral... Ik vind het interessant om te weten, en dan meer te leren, hoe je mensen met de juiste bewoording kunt motiveren, terwijl je eigenlijk dezelfde boodschap hebt. Hoe je dat beter kunt zeggen, zodat dat ook effectiever is en prettiger voor iedereen. Dat vind ik interessant, sommige mensen hebben dat van nature, dat zou ik nog wel wat meer willen leren. Onderhandeling, bijvoorbeeld.

Op welk gebied?

Met klanten, als het echt eigenlijk hard tegen hard is, maar hoe ga je dan prettig een onderhandeling aan. Ook bijvoorbeeld met je werkgever, over arbeidsvoorwaarden, salaris en dat soort dingen. Maar ook als je als bedrijf met klanten moet onderhandelen. Hoe je dat kan doen zonder echt vieze trucjes uit te halen, hoe je dat op een nette manier ook kunt doen. Dat vind ik interessant. Ik zou wiskunde willen studeren, een bachelor erbij doen. En dat zijn de drie belangrijkste dingen, denk ik. Ook wel in die volgorde.

Dus daar zou jij je nog graag op willen ontwikkelen?

Ja.

Zijn er meer dingen, denk je, die specifieker voor vrouwen gelden, waarop bedrijven ze zouden moeten helpen, om zich te ontwikkelen/trainen?

Ik denk, dat vrouwen in het algemeen wel breder geïnteresseerd zijn. Hoewel ik op het werk wel eigenlijk meer meisjes ken, die heel specialistisch ingesteld zijn. Maar over het algemeen, denk ik, dat je die brede interesse en mogelijkheden om ook andere kanten te ontdekken, dat dat belangrijk is. En daarbij hoort ook een mate van vrije tijd, bijvoorbeeld, dat je dat... Daar hoort een beetje het zelf in kunnen delen van werk bij en ook... Ik denk dat het in toenemende mate belangrijk wordt, dat mensen ook hun vakantie bijvoorbeeld in vier weken achter elkaar op kunnen nemen, als ze vier weken hebben. Dat mensen het ook echt fijn vinden om dat te doen.

Dus ook flexibel zijn in vrije dagen en vakantiedagen?

Ja, ik weet niet of dat nou vrouwelijk is, dat vind ik wel moeilijk, misschien heb ik wel veel vrouwen om me heen.

Dat zou jij zelf wel prettig vinden?

Ja, dat je een grote reis kunt maken, of dat je een lange zomer, weet ik veel, als je wilt gaan wandelen in de bergen van Tibet ergens, dat je dat kunt doen, dat je dan niet iemand hebt die zegt: "Oh, maar je mag helemaal niet al je zes weken achter elkaar vrij nemen". Dat moet je zeven jaar van tevoren aankondigen. Ik snap wel, dat dat niet allemaal mogelijk is, maar als je het over idealen hebt, dat zou ideaal zijn.

Heb jij andere dingen, die een potentiële werkgever jou zou moeten aanbieden?

Volgens mij heb ik het meeste nu wel opgenoemd, geloof ik.

Wat is dan het belangrijkste, wat hij jou zou moeten aanbieden?

Ik vind het belangrijkste gewoon, dat je van je baan houdt. Dat je daar je energie uit krijgt. En dat is maar deels de verantwoordelijkheid van je werkgever, want als jij op je plek blijft zitten, terwijl jij gewoon helemaal niet past dan kan de werkgever jou daar maar voor de helft bij helpen, natuurlijk. Als het het bedrijf is, dat geen functie heeft, die bij jou past, dan kun je daar gewoon... Dat is voor mij het allerbelangrijkste. En hoe een werkgever daarin kan helpen, is te bespreken, wat wel en niet goed gaat, daar een vinger aan de pols houden, of het gemakkelijk maken voor een persoon om aan te geven: "Dit wil ik niet, hebben jullie andere mogelijkheden?" Hoe verder te gaan, horizontaal, verticaal in de organisatie. Ik ben daar actief genoeg in om dan zelf naar iemand toe te gaan, hoeft niemand mij wekelijks te komen vragen per se.

En qua arbeidsvoorwaarden?

Ja, voor vrouwen of voor ik als vrouw, dan kom ik niet veel verder dan met zwangerschapsverlof, want dat is erg vrouwenspecifiek, ja het baren zelf kan niemand anders doen. Die flexibiliteit van het indelen, dat...

Zijn er nog andere dingen, die dan niet specifiek voor vrouwen, misschien niet in het algemeen gelden, maar wel voor jou qua arbeidsvoorwaarden of qua wat een werkgever jou zou moeten aanbieden?

Wat zijn de standaarddingen, die in arbeidsvoorwaarden vastgelegd worden? Salaris, vrije tijd, verlof mogelijkheden, nog meer?

Ook gewoon wat kleine dingetjes, dat je van baan zou kunnen wisselen ook. Ik weet niet precies, want volgens mij verschilt dat ook per bedrijf, wat erin zou moeten staan. Er zijn wel wat hoofddingen, die voor jou belangrijk zouden zijn, bijvoorbeeld van die drie dingen, die je net hebt opgenoemd.

Ja, als arbeidsvoorwaarden bestaan uit wanneer je verlof kunt hebben, wat je vakantie is, hoeveel vakantie je kunt hebben en je salaris, dat moet allemaal in verhouding zijn. Ik kan voor de rest niet zeggen, wat ik daar... Ik wil zeker niet minder verdienen dan een man op dezelfde positie. Want je hoort wel vaker dat vrouwen minder verdienen dan mannen in die positie als ze hetzelfde werk doen. En daar komt dan ook een beetje vandaan dat ik wilde onderhandelen wel belangrijk vind om te kunnen doen, omdat ik eigenlijk wel heel teleurgesteld zou zijn, als ik minder verdienen... En dan gaat het eigenlijk om het principe dat ik minder verdien dan wanneer ik een man was geweest, die aangenomen zijn voor dezelfde functie. Dan zou ik mij heel erg gekwetst voelen in mij... en ook wel een beetje boos in mij... in wat ik waard ben, want dat heeft er niks mee te maken of ik man of

vrouw ben. Dat gaat dan wel diep en dat je dan niet aangenomen wilt worden, omdat je een vrouw bent. Dus ook niet anders betaald wilt krijgen.

Zijn er andere dingen op dat gebied, die je belangrijk vindt?

Op dat gebied?

Van gelijke behandeling?

Als je heel veel mannen in je werkomgeving hebt, dat heb ik wel gemerkt in mijn studie nu ook, überhaupt, dan moet je van tevoren bedenken, hoe je je wilt neerzetten. Want als er heel weinig vrouwen zijn, dan, dat heb ik laatst ergens gelezen, als er minder dan zoveel procent vrouwen zijn, dan word je gezien als vrouw, boven een bepaald percentage word je gezien als Marijke, als die persoon. Dus als je onder die kritische grens zit, en er zijn weinig vrouwen waar je van kunt kijken, hoe zij dat in dat bedrijf doen, dan moet ik wel goed over nadenken, dat heb ik de laatste tijd geleerd, goed over nadenken, hoe ik me verder dan inzet, zodat er... Als ik er zelf niet de nadruk op leg, op man vrouw, dan doet dat de rest waarschijnlijk ook niet en daar redelijk kort in zijn, denk ik, gewoon kort houden. Misschien tien stappen onder je grens zeggen: "Dit is effe niet de bedoeling". En dat het misschien soms lomper is dan ik de bedoeling vind op werkgebied. En wat een werkgever daaraan kan doen... Als daar iets is, dan moet je dat gewoon goed kunnen bespreken, dan moet je dat aan kunnen geven en dan moet dat ook serieus behandeld worden. Ik zou het zelf niet zo snel naar hogerhand sturen, daar moet het best wel ver voor gaan. Ik zou echt proberen het eerst zelf doen, maar het moet wel kunnen.

Je sprak net over percentages, qua verhouding man/vrouw. Vind jij dat zelf ook belangrijk, niet alleen voor het anders gezien worden maar ook voor jezelf?

Ik vind het prettig, als er ook vrouwen werken, het geeft gewoon een evenwichtigere sfeer, denk ik. Volgens mij zeggen mannen dat trouwens ook. En ook omdat je toch merkt, je begrijpt elkaar misschien sneller of anders. Je moet ook vriendinnen hebben. Net als je buiten, thuis ook vrienden en vriendinnen hebt, ik denk, dat dat op je werkplek ook prettig is. En vooral ook, omdat er dan niet meer de nadruk wordt gelegd op man/vrouw, dan is iedereen gewoon hoe die is. En ik wil liever niet met tachtig procent vrouwen en twintig procent mannen werken, dat lijkt me dan weer minder prettig. Maar, ik weet niet, als je dan allemaal technische vrouwen bij elkaar zet, of dat dan weer anders is, maar dat hoeft ook niet per se. Dat is raar, want dan zeg ik zelf ook iets over man/vrouwpercentages, terwijl ik eigenlijk vind, dat dat niet uit moet maken. Dus ergens zit daar kennelijk wel verschil in. Dus het is eigenlijk een tegenstelling. Maar waar die dan precies vandaan komt, dat kan ik eigenlijk ook niet precies duiden. Ik denk, dat dat ook aan je achtergrond ligt. Als je allemaal dezelfde... of een beetje een achtergrond hebt, en allemaal op de goede plek zit, dan maakt het ook niet uit, dat tachtig procent vrouw is, als je in een goede omgeving zit en goed functies en iedereen doet zijn werk en iedereen is blij met wat hij doet en dan denk ik dat tachtig procent vrouw en twintig procent man daarbij ook niet uitmaakt.

Heb jij nog andere dingen, waarvan jij denkt, dat die belangrijk zijn voor het onderzoek. Want het gaat over aantrekken, behouden en ontwikkelen van een diverse workforce en dan vooral gericht op buitenlanders en vrouwen. Denk je, dat er nog andere dingen belangrijk zijn voor jou of die je denkt, dat ze belangrijk zijn voor het onderzoek?

Nee, ik denk, dat ik die genoemd heb. Het belangrijkste is eigenlijk nog, dat ik het liefst niet anders behandeld wordt, maar dat ik me niet als een man hoeft te gedragen daarvoor. Dat vind ik wel zo'n beetje de bottomline.

Heb jij misschien nog vragen voor mij?

Nee.

Maar gewoon nog even over de verschillen in het algemeen. Als ik bezig ben met werk of studie, zeker met werk, mij is opgevallen, dat ik in omgevingen, waar heel veel mannen zitten en als ik niet zeker ben van iets, ik voel me daar eerder onzeker in als mensen meer kennis hebben dan ik, als duidelijk is dat zij meer weten en meer snappen en als van mij geacht wordt, dat ik een groot deel daarvan ook weet, of bijna alles, dat ik dan minder snel iets durf te vragen. Dus daar ligt ook een heel

punt in, waar ik echt aan moet wennen, denk ik, als ik aan het werk ben. Vergelijken met studeren, want studeren doe je voor jezelf, en je eigen punt en dan maakt het niet uit als je dom overkomt, want eigenlijk is dat heel goed geweest voor je cijfers en je ontwikkeling. Maar om die vragen te stellen, die anderen misschien initieel vervelend vinden, dat is bij mannen, heb ik wel gemerkt, dat ik daar banger ben als ze me dom vinden overkomen. Want ik ben al een meisje. Dat is wat ik van tevoren heb bedacht, want dat is voor mij... En dat zou bijvoorbeeld ook bij een job interview naar voren kunnen komen, als er mannen zitten van vijftig met een net pak aan en me helemaal door de mangel halen, dan ga ik misschien raardere dingen zeggen dan wanneer ik me op mijn gemak voel. En dat zou kunnen komen door er een vrouw bij te zetten.

9.1.8 Interview 8

Wat maakt voor jou een goede werkgever?

Een goede werkgever, je moet bij een goede werkgever makkelijk met je problemen kunnen komen, en er moeten ook oplossingen gevonden worden. Ja, dat zijn wel kort gezegd de dingen, wat voor mij een goede werk...

Dat zijn de belangrijkste dingen voor jou. Waarom is dat belangrijk?

Nou, het geeft mij een fijn gevoel, om te werken, dus, als ik problemen heb, dan wil ik graag, dat dat goed opgelost wordt. En als ik dat niet ergens kwijt kan, dan wordt het werken wel snel veel minder leuk, dus...

Heb je meer dingen, die een werkgever goed maken?

Verder zou het wel fijn zijn, als een werkgever met jou meedenkt. Dus als je een beetje je uitdaging hebt gehad, dus dat hij op een gegeven moment zegt: "Aniek, ik zie dat je geen uitdaging meer hebt", dat je hij je dan een beetje ook je een nieuwe uitdaging geeft, dus dat je aan je ambitie kunt gaan werken.

Waarom is dat belangrijk voor je?

Nou, ik ben wel ambitieus en ik wil me graag verbeteren, daarom doe ik ook chemical engineering, omdat dat wel uitdagend is en moeilijk. Ja, daar ga ik wel voor, de uitdaging opzoeken.

Heb je meer dingen, waarvan je denkt: "Dat moet mijn toekomstige werkgever hebben"?

Verder, wat ik ook wel belangrijk vind, zijn gezellige collega's, en leuk werk, dat wil zeggen, het mag wel moeilijk, maar ook niet te moeilijk zijn. En wat ook wel fijn zou zijn: Ik ben zelf wel bereid om over te werken, maar daar moet dan wel tegenover staan, dat je ook rustige weken hebt. Dat je eerder naar huis kunt, en zo. Dus een beetje flexibele uren, dus dat je in drukke periodes langer doorwerkt en in rustige periodes gewoon eerder naar huis kunt.

Waarom zijn gezellige collega's voor jou belangrijk?

Ik ben zelf een gezelligheidsmens. Ik kan wel alleen werken, maar zo nu en dan ouwehoeren op de werkvlakte vind ik wel fijn, dat ik een beetje kan ontspannen tussendoor, dat ik niet te gestrest raak en gezellige collega's helpen daarbij, dat ik ontspannen kan werken.

En je zegt, dat je leuk werk wilt, het moet moeilijk zijn, maar niet te moeilijk. Wat maakt werk voor jou leuk?

Ik moet mijn ei erin kwijt kunnen, om het maar zo te verwoorden. Dus een beetje je passie... Als je passie voor je werk hebt, moet je beetje je passie erin kwijt kunnen. Het moet meer een soort hobby worden, dat je met plezier naar je werk gaat. Dat je denkt: Morgen ga ik weer lekker aan het project neuzen, niet, dat ik 's ochtends wakker word en denk: "Oh shit, nog vier weken aan het project werken en dan is het af. Dat je wel tot het einde door ermee aan het werk bent en het tot aan het einde leuk vind.

Waarom zijn die flexibele uren, o.a. voor stress, zijn er nog meer redenen, waarom het belangrijk voor je is?

Nee, hoofdzakelijk wel voor stress, ik heb er geen andere redenen voor, maar ik zelf wel stressgevoelig en ik weet uit het verleden, je kunt wel een paar weken 60 uur werken, maar dan moet je het ook weer iets rustiger aan doen. En als ik dat dan niet op tijd doe, dan ga ik stuk.

Een goede werkgever voor jou, je hebben tot nu toe; iemand, die je problemen helpt oplossen, problemen die je tegenkomt, ook werk, dat een uitdaging geeft, gezellige collega's, leuk werk en flexibele uren. Heb je meer dingen, waarvan je zegt: "Dat maakt een werkgever wel echt goed?"

Niet specifiek voor de werkgever, maar ik denk wel, dat als ik later werk gaan zoeken, dan vind ik het wel leuk om bij een internationaal bedrijf te gaan werken, zodat je ook nog een beetje kunt reizen en daardoor andere nationaliteiten ontmoet. Dat je horizon verbreed wordt. Dat lijkt me wel interessant. Maar dat hoeft niet per se bij een goede werkgever te horen. Het is meer het bedrijf, dat je uitkiest, waar je wilt gaan werken.

Dus dat zou meer bij de volgende vraag horen, van wat zou een potentieel bedrijf moeten doen om jou aan te trekken?

Ik wil dus een internationaal bedrijf of een bedrijf dat groeiende is, dus wat nu nog een echt Nederlands bedrijf is, maar dat bezig is, om in andere landen vestigingen te openen. Dat lijkt me wel interessant.

Hoe kan een potentieel bedrijf jou aantrekken?

Een goed salaris, maar dat is een beetje simpel. En gewoon, uitdagend werk en zelf wil ik later in het design, dat ik processen ga optimaliseren, en dus opnieuw moet ontwerpen en zo, dat vind ik heel leuk. Daar zou ik dan eerder naar gaan zoeken en het hangt ook een beetje af van de sfeer in het bedrijf, of als je daar gaat solliciteren, voel ik me op mijn gemak of niet? De eerste indruk is wel heel belangrijk, voordat ik ga toezeggen om er te gaan werken.

Waarom is het belangrijk voor jou, dat het bedrijf groeiende is?

Dan weet je zeker, dat een bedrijf toekomst heeft. Als een bedrijf niet de ambitie heeft, om nog veel groter te worden, kan ik er zelf, denk ik, ook niet verder in groeien. Als het een beetje een suf poeliersbedrijfje is en het is er heel leuk en gezellig, dan blijf je er misschien wel, maar gewoon voor jezelf, dan wil je jezelf wel blijven ontwikkelen, zoals ik nu met mijn studie elke keer weer een stapje hoger ga, dan wil ik dat later eigenlijk ook wel in het werk en niet op een gegeven moment op een niveau blijven hangen van: "Oké, nu kan ik met twee vingers in de neus alles doen", dat is wel fijn, maar dat wordt ook wel een beetje saai. Dus daarom wil ik een groeiend bedrijf. Dan heb je zelf het gevoel, dat je ook mee kunt denken van: "Oké, misschien moeten we hier en hier opletten in het bedrijf, dan zijn dit de groepen, waar je nog heel veel kunt behalen en zo", en als een bedrijf niet wil groeien, dan heeft het geen...

Je hebt inderdaad dingen genoemd, die het werk moet bevatten. Hoe zou een bedrijf jou kunnen bereiken?

Dat is een goede vraag. Daar moet ik wel eventjes over nadenken. Hoe bedoel je: dat ik advertenties zie, en dat ze...?

Als je het bedrijf bijvoorbeeld nog niet kent, hoe begin je? Stel: je gaat zoeken naar een baan, hoe begin je?

Ik denk, dat ik nu... op de UT heb je dan nu de bedrijvendagen en je hebt allerlei lunchlezingen en soms krijg ik ook post van bedrijven, dat ze een soort cases hebben, dat je dan langs kunt gaan en dan dus cases op kunt lossen. Dus op die manieren kom ik wel in contact met de bedrijven. Maar dat zijn dan wel grote, internationale bedrijven, die allemaal groeiende zijn en denk ik ook meer bij mijn ambities passen. Wat ik daarnet al zei, dat een bedrijf wel groeiende moet zijn. En dan heb je bedrijvendagen, dan kom je ook veel in contact. Lunchlezingen, die door mijn studievereniging georganiseerd worden, dat is interessant. Verder hoop ik, dat ik... Verder zou ik niet weten, hoe een bedrijf mij kan benaderen.

Dus een bedrijf kan jou benaderen via lunchlezingen van je studievereniging, bedrijvendagen en cases. Je hebt daarnet ook al kort genoemd advertenties. Kijk je daar ook naar?

Nee, niet echt eigenlijk. Advertenties, het plaatje en ik ben wel een gevoelsmens, dus als ik iemand van het bedrijf, als ik die spreek, ben ik eerder geïnteresseerd in het bedrijf, dan dat ik alleen maar een plaatje zie.

Dus het bedrijf kan je bereiken via je studievereniging en bedrijvendagen op universiteiten.

Ja.

Zo kom jij in contact met bedrijven.

Ik was het afgelopen jaar nog niet echt zoekende, dus ik denk , dat ik in de toekomst... Je hebt wel allerlei verschillende mogelijkheden, waar bedrijven bij elkaar komen, dus... je hebt Integrand, je hebt ook allerlei mogelijkheden, waarbij je met bedrijven in contact komt, dus dat is voor mij nog een optie om daar te gaan kijken, of er een leuk bedrijf tussen zit.

Waar kijk je dan naar? Of er leuke bedrijven tussen zitten, waar selecteer je die bedrijven dan op?

Of mijn ambitie... Ik heb het gevoel, ik ben zo slim, en dan kijk ik, wat verwachten ze van mij, kan ik die verwachting wel voldoen? Want ik wil niet te veel werkdruk hebben, of ja, wel werk...Niet, dat ik er een paar maanden werk en dan precies heb van : "Ja, maar dat kan ik allemaal niet waarmaken, waarvoor ze mij hebben aangenomen". Dus dat ik probeer ik een beetje uit te zoeken, of ik wel slim genoeg ben, om bij een bedrijf te gaan werken. Daar kom je dan achter door het sollicitatieproces, daar moet je ook cases en opdrachten doen. Dat was het voor mij.

Dus, je kijkt, dat een bedrijf groeiende is, dat je je ambitie er kwijt kunt, het werk leuk vinden. Zijn er geen andere dingen, die jou in een bedrijf aantrekken, voordat je er gaat werken, wat laat je tot een beslissing komen, om voor dat bedrijf te gaan solliciteren?

Ik moet natuurlijk het bedrijf interessant vinden, maar dat zit ook al een beetje bij mijn ambities. Sluit het aan op waar mijn interesses liggen.

Waar liggen jouw interesses?

Bij design, bij... Ik wil niet per se bij een research and development-afdeling komen, maar ik denk meer een chemisch product, nou ja, chemisch, ik vind zelf reactoren en fabrieken mooi om te zien. Daar wil ik gewoon later wel wat mee doen. Dus ontwerpen in een bedrijf, dat hier in de buurt is, Tebodin zou daarop aansluiten en verder heb ik nog niet echt gekeken, welk bedrijf nog meer bij mijn interesses aansluit.

Dus jij kijkt, of een bedrijf interessant is, hoe de werkdruk daar is, of je je ambitie waar kunt maken. Zijn dat de enige dingen, waarop je een bedrijf selecteert, of waar je naar kijkt bij een bedrijf, of ze interessant voor je zijn?

Ja, zo ongeveer wel ja.

Zijn er nog andere dingen, waardoor een bedrijf je zou kunnen aantrekken?

Ja, ze kunnen natuurlijk altijd via de mail, of zo, misschien dat ze via mijn studievereniging of dat ik ergens mijn e-mailadres heb achtergelaten, dus op die manier contact opnemen. Verder zou ik het niet weten, eigenlijk. Voor de rest heb ik zelfs het gevoel, dat ik echt op zoek moet naar bedrijven.

Dan selecteer je op: of het bedrijf groeiende is, een goed salaris, uitdagend werk, design vind je ook echt interessant, de goede eerste indruk krijgen. Waar let je dan op voor die eerste indruk?

Of het gezellig is, dat ik niet in een kamertje wordt gestopt en er alleen uit mag voor een lunchpauze of zo. Dus dat er wel een beetje een open werkruimte is. Ja, dat is het denk ik wel.

Hoe zou dan een potentieel bedrijf, denk je, even gelet op vrouwen, hoe zou een potentieel bedrijf vrouwen kunnen aantrekken, ook naar jezelf kijkend, of er specifieke dingen voor zijn?

Ik denk, dat in mijn sector de bedrijven... vrouwen op de werkvlloer...meer vrouwen tussen mannen is wel goed voor de werksfeer, denk ik. Vrouwen denken op een andere manier, dus sowieso nuttig voor een bedrijf. Ik denk zelf wel, dat grote bedrijven, als Shell en Sabic en nog wat van die bedrijven, zijn vooral, denk ik, op zoek naar mensen, die slim genoeg zijn en ik denk, dat ik net niet bij de meest slimme mensen hoor, dat ik er nog net onder val, dit bedrijf valt voor mij dus al, denk ik tenminste, ik kan het gaan proberen, maar ik heb eigenlijk nog niet zo veel zin om het te proberen, omdat ik eigenlijk sowieso wel weet, dat er sowieso nog twintig slimmere mensen zijn. Dat ik toch niet uitgekozen word. Ik denk, dat ik gewoon kijk in mijn sector, of je aan de kwaliteiten voldoet, je functie goed kunt uitvoeren en dan maakt het geslacht volgens mij niet zo heel veel uit.

Maar stel: ze willen meer vrouwen, zijn er dan bepaalde dingen, waar ze zich op kunnen richten, om meer vrouwen aan te trekken?

Ik weet niet, hoe bedrijven bezig zijn met zwangerschapsverlof en zo, maar ik denk wel, dat dat...voor mij zou dat in de toekomst wel een rol spelen, als ik bij een bedrijf weet, ik krijg het wat moeilijk met de kinderopvang en ik kan dan eigenlijk geen kinderen krijgen, als ik daar ga werken, dan ga ik er

waarschijnlijk wel werken totdat op het punt ben gekomen, dat ik kinderen wil en dan ga ik op zoek naar ander werk.

Dus dat is ook wel iets, wat jou aan zou trekken in een bedrijf?

Nu nog niet, maar voor de toekomst. Je denkt er wel een beetje aan en ik denk, dat een bedrijf ook wel erop in moet spelen. Als je meer vrouwen wilt, moet je ook wel iets met kinderopvang gaan doen. Een extra vergoeding, of een crèche op het bedrijf. Als je tenminste heel grote bedrijven hebt, dan zou je misschien bij een industriecomplex een kinderopvang voor meerdere bedrijven, dat vrouwen daar hun kinderen kunnen brengen, zodat ze gewoon fulltime kunnen werken.

Zijn er andere dingen, denk je, die voor jou later ook belangrijk worden als je een bedrijf zoekt, om voor te werken?

Nee, alleen... Het enige dat bedrijven voor vrouwen kunnen betekenen is gewoon op dat gebied, denk ik. Voor de rest... moet de vrouw gewoon werken, het verschilt niet, of je man of vrouw bent.

Hoe moeten bedrijven daar tegenover staan?

Hoe bedoel je?

Je zegt net, dat mannen en vrouwen, dat moet niet uitmaken, eigenlijk, vanuit jouw kant gezien.

Hoe denk je, dat bedrijven daarmee om moeten gaan?

Nou, hetzelfde. Ik weet van de UT, dat je als vrouw zijnde heel veel voordelen hebt en dat is in het bedrijfsleven, denk ik, ook wel zo. Alleen, ik voel mezelf altijd heel snel bezwaard, dat ik dus die voordelen heb en het liefst wil ik... Aan de ene kant wil ik ook gewoon als een man beschouwd worden, maar omdat je nu zo gewend bent, dat je als vrouw zijnde voordelen hebt, kun je dat in de toekomst ook niet zo maar wegnemen. Ik vind aan de ene kant, dat ik dus als man beoordeeld moet worden, maar ik denk, dat ik ook heel erg gepikeerd over kan zijn, als ik echt als man beoordeeld word.

Geef eens wat voorbeelden van voordelen, die je hebt, die je dan ervaart..

Als je met iets bezig bent en je vindt het moeilijk, dan staat er al heel snel iemand achter je: "Oh, Aniek zal ik je anders even helpen?" Ik ben zelf... zelf heb ik door de jaren heen iets van: "Nee, ik vind het moeilijk, ik moet het zelf ook kunnen, dus ik ga het zelf oplossen, dus jij hoeft me niet te helpen". Daar krijg ik zelf wel een beetje van mee, ik ben niets minder dan jij, ik weet dat zat meisjes er wel misbruik van maken. Ik denk dat dat niet goed is voor hun toekomst, voor het bedrijf, want je kunt niet altijd op je collega's bouwen, als je... je moet ook zelf het heft in handen kunnen nemen en je opdracht uit kunnen voeren zonder hulp. Dat je dus snel geholpen wordt en bijvoorbeeld met tilwerk, ik ben zelf wel van: ik wil het wel zelf tillen, maar nu door de jaren heen heb ik iets van, ok, laat de man het maar doen, want die heeft nou eenmaal meer kracht in de armen. Dus die kan het ook gewoon beter tillen.

Even terugkomend op de vraag: Wat jij denkt, voor vrouwen dat heel erg zou helpen is, dat ze zwangerschapsverlofregelingen hebben en regelingen voor kinderopvang. Dat ze jou eigenlijk als man beoordelen, dat je wilt, dat ze jou hetzelfde beoordelen als een man, maar uiteindelijk omdat je eigenlijk constant in zo'n positie hebt gezeten, dat je er toch wel voordelen van haalt, dat je dat toch niet helemaal kwijtraakt.

Dus eigenlijk als man behandelen, maar in hun achterhoofd houden, maar het is wel een vrouw.

Het niet laten merken, dat ze jou anders behandelen dan een man.

Ja.

Verwoord ik het zo goed?

Ja.

Op welke manieren dan, dat ze jou niet anders moeten behandelen? Kijk je naar aantrekkingen?

Ja, het salaris natuurlijk. Je hoort toch nog soms, dat vrouwen toch minder betaald krijgen dan mannen, terwijl vrouwen net zo goed werk kunnen verrichten, maar ze doen het, denk ik, vrouwen denken op een andere manier en dat zien mannen denk ik eerder als van: Ze voeren de opdracht niet goed uit. Maar vrouwen doen dingen gewoon op een wat andere manier.

Wat zou een potentieel bedrijf moeten doen om jou te behouden?

Om mij te behouden? Mijn ambities vervullen. Wat ik in het begin heb gezegd: Als je in je functie een beetje beperkt raakt, je doet alles met twee vingers in de neus, en je mist de uitdaging, meestal laat je dat toch wel zien, het wordt minder leuk, het werk, dus dat je in het bedrijf toch een andere functie krijgt, dat je ander werk, nieuwe uitdagingen krijgt en daar... Dat is wel de reden, dat je, niet het belangrijkste, waarvoor je dus bij een bedrijf zou blijven, want als je bij een bedrijf weggaat naar een ander bedrijf, dan ga je daar puur naartoe, omdat je iets anders wilt doen. Dus dan moet er binnen het bedrijf iets anders gevonden worden. Dat is, denk ik, het belangrijkste. Voor de rest zou ik het niet weten.

Dus het bedrijf, om jou te behouden, hoeft alleen maar aan jou ambities te voldoen?

Ja.

Zijn er geen andere dingen, waarvan jij zegt: "Nou, als ze mij willen houden, dan..."?

Nee, ik weet gewoon vanuit de lunchlezingen, dat sommige bedrijven om de drie jaar mensen naar een andere functie stoppen in het bedrijf, zodat mensen ook meer allround worden en mensen uitgedaagd blijven, zodat je aan het werk blijft en nog steeds 100% wilt inzetten voor het bedrijf. Dat vind ik zelf wel interessant, want ik kan me niet voorstellen, dat ik twintig jaar hetzelfde moet doen.

Je hebt een aantal dingen genoemd, bijvoorbeeld bij de vraag over wat een goede werkgever maakt; zijn daar dingen voor jou, waardoor jij behouden zou kunnen blijven?

Nou ja, de werksfeer en de druk. Het is niet leuk, dat je jarenlang zestig uur in de week moet werken, dus... Als ik merk, je moet veel te hard werken, het is niet goed voor mijn gezondheid, dan ben ik, denk ik, wel snel vertrokken. Dus daar moet een bedrijf ook op inspelen. Ik wil graag werken, maar ik ben geen slaaf.

Zijn er andere dingen, die jou zouden kunnen behouden?

Gewoon: gezelligheid, goede collega's om je heen, maar ja, dat heb je zelf ook een beetje in de hand. Dat kan niet alleen vanuit een bedrijf geregeld worden. Daar moet je zelf ook als persoon aan werken. Voor mij wordt dat niet heel moeilijk, maar ik denk, dat het voor heel veel andere mensen wel een probleem kan zijn, om privé en zakelijk te moeten scheiden. Te emotioneel betrokken worden met je werk, het blijft gewoon je werk. Vanuit jezelf... De werkgever kan er niets mee, kan er niets invullen, kan er niets mee doen...

Zijn er meer dingen, die jou zouden kunnen behouden? Je kunt er wel even over nadenken.

Respect.

Dat zijn allemaal dingen, die van belang zijn. Er zijn geen foute antwoorden...

Respect valt bij mij een beetje onder, dat je dus niet als slaaf behandeld moet worden, maar gewoon als een goede werknemer.

Waardenk je dat respect in terug te zien, waar hoop je dat respect terug te zien?

Nou gewoon, als je dus een project gedaan hebt, dat je dan te horen... Niet alleen negatieve punten te horen krijgt, maar dat je ook positieve punten te horen krijgt. Want het werk wordt wel minder leuk, als je alleen maar te horen krijgt: "Dit heb je niet goed gedaan en dit heb je niet goed gedaan en dit heb je niet goed gedaan." Dan denk je van: "Heb ik het überhaupt niet goed gedaan? Is het eigenlijk nog wel nuttig, dat ik hier werk of kan ik beter ander werk gaan zoeken?" Dus ja, dat gewoon, dat je ook positieve punten te horen krijgt. Wat ik zelf ook wel fijn zou vinden, is dat je, als je werk bijvoorbeeld niet goed uitvoert, dat je niet na maandenlang verkeerd werken te horen krijgt, dat je het niet goed doet, maar dat je meteen wordt aangesproken van: "Je pakt het op de verkeerde manier aan", en dat je niet alleen jouw tijd verspilt, maar de tijd en het geld van het bedrijf verspilt. Dus daar moet het bedrijf ook wel op letten.

En hoe zie je dat dan het liefst voor je?

Je hebt altijd van die functioneringsgesprekken, daarin kun je ook zelf vertellen van: "Ik vind dit en dit heel stroef verlopen", en vanuit het bedrijf moet jou wel verteld worden: "Dit en dit heb je fout gedaan".

Als we ons even richten op de vrouwen, wat denk je dan dat belangrijk voor jou is voor later? Als vrouw zijnde.

Ik bedenk me ineens, vrouwen worden natuurlijk ook ongesteld en ik weet van mezelf, als ik ongesteld ben, dat ik eigenlijk drie dagen niet goed kan functioneren. Ik doe altijd wel mijn best,

maar het is echt heel zwaar. Ik denk, dat een bedrijf ook flexibel in moet zijn met vrouwen. Niet dat vrouwen zich per se dan ziek moeten melden of zo, maar dat je zo in staat bent, dat je rond die dagen eigenlijk de werkdruk zo laag mogelijk... Dat je dus kunt plannen van: "Oké, die dagen ga ik wel werken, maar dan doe ik minder inspannende dingen".

Zijn er andere dingen?

Nee.

Wat jou zou behouden, zou zijn, dat je baan aan je ambities moet voldoen, dat je de mogelijkheden hebt, om te kunnen wisselen van je functie, dat je afwisseling krijgt en niet steeds aan hetzelfde bezig bent en de werksfeer moet goed zijn. De werkdruk moet goed zijn, respect krijgen voor wat je doet, ook wil je dat je op tijd feedback krijgt. Al dit soort dingen worden opgevangen ook door bijvoorbeeld functioneringsgesprekken. Wat je denkt, dat het wel helpt, als er wat rekening wordt gehouden met ongesteldheid.

De vrouw en de hormonen van de vrouw.

Zijn er andere dingen, die je denkt, die voor vrouwen aantrekkelijk zijn, om bij een bedrijf te blijven? Waardoor ze ze vast kunnen houden?

Wat ik zelf merk... Ik ben zelf heel erg gestrest, mannen kunnen dingen gemakkelijk los laten, ik denk dat een bedrijf daar ook een beetje op in moet spelen, dat zijn karaktereigenschappen van een vrouw, dat zijn niet per se kwade, want meestal is het juist wel goed, als ze een beetje stress krijgen, dan worden dingen denk ik wel net iets sneller en net iets netter en net iets beter uitgevoerd dan een man. Een man schuift toch vaak wel een beetje door tot het einde en daar zou een bedrijf iets mee kunnen doen. Wat, dat zou ik nu eigenlijk niet weten. Voor de rest..Ik vind het lastig...Ik ben wel vrouw, maar ik vind van mezelf, dat ik wel meer vanuit het perspectief van de man denk, omdat ik nu eenmaal in een mannenwereldje zit en daardoor meer mannendingen eis dan vrouwendingen eis.

Wat zou een potentieel bedrijf kunnen doen, om jou te ontwikkelen? Waar zouden ze moeten helpen en hoe?

Wat ik zelf merk, ik vind mezelf niet slim genoeg, ondanks dat ik mijn bachelor Scheikundige Technologie heb gehaald en nu bezig ben met de master Procestechnologie en dat is niet de simpelste master. Toch vind ik mezelf niet slim genoeg. Misschien kan het bedrijf mij daarin stimuleren, dat ik toch het vertrouwen krijg, dat ik wel slim genoeg ben. Of wel heel slim ben en dat ik me kan ontwikkelen, en zo. Dat zou wel fijn zijn.

Zijn er andere dingen, waarin een bedrijf jou zou moeten ontwikkelen/trainen?

Ik denk dat dat, slimheid, met heel veel dingen samenhangt. Hoe ga je met stress om? Planning. Prioriteiten stellen. Die dingetjes leer je wel door je studietijd heen, maar het blijft altijd lastig. Ik denk, dat vrouwen iets chaotischer zijn in hun hoofd en minder goed de juiste prioriteiten stellen en daardoor dus sneller stress ervaren. Dat je daar cursussen voor krijgt. Dat het bedrijf gewoon zegt: "Je hoofdprioriteit is dit en dit en dit doe je ernaast, maar als jij voelt, dat je stress krijgt, focus je dan gewoon op je hoofdprioriteit. En laat de rest gewoon vallen." Dat je daarin geholpen wordt.

Ontwikkelen gaat ook over verder komen in het bedrijf. Zijn er daar bepaalde dingen, waarvan je denkt: "Daar moet een bedrijf me mee helpen?" Of hoe je daarin ontwikkeld kan worden? Of vind jij, dat een bedrijf überhaupt zou moeten helpen?

Ik weet, dat een heleboel bedrijven wel bezig zijn, om hun werknemers goed te ontwikkelen in alle competenties, die er zijn. Ik denk wel, dat dat nodig is om van jou een goede werknemer te maken. En dan zit er ook nog verschil tussen mannen en vrouwen in. Iedereen heeft andere competenties en moet op andere gebieden bijgespikkeld worden. Ik denk wel, dat het nodig is. Ik sta er ook wel voor open. Maar ik zou het niet meteen aangeven, denk ik. Ik denk, dat het bedrijf meer door de gesprekken, die het voert, die functioneringsgesprekken, dat daaruit komt van: "Oké, je hebt je beperkingen, het zou fijn zijn als je op die punten jezelf een beetje bijspijkert". En dan door middel van cursussen of gewoon door zelf beter opletten... Ik heb geen beeld van hoe dat ingevuld moet worden.

Jij zou ook graag ontwikkeld worden, op je competenties en op je soft skills.

Ja.

Is dat belangrijk voor jou?

Niet per se, maar... Ik vind, dat ik door de jaren heen best wel ontwikkeld ben, dus ik heb ook nu helemaal geen kijk op, wat nu ontbreekt en wat niet... waarop ik nog bijgespikkeld moet worden. Daar heb ik nu nog eventjes geen kijk op, dus dat kan ik nu niet invullen. Misschien als ik straks weer ga solliciteren, dan kom je er misschien wel achter, hier en hier moet ik in ieder geval beter op letten, hoe kan ik dat veranderen. Dat ik dan in de toekomst misschien wel weet, het bedrijf aangeeft, ik merk, dat ik hier en hier beperkt in ben, hebben jullie daar oplossingen voor, of niet? En als dat niet is, dan moet ik maar even kijken, of ik bij het bedrijf kan blijven, of niet. Dus dat is wel belangrijk, dat je, dat heb ik in het begin ook gezegd, het bedrijf moet je wel oplossingen bieden voor problemen, die als je er wilt blijven of als ze je willen behouden en als ze je dat niet kunnen bieden, ben je dus beperkt in je werk en dan moet je verder, dus naar een ander bedrijf.

Wat we nu hebben, is, dat het bedrijf je helpt iets meer vertrouwen in jezelf, in je intelligentie en dergelijke te krijgen. En je wilt ook graag, dat je hulp krijgt bij het omgaan met stress, planning en prioriteiten stellen. Waarom is dat belangrijk voor jou?

Ik heb door de jaren heen geleerd, dat ik geen goede prioriteiten stelde. Ik let er nu wel meer op, maar als de werkdruk heel hoog is, dan kun je prioriteiten wel eens vergeten en dan is het wel belangrijk, dat iemand jou vertelt: "Let nou gewoon eens op je prioriteiten". Dan krijg je minder stress. Daarom is het belangrijk voor mij.

Dus je hebt al ervaring met stress, planning en prioriteitenstelling.

Ook zou je graag verder ontwikkeld worden in de competenties, maar dan wel verschillend voor mannen en vrouwen, want je denkt dat...

ze verschillend zijn.

En waarom denk je, dat dat gescheiden moet zijn?

Vrouwen zijn iets emotioneler en denken ook op een bepaalde manier, dus die doen dingen op een andere manier, dan kun je niet zeggen: "Je moet het zo doen". Dat zijn gewoon twee verschillende handleidingen voor mannen en vrouwen. Niet dat het per se helemaal gescheiden moet zijn, maar je kunt niet zeggen: "Dit is het. Je moet het zo aanpakken", er zit gewoon verschil in.

We hebben het er ook over gehad dat het bedrijf aan de hand van functioneringsgesprekken je moet helpen om problemen op te lossen, door cursussen of dat je zelf erachteraan gaat en oppakt, hoe je het gaat veranderen. Zijn er aanvullingen, die je hebt?

Nee.

Wat zou een potentieel bedrijf jou moeten aanbieden?

Aanbieden? Nou, salaris. Verder, denk ik... Alles is mooi meegenomen, dus een leaseauto, bijvoorbeeld, als je... Het is leuk, als je dat krijgt, maar hoeft niet. Het gaat er mij, denk ik, hoofdzakelijk wel... Ik kies wel een beetje voor het salaris, maar het is niet, dat ik een baan niet kies, omdat ik er geen leaseauto bij krijg, of zo. Of, dat ik nu geen kinderen heb, maar dat ik er wel al op let is er geen goede regeling bij voor zwangerschapsverlof. Dat is voor mij op dit moment nog niet... Zo zit ik ook niet in elkaar. Als ik het werk gewoon interessant vind, het bedrijf vind ik leuk en het salaris past bij mij, dan ga ik ervoor.

Dus eigenlijk zou, zeg maar, een eventuele secundaire leaseauto een secundaire arbeidsvoorwaarde zijn?

Nou ja, ik heb niet echt behoefte... Alleen aan een goed salaris, maar ja, daar gaat iedereen voor.

Dus er zijn niet meer dingen, die een bedrijf jou zou moeten aanbieden?

Nee. Nou, je hebt het over vakantiedagen, en zoveel dit...

Hoe belangrijk is dat voor jou, nou kun je daar ook over onderhandelen, wat voor jou daar belangrijk in?

Nou, je hebt gewoon die vaste dagen. Ik heb er zelf nog nooit lang over nagedacht, hoe wil je het invullen. Ik denk, dat het wel fijn zou zijn, als je dus, ook met die werkdruk, als je echt lange weken maakt, dat je dan op een gegeven moment een keer kunt zeggen van: "Ik maak een lang weekend". Dat je dus na van die lange weken, een lang weekend mag houden, dat je zo je uren ook verspreidt,

dat je dus nog steeds gemiddeld 40 uur per week werkt. Met pieken van 60 en dat je dan terug kunt pakken. Dat ze daar flexibel in zijn.

En dan ook over vakantiedagen. Dat verschilt per bedrijf.

Ik heb er nog niet over nagedacht, hoeveel vakantie ik per jaar nodig heb.

Maar zou je er wel naar kijken?

Ik kijk er, denk ik, wel naar. Maar ik denk, dat ik dan eerder... Ik heb er nu nog echt niet over nagedacht, ik denk dat ik dan eerst in overleg ga met vrienden van: "Goh, hoeveel vakantiedagen hebben jullie en hoe bevalt dat? Zou je meer of minder willen?" Ik hoor wel van sommigen: "Ik krijg mijn vakantiedagen nooit op/Ik krijg mijn dagen niet op". Dan weet je, dat je in principe wel genoeg hebt. In principe, zou ik zeggen, heb je geen vakantie nodig, als het werk leuk is.

Je zou het niet erg vinden, om een heel jaar te werken, als je een leuke baan hebt?

Ik denk het niet. In principe is er wel een moment nodig, om een keer rust te hebben. Maar als ik het werk leuk vind... Het afgelopen jaar heb ik ook heel hard gewerkt en heb ik ook geen vakantie gehad. Je went er ook wel aan. Als je ontspanning in je werk hebt, dan hoef je niet... Ik wil wel op vakantie, maar ik hoef niet per se heel veel dagen. Dan heb ik aan twee weken voldoende.

Zijn er andere dingen, die een bedrijf jou zou moeten aanbieden? Want je begon met een lijstje met vakantiedagen, flexibele werktijden... Wat zou er nog meer moeten voorkomen in de arbeidsvoorwaarden?

Een goed toekomstplan, dat je dus goed kan doorgroeien. Verder weet ik eigenlijk nog niets.

Je hebt het over een goed toekomstplan, zodat je kunt doorgroeien. Hoe zou een bedrijf je dan daarbij kunnen helpen?

Ik weet, dat bij sommige bedrijven, dat ze echt wel, zodra je daar echt begonnen bent, dat er een plan voor je uitgaat, van: "Over drie jaar... Eerst drie jaar hier, dan drie jaar daar werken en dan drie jaar daar... Er kan nog in geswitcht worden, wat jouw keuze daarin is". Maar zo iets, gewoon, dat jij een testje maakt, waardoor ze dus weten van: "Zo en zo zit de persoon in elkaar". En dat ze dan kijken in het bedrijf, hoe ze alle kwaliteiten, alle krachten, die in een persoon zitten, goed tot uiting kunnen brengen, zodat zij alle 100% uit de werknemer kunnen halen.

Hoe zou je daarin begeleid willen worden? Zou je daarin begeleid willen worden?

Gewoon met functioneringsgesprekken zou je om de zoveel maanden daarin dingen kunnen vertellen.

Hoe vaak zou jij dan een functioneringsgesprek willen?

Ik denk, dat in het begin elke maand misschien wel fijn is. Zodra je aan je functie gewend bent, dan denk ik gewoon elk kwart jaar, om de drie maanden.

Zijn er nog andere dingen, waarvan je denkt: "Nou, dat zou een bedrijf mij moeten aanbieden"?

Nee, niet voor zover ik weet.

Zijn er andere dingen voor jou belangrijk ten opzichte van de employment practices, dus zogenaamde HR-praktijken, dat is een beetje letterlijk vertaald? Dus dat gaat over het aantrekken, behouden en het ontwikkelen van mensen, in ieder geval, dat is een deel van de HR-praktijken. Zijn er, denk je, meer dingen belangrijk voor jou, bijvoorbeeld ook ten opzichte van de vrouw of voor jou?

Bedoel je ontwikkelen?

Zijn er meer dingen belangrijk voor jou in dat proces van het aantrekken, behouden en ontwikkelen?

Dan noem ik, denk ik, weer het rijtje op. Aantrekken is gewoon de werksfeer, het salaris, hoe zit het bedrijf in elkaar, dan kijk je een beetje naar je ambitie, kan ik er groeien, als je weet, ik kan er maar vijf jaar blijven, dan moet je gaan nadenken, wil ik hier vijf jaar blijven en dan verder, of ben ik voor zover nu tevreden, of ga ik toch nog kijken, of ik nog ergens anders kan werken. Dat is dan in het begin. Als ik dan voor het bedrijf gekozen heb, dan ga ik dus meer kijken, ga ik hier blijven, of het werk wel leuk is en je merkt, ik kan goed input leveren, dus ik word uitgedaagd, ik kan ook andere functies of mensen helpen. Ik kan output leveren, en het wordt gewaardeerd en krijgt waardering, dan denk ik dat je al wat langer blijft. Dan kan de gedachtegang van : "Ik dacht, dat ik hier maar

vijf jaar zou werken", kan dan misschien wel veranderd worden in "Ik blijf hier wel tien jaar werken". Dat je gedurende je werk toch merkt, ik kan hier nog heel veel verbeteren, ik kan hier nog heel veel verbeteren. En als dan... Waardoor ik echt bij een bedrijf zou blijven, denk ik, toch wel puur, hoe ze helpen in de ontwikkeling. Als ik merk, dat ik een beetje stilstand krijg, sleur te pakken krijg, ik weet niet hoe ik het verder moet uitleggen, stilstand, dan zou ik in overleg gaan met het bedrijf, wat ik al eerder aangaf, als je dan niet geholpen wordt met je problemen, dan ben ik weg. Dat denk ik wel. Dus als een bedrijf mij echt wil houden, dan moet ze vooral in het...het laatste traject, het ontwikkelen, daar moeten ze goed op inspelen. Dat hoeft niet per se vanuit de werkgever te komen, ik merk zelf ook wel: "Ik wil wat anders", dus dan ik vanzelf wel naar mijn werkgever toe. Maar dan moet er wel vanuit de werkgever een oplossing komen, als ik oplossingen geef, dat we daar in ieder geval iets doen, anders voel ik me niet meer prettig.

Dus qua ontwikkelen puur, dat ze wel iets doen met jou? Op welke manieren zou dat dan kunnen gaan?

Het ligt er maar net aan, wat er op moment gebeurt, dus... Een voorbeeldje: Ik word zwanger bijvoorbeeld. Dat ze wel met mij samen moeten gaan zoeken, hoe kan ik hier... Zij willen het liefst fulltime werken, op zich vind ik het niet erg, maar dan moeten er wel oplossingen zijn voor kinderopvang en hoe dat allemaal goed geregeld kan worden, financieel. Ik ben bereid wat op te geven, maar vanuit het bedrijf moeten ze dan ook iets doen, om mij als vrouw, met kinderen, zwangerschap op inspelen, als ik merk, ik krijg het niet rond, dan ga ik liever verder kijken naar een bedrijf, waar ik er wel oplossingen voor krijg.

Heb jij nog vragen voor mij?

Nee. Ik zit nog even te denken. Ik word nu overrompeld met de vragen, waar ik nu nog niet mee bezig ben, omdat ik nog niet helemaal in dat stadium ben, wat zoek je later in een bedrijf, heb ik nog niet helemaal over nagedacht, of een goed salaris. En ik weet, dat ik op een gegeven moment wel kinderen wil, dus dat zal later ook mee gaan spelen in mijn werk.

Heb je nog opmerkingen over het interview zelf?

Verder niet. Alleen ik heb het idee, dat ik heel veel hetzelfde verteld heb. Maar dat hoort waarschijnlijk ook wel bij de vragen.

9.1.9 Interview 9

Wat vind jij een goede werkgever?

Nou, ik denk wel iemand, die ook een beetje begeleidt, zeker in het begin, als je nog helemaal weet, wat je allemaal moet doen en hoe het eruit gaat zien. Iemand, die je erbij wil helpen, als het nodig is, als je het moeilijk vindt. En aan de andere kant moet hij je ook wel vrij laten in wat jouw baan is, wat je aan het doen bent, wat jouw functie is. En het moet ook wel iemand zijn, die goed het team kan leiden, zo'n beetje. Ik denk, dat ik de sfeer op het werk wel belangrijk zou vinden qua... De werkgever moet er wel voor zorgen, dat het wel leuk is voor jou, om er te werken. En als je het niet goed doet, dan moet hij degene zijn, die zegt: "Doe er eens wat aan", of "Het gaat niet, zoals het zou moeten gaan".

Hoe zou jij begeleid willen worden?

Het ligt misschien ook wel een beetje aan het werk, dat je doet. Ik kan het niet helemaal ingeschat krijgen, denk ik, maar nu ik werk met mijn afstudeerproject, dan vind ik het wel leuk, dat je dan soms even een besprekking hebt, waarin je kijkt van: "Wat gaan we doen?" of "Wat moet jij nu doen?" en dan kun je weer een tijdje vooruit en als je er dan niet uit komt, dan ga je er even langs van: "Dit gaat niet goed". Alleen denk ik, dat je later minder in je eentje aan één opdracht bezig bent, dus dan zal het meer met een overleg zijn, dus, dat je één keer in de week, of hoeveel nodig is, wel even vergaderingen hebt met z'n allen, dat je weet, waar iedereen mee bezig is. En dat iedereen weet, waar jij mee bezig bent. Dat denk ik eigenlijk gewoon. En als je er niet uit komt, dat je wel ergens naartoe kunt, maar dat je toch een tijd wel je gang kunt gaan.

Waarom is dat belangrijk voor jou?

Nou, een beetje zekerheid, een beetje feedback op wat je aan het doen bent. Ik denk niet, dat ik het fijn zou vinden, om het helemaal in mijn eentje het allemaal maar uit te zoeken. Maar, dat weet ik eigenlijk niet. Denk ik, hoor. Dat je het een beetje met z'n allen doet. Ik kan het niet heel goed inschatten, want, stel, als het nou wel helemaal jou opdracht is en je weet precies, wat je wilt, dan is het weer niet zo nodig, maar gewoonlijk werk je wel in een team, dus is het leuker om toch wat ideeën uit te wisselen, dan om ieder je eigen gang helemaal te gaan.

Je had het er ook over, dat de sfeer goed moet zijn. Hoe ziet die sfeer er dan uit?

Ik denk, wat jij net ook een beetje zei: Ik houd ook niet van een enorme...Ik kan wel hard werken, ik kan heel hard werken, maar ik moet wel het gevoel hebben, dat het te doen is en...Tegen echte tijdsdruk of echte werkdruck kan ik zelf niet. Als ik gewoon weet, dat ik de tijd heb en dan ben ik bereid om heel hard mijn best te doen, dat ben ik al vijf jaar aan het doen eigenlijk, maar ik moet wel de ruimte en de tijd krijgen, om het te doen. Qua sfeer vind ik het wel belangrijk, dat je je gewoon op je gemak voelt, ook wel enigszins ontspannen tijdens het werk je werk kan doen en niet alleen het gevoel hebt, dat je zo veel dingen moet doen en het niet af krijgt. Ik denk ook wel, dat het een vrouwen-iets is misschien. Maar ik denk, dat dat voor mij best wel belangrijk is. En dat collega's wel enigszins waarderen, wat je doet. Hard werken is okay, maar je moet het wel leuk blijven vinden, wat je aan het doen bent. En dat is voor mij wel belangrijk bij een baan.

Je vindt dus begeleiding belangrijk, dat je vrijgelaten wordt, maar nog wel die begeleiding daarbij hebt.

Ik denk vooral in het begin ook wel, hoor. Ik dacht nu bij mijn scriptie al: "Hoe ga ik in mijn eentje zo iets doen?" Ik denk, dat het ook wel met stapjes gaat. Als je een keer echt vijf jaar een baan doet, zal het wel minder zijn, maar ik denk, als je net ergens begint, zou ik het wel fijn vinden. Ik denk, dat later de begeleiding niet per se het belangrijkste is, maar wel dat je het gevoel hebt, dat anderen, als er iets is, dat je dan ergens terecht kunt. Dat zou ik wel...Zo denk ik meer.

De werkgever begeleidt je in het begin vooral en kan een team leiden en de sfeer moet gewoon goed zijn; daar moet hij voor zorgen, dat er een goede werksfeer hangt.

Ja, dat denk ik, dat iedereen wel bereid is hard te werken, maar het kan niet altijd ideaal, dat snap ik ook wel, maar dat lijkt me wel...Ik weet niet...Ik ben er wel gevoelig voor. Als ik me ergens op mijn gemak voel, zou ik beter presteren dan als ik het gevoel heb, dat ik alleen maar moet concurreren met alle collega's om me heen, of beter moet presteren dan dat je je best doet.

Zijn er andere dingen, die een werkgever voor jou goed maken?

Ik vind, dat iemand enigszins goed moet zijn in wat hij doet qua in zijn werk. Ik neem aan, dat je werkgever ook wel enigszins specialisatie wat er in het bedrijf omgaat. Het lijkt me wel leuk, als er iemand ook een beetje verstand van heeft. Dus niet van: "Je zegt nu wel tegen mij, dat ik moet doen, maar eigenlijk weet je er niets van af." Dus iemand moet er wel een beetje gevoel voor hebben of het interessant vinden, of niet jou alleen maar aansturen omdat hij jou moet aansturen. Dat lijkt me ook wel prettig. Verder weet ik het eigenlijk niet zo, nee.

Wat zou een potentieel bedrijf moeten doen, om jou aan te trekken?

Ik zou het onderwerp interessant moeten vinden, of het veld, of het veld, waarmee ze aan het werk zijn. Het hoeft niet precies wiskunde of klimaat te zijn, maar het zou wel ergens over moeten gaan, wat me interesseert. Dus eigenlijk heeft dat ook met je werk te maken, dat dat interessant gaat vinden. En ik zou het ook wel leuk vinden, als er ook wat jonge mensen op je werk rond lopen, dus gewoon een gevarieerde groep, al weet je dat, denk ik, van tevoren niet. Maar je kunt bij een bedrijf wel het idee hebben, of het een beetje gevarieerd gezelschap is, of dat er alleen maar heel oude mannen of heel jonge vrouwen rondlopen. Of er echt iets is, wat ze zouden moeten doen? Goed betalen. Gewoon normaal, dat zou voor mij niet het belangrijkste zijn. Eigenlijk zou ik vooral werk willen, dat ik leuk vind en waar je op je plek bent. En waar je misschien nog mogelijkheden hebt om nog iets door te groeien, als het gaat. Maar ook daar heb ik nog niet al te diep nagedacht. Het is meer, dat je niet het gevoel hebt: "Ik zit hier nu ik kan nooit meer met iets anders bezig zijn." Dat is het: breed, brede mogelijkheden voor mij. En ook wel de sfeer. Ik denk, dat ik ook nog best wel een

bedrijf zou kiezen, dat een beetje de sfeer...ja, wat ik eerder zei, maar ook gewoon het gevoel, dat je bij een bedrijf hebt. Ik zou ook niet bij een heel groot bedrijf...denk ik...niet bij een heel groot bedrijf, dan zou ik eerder voor een iets kleinschaliger bedrijf kiezen. Of regionaal bedrijf. Maar daar ben ik nog niet helemaal uit, dat weet ik nog niet.

Je zegt bijvoorbeeld, dat er jonge mensen rond moeten lopen. Een beetje gevarieerde mensen, zeg maar. Waarom is dat belangrijk voor jou?

Ik denk wel, dat het heel goed is, want ik heb nu...Ik zit nu dus in Wageningen, een jaar, en daar is het veel internationaler, daar staan ze ook om bekend, daar komen van over heel de wereld mensen heen om te studeren en je gaat...Tijdens mijn studie praat ik alleen maar Engels, omdat de helft buitenlands is en ik vind het heel waardevol voor je werk, voor je werkgeving, dat het een beetje...Je hoort van verschillende kanten, denk ik, dat je dingen hoort. Ik bedoel, iemand die al wat ouder is en er al wat langer zit heeft er op bepaalde punten meer verstand van, maar een beetje nieuwe inbreng kan ook geen kwaad. Dus ik denk, dat het voor een bedrijf heel goed is en ook wel prettig, om met verschillende mensen te werken. Ik merk, dat ik dat nu ook erg leuk vind aan Wageningen, dat je gewoon met andere culturen en andere mensen, je hoort van andere dingen, dus je kijkt een beetje anders naar de wereld of problemen. Dat lijkt me gewoon prettig, ook voor je werkervaring. Dat het niet alleen maar eenzijdig is.

Zijn er nog andere dingen, die jou zouden kunnen aantrekken? Je hebt nu: interessant werk, gevarieerde werkvoer, salaris, doorgroeimogelijkheden als het mogelijk is, sfeer en grootte van het bedrijf. Zijn er meer punten, waarmee een bedrijf jou zou kunnen aantrekken?

Dat vind ik best lastig. Heb je een voorbeeld?

Dat mag ik niet geven.

Nou, misschien de locatie nog, de bereikbaarheid. Maar dat is meer praktisch gezien. Als het ergens in Oost-Drenthe ligt, is de kans klein, dat ik er ga werken, denk ik. Er is niks mis mee, maar gewoon een beetje centraal gelegen, dat je niet heel erg gebonden bent aan bepaalde wegen. Het hoeft niet per se in de Randstad, maar ik denk toch wel, dat je er dan vrij gemakkelijk met openbaar vervoer of auto kan komen. Dus dat zou wel ook meespelen. Niet veel meer eigenlijk.

Hoe kan een bedrijf jou bereiken? Je weet nog niet, waar je gaat werken, hoe zou een bedrijf jou kunnen bereiken?

Nou, hier bij de bedrijvendagen ben ik ook wel geweest. Al vind ik dat wel...Ik ben daar een keer geweest en ik vond het best wel leuk en je maakt een praatje, maar toch ik heb niet altijd het gevoel, als je er zelf niet al een idee bij hebt: "Daar wil ik graag heen", dat het me echt overhaalt, om er iets te gaan doen. Maar dat ligt misschien nog meer bij mezelf dan bij die bedrijven. Maar ik weet het niet zo goed, ik heb nog nooit...Ik heb er nog niet over nagedacht, over hoe je dan gaat solliciteren, waar je gaat zoeken. Op zich, via banden met universiteiten, denk ik, kom je ermee in aanraking, je hoort erover. Ik denk nog eerder, via mijn docent of zo, die dan ergens een stage weet, dat je ergens terecht komt dan dat je het helemaal zelf gaat moeten uitzoeken. Voor mij, als er via de universiteit bekendheid is over een bedrijf, wat ze er doen, dat ik dan eerder denk van: "Oh, dat lijkt me wel wat of niet." Ja, anders zou ik het ook niet weten. In ieder geval die bedrijvendagen ook wel, maar dat is ook door de universiteit gedaan. Dus dat zou voor mij het belangrijkste zijn: Dat je er al eens van gehoord hebt en dan denkt: "Dat lijkt wel wat of niet" en dan een beetje uitzoeken. Al is dat voor kleine bedrijven misschien niet goed te doen. Dan zul je, als je gaat solliciteren, gaan zoeken op internet.

Waaraan ga je dan zoeken?

Ik heb geen idee. Ik heb eigenlijk geen idee. Meestal bestaat er wel een site voor, maar ik heb me er nooit in verdiept.

En waar zou je dan op letten bij zo'n bedrijf? Wanneer zou je, denk je, beslissen, dat je er gaat solliciteren? Waar let je dan op?

Ik denk vooral, of het werk, dat ze aanbieden, me wel aantrekt. Dat is eigenlijk het belangrijkste, waarop ik zou solliciteren, dus dat zou ik doen. En misschien ook gewoon solliciteren op iets en kijken, wat je ervan vindt. Dat had ik hier met wiskunde ook, ik had eigenlijk nooit gedacht, dat ik dit zou doen, ik heb heel lang getwijfeld, wat ik zou gaan studeren, ik ben naar heel veel open dagen

geweest. Toen zei mijn moeder: "In Enschede is een open dag, ga je dan kijken?" Ik dacht: "Nou, okay dan . Waar moet ik dan heen? Dan ga ik wel naar wiskunde, dat ga ik toch niet doen. Ik ga wel kijken". Toen kwam ik hier, toen vond ik het superleuk en toen vond ik eigenlijk ook de opleiding veel meer passen dan dat ik dacht. Dus ik denk, als je gewoon ergens...Je kunt wel bij meerdere dingen in ieder geval gaan kijken, als dat lukt, als je wordt uitgenodigd, natuurlijk, maar ik zou wel breed willen gaan kijken, bij meerdere dingen langs gaan, want dan weet je wel, wat dat is en heb je ook vaak geoefend, want je wordt toch vast niet de eerste keer aangenomen. Ik zou, denk ik, wel wat breder zoeken en daarna kijken: "Dit lijkt me het leukste". Of: "Hier wil ik mijn best gaan doen, om hier mijn baan te vinden". Ja, zo denk ik, maar waar ik precies zou zoeken, geen idee?

Dus dan zou je selecteren op het werk, wat voor werk ze aanbieden?

Ja, en een beetje, waar het ligt, denk ik. Maar dat is meer bijkomstigheid. Maar als je droombaan in Zuid-Limburg is, dan ga ik daar ook wel heen, dus zo is het ook wel. Dus ja, voor het werk. Ik wil later toch wel iets doen, wat ik leuk echt vind en ook jaren daarna ook leuk vind.

Die vacatures vind je dan ook via internet? Je weet niet precies waar. Of zijn er ook andere...

Hoe ik het nu zie, zou ik gewoon een keer met een docent op de universiteit gaan overleggen van: "Goh...". Misschien heeft die wel leuke ideeën of die heeft ook verschillende contacten bij bijvoorbeeld TNO, geloof ik, of bij het KNMI, niet dat ik niet per se zou willen werken, maar die hebben gewoon iets betere ideeën, denk ik, wat er te doen is. Dus daar zou ik mee gaan praten. Het is eigenlijk wel grappig, ik heb daar nog nooit serieus over nagedacht, hoe ik dat zou gaan doen. Dan moet ik toch maar eens beginnen. Ik denk, dat ik daar zou beginnen en als daar wat uit komt , is het leuk, anders moet je zelf zoeken. Internet, ik denk wel, dat dat gemakkelijk is, dat je gewoon heel veel dingen kunt bereiken. Of dingen kunt zien.

Zou je dan op websites gaan of ook andere dingen? Waar op internet ga je zoeken?

Ik neem aan, dat er een soort van databases zijn met soorten bedrijven, die je kunt vinden, die aansluiten bij wat je zou willen doen. En dan gewoon naar de site van het bedrijf zelf gaan en kijken, wat je ervan vindt.

Waar kijk je dan naar op zo'n website? Waar denk je, dat je naar gaat kijken op zo'n website van een bedrijf?

Sowieso, of...dat ook denk ik, maar dat doe je ook maar een beetje op gevoel, of het je aanspreekt qua hoe ze je op de site bijvoorbeeld aanspreken, of het nou een website zou zijn met: "Wil je ook alleen maar presteren en veel geld verdienen?", dan zou het voor mij al niet zo werken, maar ja, ze kunnen allemaal mooie dingen zeggen natuurlijk. Maar ik zou proberen, dingen te lezen over die bedrijven en of het een beetje ondernemend klinkt of dat het je aanspreekt. Ik denk, dat ik veel op gevoel zou doen, eigenlijk. Ja, dat denk ik. Maar ik zou gewoon naar de sites van de bedrijven zelf gaan en kijken, wat je er kunt vinden en of het je wat lijkt. Of informatie vragen daarover, ze hebben vast ook een brochure, die je kunt aanvragen. Dus, ja, dat denk ik.

Als je dan gaat kijken, voor jou als vrouw, denk je, dat er specifieke dingen zijn, die jou als vrouw zouden aantrekken in een bedrijf?

Voor mij, of dingen, die ze voor vrouwen anders zouden doen, of...

Ja, die je wilt...

Nou, ik weet niet, of er iets specifieks zou zijn, waar ik op zou letten, dat denk ik eigenlijk niet, want ik ben eigenlijk een soort van mening, dat mannen en vrouwen gelijk zouden moeten zijn, ik weet niet. Aan de andere kant hoor je nu ook wel veel en ik las ook wel, dat een paar technische bedrijven vrouwen willen stimuleren in werken en ik denk, dat is ook wel weer leuk en dat zou me dan wel weer aanspreken, maar ik weet niet, of ik echt alleen op basis daarvan zou kiezen. Ik zou een bedrijf willen, dat me leuk lijkt en of er nou meer mannen of meer vrouwen zijn, dat maakt me eigenlijk niet zo veel uit. Als je er maar lekker voelt, ik vind het ook weer niet zo belangrijk.

En over de manier, waarop een bedrijf jou zou benaderen?

Ik denk, als ze me anders zouden benaderen om het feit dat ik een vrouw ben dan een man, dan zou het voor mij niet echt...Nee, dat zou ik niet waarderen. Als ze me wel zouden aannemen, omdat ik alleen maar een vrouw ben, denk ik ook van: "Misschien dan maar niet." Op zich is het niet iets erg

belangrijks voor mij, denk ik. Het gaat me meer om het bedrijf, ik voel me ook niet als vrouw anders, of zo, omdat je nu een baan zoekt, of niet. Dus nee, het maakt me niet zo veel uit.

Hoe zou een potentieel bedrijf jou kunnen behouden?

Ik weet niet, of het alleen aan het bedrijf ligt, eigenlijk. Ik denk, dat er ook heel veel andere dingen meespelen: waar je woont, of je...Stel, als je nou om een reden moet gaan verhuizen, dan zal het ook wel anders zijn, als je collega's helemaal niet...gewoon echt vervelend zijn, of je directe baas, dat dat echt niet goed gaat, dan zou ik niet blijven voor het bedrijf, misschien, maar als het bedrijf invloed heeft op je gewone werkomgeving, dan zou dat voor mij belangrijk zijn. En als je uitdagend werk hebt, ook. Dat lijkt me toch het belangrijkste, als je gaat werken, dat je gewoon iets doet, wat je leuk vindt. En als je denkt, dat nog vijf jaar te kunnen doen, dan zou ik geen reden zien, om weg te gaan, dus. Ja, dat denk ik eigenlijk. Zo lang ik het werk leuk zou vinden en het goed gaat, dat heeft het bedrijf mij wel binnen, denk ik. En als je het gevoel, dat je er ergens komt, met het werk, dat het nog zin heeft. Best lastig. Maar afgezien daarvan zijn er nog zo veel andere dingen, denk ik, die kunnen bepalen, of je ergens blijft werken of niet...

Wat zijn dat dan?

Gewoon je leefomstandigheden. Stel, dat je kinderen krijgt, ik heb geen idee, wat ik dan zou willen doen. Of ik dan minder zou willen werken. Misschien kan dat helemaal niet bij het bedrijf, waar je werkt. Misschien is dat nog wel, wat ik als vrouw zijnde, dat je wel een soort van kans krijgt, niet dat je zodra je kinderen krijgt, je wordt afgeschreven, "Je hebt nooit ergens meer tijd voor", of "Het gaat niet meer werken". Dat vind ik nog wel belangrijk, dat moet kunnen en dat je er gewoon moet kunnen blijven werken, als het wat rustiger is. Maar ja, ik heb ook geen idee, hoe dat gaat. Dus, misschien...Ik denk, dat dat soort dingen ook meespelen, of je bij een bedrijf wel of niet zou blijven werken. Maar afgezien daarvan, zo lang ik het leuk vind, zou ik het prima vinden.

Zijn er andere dingen, die een bedrijf jou zou moeten aanbieden, om te blijven?

Nee, ik denk het eigenlijk niet. Niet echt.

Je hebt het bijvoorbeeld over je leefomgeving gehad, ook qua verhuizen en dat soort dingen.

Waarom is dat belangrijk voor jou?

Ik zou niet elke dag...Ik zou niet heel ver van mijn werk willen wonen, het liefst. Ik kan niet weten, hoe het gaat, ik was misschien ook liever niet naar Wageningen verhuisd, maar dat is ook gebeurd, en dat is eigenlijk ook allemaal wel goed. Maar het lijkt me wel wat ontspannener, als je wel binnen een half uurtje bij je werk bent. Drie kwartier...Met de trein reizen of zo iets vind ik ook helemaal niet erg. Maar ja, het leven buiten je werk is voor mij ook wel belangrijk. Ik zou niet een baan willen hebben, waarbij ik zestig uur in de week zou moeten werken. Want ik vind het belangrijk, dat als je gewoon klaar bent, dat het ook wel goed is en dat je andere dingen kunt doen en ik denk, als je dan nog twee uur kwijt bent aan reizen of in de file staan, dan gaat voor mij de lol er een beetje af. Het lijkt me gewoon heel zwaar, gewoon zwaar om vol te houden. In dat opzicht vind ik mijn leven buiten het werk ook heel belangrijk en dat je daar ook een beetje je vrijheid in houdt. Dat het goed bereikbaar is, dat je er iets dichterbij kan wonen, dat lijkt me gewoon heel fijn. Ik weet niet, of het altijd kan, je moet ook een beetje mazzel hebben. Dat zou ik wel graag willen.

Je hebt het ook over uitdagend werk. Wat maakt voor jou werk uitdagend?

Het lijkt me leuk, om tijdens het werk, als je eenmaal werkt, nog nieuwe dingen bij te leren, of dat je daar werkt, waar dingen nog in ontwikkeling zijn, zodat er wel nieuwe dingen bij komen. Ik zou niet, denk ik, dertig jaar met precies hetzelfde dingetje bezig willen zijn. Ik heb er nog aan gedacht, of onderzoek iets voor mij is, maar dat weet ik ook allemaal niet echt. Dat draait ook wel heel veel om artikelen schrijven. Ik vind het gewoon leuk, om ergens mee te puzzelen, dat is ook een beetje met wiskunde, dat vind ik gewoon leuk, en als je dan daarmee iets verder komt en het eigenlijk een beetje moeilijk is, maar het toch helemaal kunt uitzoeken en dan ergens komt, dat vind ik leuk. Nieuwe dingen leren kan ook geen kwaad. Ik denk, als het werk gewoon een beetje vernieuwend is, niet elke keer precies hetzelfde, wat je de vorige week ook hebt gedaan, dat lijkt me leuk. Dat is interessant, dat je jezelf moet blijven uitdagen, om nog te kunnen doen. Dat kan waarschijnlijk ook

niet veertig jaar lang, maar er moeten wel gewoon dingen blijven, waarvan je denkt: "Oh, daar bereik ik iets mee", of "Dat zou ik graag nog willen doen." Dat lijkt me uitdagend.

Waarom is dat belangrijk voor jou?

Om mezelf te blijven ontwikkelen, dat je wat verdiept. En ik vind dingen leren heel erg leuk en ik ben blij, dat straks de universiteit een keer klaar is, maar het lijkt me zonde, om daarna helemaal niets meer bij te leren of niets nieuws meer te zien dan wat ik de afgelopen tijd heb gedaan. En dat zal tijdens het werk ook wel...Je leert ook wel andere, nieuwe dingen van werken, maar als er ook tijdens het werk ontwikkeling is, lijkt me dat wel leuk. Zeker met dingen als klimaat, je weet, dat is ook nog allemaal nieuw en daar veranderen steeds dingen of daar worden dingen over onderzocht of ontdekt, nou, dat spreekt me wel aan. Dat het gewoon nog een beetje, niet helemaal vast staat.

Zijn er nog andere dingen naast verhuizen, locatie, bereikbaarheid van de plek, hoe leuk je collega's zijn, je leidinggevende en leefomstandigheden en als je kinderen krijgt, hoe daarmee om wordt gegaan...Hoe zie je dat bijvoorbeeld?

Dat vind ik moeilijk, dat weet ik eigenlijk ook niet. Ik weet niet: Misschien krijg ik wel nooit kinderen, misschien wel zes. Dat denk ik niet, maar ja...Dat is, denk ik, voor heel veel hoogopgeleide vrouwen best wel lastig, want ergens hoort het er gewoon bij of wil je dat graag en doe je dat dan in het begin, als je studeert, of dat kan eigenlijk niet, maar daarna werk je ook, ben je net goed bezig. Het komt, voor mijn gevoel, voor heel veel vrouwen eigenlijk nooit echt uit en wordt het best wel lastig om of een hoge functie te behouden of om gewoon door te gaan met werken. Dus ik heb eigenlijk voor mezelf helemaal geen idee, hoe ik dat zou willen doen. Ik denk, dat ik, als kinderen heb, die nog jong zijn, best wat minder zou willen werken een tijdsje. Ik zou niet helemaal willen stoppen, dat lijkt me helemaal niks, een beetje...dat lijkt me gewoon niet fijn om huismoeder te zijn, om het zo maar te zeggen. Gewoon omdat het me leuk lijkt, om wel een beetje de omgeving te wisselen, werken lijkt me ook gewoon best leuk. Ik zou het zelf dan wel fijn vinden, als je ook een keer misschien parttime zou kunnen werken. Maar dat moet ook maar net kunnen. Geen idee, hoe ik dat dan zou doen. Dat ik niet, eigenlijk. Moeilijk, om daar wat over te zeggen.

Je hebt het ook over leuke collega's en dergelijke. Hoe zou het bedrijf daarop in kunnen spelen, om jou te behouden?

Ik denk ook wel...Eigenlijk wil iedereen natuurlijk leuke collega's, maar het is ook een kwestie van mazel hebben. Dus ik weet niet, of het bedrijf daar nou altijd iets aan kan doen. Daar kunnen gewoon mensen werken, waar je het wel mee kunt vinden en niet, dat lijkt me ook wel gezond. Maar als de situatie nou erg ingewikkeld wordt, of een baas echt niet zou functioneren en iedereen slecht behandelt, dan zou het bedrijf met zo iemand kunnen praten of er iets aan kunnen doen, maar ik denk, dat het ook gewoon een kwestie van een beetje mazel is. En ook omgaan met mensen, die jij helemaal niet meer leuk vindt...Dus ik denk niet, dat een bedrijf zelf daar heel veel invloed op heeft. Het is gewoon iets heel persoonlijks, of iets wel of niet goede gaat en ik hoop, dat het heel goed gaat, maar zo niet, dan moet je daar ook mee leren omgaan. Dus dat hoort er ook wel een beetje bij, denk ik. Ik weet niet, of een bedrijf daar nou...Ik denk, dat dat ook ligt misschien nog bij je bedrijfskeuze, want ik zou ook minder snel bij een grote bank gaan werken, omdat ik denk, dat daar de sfeer en de mensen me minder aan zouden staan dan bij een iets meer onderzoeksbedrijf, of klein consultancybedrijf, of...Ik denk, dat je daar een beetje op selecteert en ik denk, dat het ook altijd zo gaat, dat dingen leuk zijn en niet en dat hoort er gewoon bij. Dus ik zou het niet zo snel bij een bedrijf schuiven, dat die daar...Dat denk ik niet. Het is een beetje, ze kunnen een beetje aan de algemene werksfeer doen dan specifieke collega's, die je om je heen hebt. Zo werkt het gewoon niet.

Je hebt het gehad over je werk, als je kinderen zou hebben, of je dan parttime kunt gaan werken en dergelijke. Zijn er, denk je, andere dingen voor vrouwen, die zouden kunnen helpen, om ze te behouden?

Nou, ik denk, dat kinderen krijgen wel één van de belangrijkste problemen is, maar het punt is, waar een bedrijf over na zou moeten denken, is dat het gewoon bijna bij iedere vrouw gebeurt en voor heel veel vrouwen belangrijk is. En voor mij zou het dus ook de werkdruk zijn. Ik zou dus niet een baan willen hebben, waarbij ik aan veertig uur niet genoeg heb, misschien een keer vijftig uur, maar dat zou ik toch niet elke week willen. Voor mij zou de werkdruk moeten passen bij de uren, die

ervoor staan. En als je het leuk vindt, natuurlijk werk je een keer over. Dat hoort er allemaal bij, maar dat zou voor mij wel belangrijk zijn. En ik denk, voor veel vrouwen ook wel. Ik denk, dat die er soms toch net wat anders in staan dan mannen, dat weet ik natuurlijk niet, maar ik denk, dat het mannen wat minder uitmaakt om zestig uur in de week te werken dan de gemiddelde vrouw. Een fulltime baan is een fulltime baan, dat is het dan. Maar het kan ook zijn, dat ik dat persoonlijk gewoon fijn vind. Dus dat denk ik. En verder voor vrouwen...ja...Als je soms echt niet wordt gewaardeerd, omdat je een vrouw bent, omdat het een hele mannenomgeving is, dat lijkt me duidelijk, dat zou niet leuk zijn. Ik weet niet, in hoeverre dat vaak voorkomt, maar het zal voorkomen. Maar voor hetzelfde geld, als je als man niet wordt gewaardeerd in een omgeving, dus dat moet een beetje gebalanceerd zijn, dat iedereen wordt gewaardeerd om wie hij is. Ik denk, dat dat ook voor andere vrouwen geldt.

Hoe zou een bedrijf daarop kunnen inspelen? Dat vrouwen in een mannenomgeving gerespecteerd worden?

Hangt, denk ik, ook heel erg van de personen af, die er werken. Want ik denk niet, dat het vaak een probleem is, dat het bedrijf maakt, maar misschien als er een baas is, die er maar niets van moet hebben, dat het een vrouw is, die het werk eigenlijk beter doet dan hij, dan denk ik, dat het niet aan het bedrijf ligt. Ik denk, dat het ook wel persoonsafhankelijk is. Maar soms...Het stimuleren, dat vrouwen soms ook hogere banen kunnen krijgen, vind ik wel goed, want dat gebeurt gewoon weinig en dan zijn mensen er niet zo bekend mee en gaan ze misschien denken: "Dat kunnen ze vast niet." Ik heb het zelf nog nooit gemerkt, dus ik zou niet echt weten, hoe dat gaat, maar ik weet niet, of dat bij het bedrijf ligt of bij de mensen, die er werken en daar slecht op reageren. Dus ik denk, dat het hetzelfde is als, wat is voor vrouwen in het algemeen belangrijk...Ik heb er nog nooit zo mee te maken gehad, ik zou het niet precies weten.

Maar het zou wel belangrijk voor je zijn, dat je...

Ja, natuurlijk, je wilt je wel gewoon gerespecteerd voelen, om wat je doet en discrimineren lijkt me nooit goed, ook niet, omdat je vrouw bent, maar ik zou het niet weten, ik heb het nog nooit meegemaakt, dus ik zou niet weten, hoe ik erop zou reageren. Maar het lijkt me niet de bedoeling, niet goed. Maar ik zou ook niet een bedrijf weten van: "Daar gebeurt dat vast." Nee, ik weet het niet.

Hoe zou een potentieel bedrijf jou moeten ontwikkelen?

Dat hangt, denk ik, ook heel erg van je baan af. Ik denk, dat heel veel dingen van het werk zelf afhangen. Want als je nieuwe dingen mag doen, of iets anders mag organiseren of met een ander soort opdracht bezig bent, ontwikkel je jezelf ook al. Toch? Dus in die zin denk ik, dat...Dat heeft gewoon met het werk te maken, als ik dus dat uitdagend zou vinden of iets vernieuwends, dan ontwikkel ik me, dus dan zou ik dat leuk vinden. En als bedrijf, dat is ingewikkeld hoor. Ik weet niet, in hoeverre het bedrijf invloed heeft daarop. Het gaat meer om het werk, dat ze aanbieden, als daar van die vernieuwende dingen inzitten, dat het niet eentonig is, dus dat je ontwikkelt, dat vind ik leuk. En stel, je moet voor je baan veel presentaties geven, dat je daar een keer een training in krijgt van: "Hoe pak je dat nou aan?", "Waar moet je op letten?", dus als je zo iets nodig hebt, dat je dan een cursus daarin zou kunnen volgen, lijkt me nuttig. Maar verder...dat vul je ook zelf in, neem ik aan. Dat zou het voor mij wel zijn.

Zijn er andere dingen, waarin je getraind zou kunnen worden?

Wat ik zou willen, of wat ik...?

Ja.

Nou, ik denk zo iets als presentaties geven lijkt me wel leuk. Meer voor mezelf lijkt me dat wel leuk, om dat te goed leren, en dat heb ik op de universiteit we...Je moet hier best wel vaak doen en dat heb ik ook wel geleerd, maar dat lijkt me wel leuk, om bij een bedrijf misschien meer te ontwikkelen. Misschien leiding geven. Leiding geven, al weet ik ook niet, of dat nou mijn baan zou zijn. Het kan nooit kwaad, om te leren, hoe je een groep mensen aanstuurt, dus iets meer organiseert. Maar ik weet niet, of ik dat persoonlijk nou het leukste zou vinden als werk. Ik denk, dat ik liever iemand ben, die gewoon een opdracht krijgt en daar lekker mee aan de gang gaat en dan...daarmee resultaat haalt, dan helemaal daarboven staan en iedereen aansturen. Maar ook dat weet ik eigenlijk nog niet zeker. Dat is, hoe ik het nu zie.

En het perspectief met doorgroeien. Hoe zou het bedrijf vrouwen daarbij kunnen helpen?

Nou, om het eerlijk te zeggen heb ik eigenlijk geen idee, hoe dat precies werkt in een bedrijf. Of ze op een gegeven moment iets aanbieden, of dat je zelf moet zeggen: "Nou, eigenlijk zou ik er iets meer functies bij willen", dat weet ik eigenlijk niet. Ik heb geen idee.

Hoe zou je het willen?

Weet ik eigenlijk ook niet. Ik denk, dat het ook een beetje natuurlijk gaat, dat je op een gegeven moment merkt, dat je ergens meer ervaring mee krijgt of dat je meer naar iets toe groeit. En daardoor hogerop kunt komen, maar daar heb ik me eigenlijk ook nog nooit zo in verdiept. Ik ben al blij, als ik straks ergens kan beginnen en dan... Weet ik eigenlijk niet, geen idee. Ik kan nu nog niet overzien, hoe ik dat graag zou willen. En ik denk, als je ergens op je plek zit met een goede groep en je vindt het leuk, dan hoeft dat helemaal niet, dan hoef je niet per se door te groeien, het is geen must, maar als je denkt... als je je werk niet meer zo leuk vindt, dan zou het mooi zijn, maar als je het nog prima vindt, dan hoef ik niet door te groeien.

Zou ontwikkeling belangrijk voor jou zijn?

Ontwikkeling in de zin?

Jezelf ontwikkelen in de baan.

Ja, wel. Het lijkt me het leukste, als je merkt, dat je ergens beter in wordt, of ergens in vooruit gaat. Dat is, wat ik aan studeren eigenlijk ook leuk vind, je leert gewoon dingen, dus je ontwikkelt dingen en afgezien van leren, ik moet nu ook proposals schrijven, dat had ik ook nog nooit gedaan, dus je leert dingen bij en wordt er een beetje op gecorigeerd of niet. Ik vind eigenlijk ontwikkeling, nou daar leef je niet voor, maar het is voor mij wel belangrijk. Dat je gewoon niet helemaal stil blijft staan. Dat lijkt me ook in je werk goed.

En waarom is dat dan belangrijk?

Ik vind het gewoon wel leuk, denk ik. Het interesseert me gewoon, hoe de wereld in elkaar zit, hoe je... Ik kan het niet uitleggen eigenlijk. Het lijkt me gewoon leuk om nog meer te leren dan je nu weet. Ik vind het gewoon interessant om uit te zoeken, hoe een probleem in elkaar zit, hoe een bedrijf in elkaar zit, of... Ik weet het eigenlijk niet, waarom ik het leuk vind, maar het lijkt me gewoon prima, om dingen bij te leren. Wel een goede vraag eigenlijk, waarom ik het belangrijk vind. Ik denk gewoon zo. Ik vind het wel leuk, om nieuwe dingen bij te leren. Word je wijzer van, kan nooit kwaad.

Wat zou een potentieel bedrijf jou moeten bieden?

Een leuke baan. Dat is het eerste, wat in me opkomt. Fijn, om gewoon een goede omgeving, om in te werken. Het hoeft allemaal niet perfect, maar wel dat je op je plek bent binnen het bedrijf en gewoon aan het werk kunt.

En hoe ziet zo'n goede omgeving er dan voor jou uit?

Ik denk, wat ik eerder zei, dat je gewoon enigszins gewaardeerd wordt, om wat je doet en dat je het gevoel hebt, dat het ook nog ergens naartoe gaat. Dus niet, dat je bezig bent en dat niemand er ooit naar kijkt. En dat je een beetje normale werktijden, dus niet... dat de werkdruk gewoon normaal is. En je moet van je salaris kunnen rondkomen, dat lijkt me ook handig. Niks nieuws verder.

En de arbeidsvoorwaarden?

Daar heb ik helemaal geen verstand van. Geen idee, eigenlijk. Ik zou niet weten.

Bijvoorbeeld over je werktijden, hoe zie je dat?

Ik denk, dat je een baan aanneemt voor een bepaald aantal uur en dat dat bepaald aantal uur ook daarbij in de buurt ligt, dat kan een keer meer of een keer minder zijn, maar vooral niet dat je het gevoel hebt, dat het nog harder moet dan het eigenlijk zou moeten. En dan structureel... Een keer is niet erg, maar ik denk, dat als altijd de werkdruk te hoog is, altijd het aantal uren, dat je moet maken te hoog is, dan lijkt het me minder leuk. Daar ben je ook wel zelf bij, maar qua werkuren verder is het prima, vind ik. Maar ik denk, dat het belangrijkste is, dat als je een baan... ergens voor kiest, dat het ook wel een beetje klopt qua tijd, die je eraan kwijt bent, wat je ook echt gaat doen.

Dus wat een bedrijf jou zou moeten bieden, is: een leuke baan, een goede omgeving, waarin je goed op je plek zit...

Eigenlijk wel, dat is voor mij het belangrijkste. Zoals ik het nu zie.

En dat je rond kunt komen van je salaris.

Ook dat. Ja, dat lijkt me wel fijn. Ik heb er nooit echt veel waarde aan gehecht, dat je heel veel geld moet verdienen, maar ik zou ook niet elk dubbeltje altijd om willen draaien. Dus gewoon een normale, goede baan. Ik denk, dat die dingen het belangrijkste zijn.

Zijn er andere dingen, die belangrijk voor jou zijn m.b.t. hr-praktijken, aantrekken, behouden en ontwikkelen?

Nee, ik denk het niet, eigenlijk. Ik denk, dat ik het allemaal wel gehad heb.

Zijn er bij bedrijven voor je ontwikkeling speciale dingen voor vrouwen, die daar belangrijk voor zijn?

Dat denk ik eigenlijk ook niet, ik zie het niet zo van: "Jij bent een vrouw, dus jij moet andere dingen ontwikkelen dan een man zou moeten doen." Ik vind, dat je gewoon moet ontwikkelen op wat het werk nodig heeft en of je dan een man of een vrouw bent, dat maakt me eigenlijk...Nee...Nee, ik denk, dat het gewoon per persoon zou moeten gaan en niet of je een man of een vrouw bent, eigenlijk. Dus nee, er zijn geen dingen, die ik anders zou willen.

Heb jij nog vragen voor mij?

Nee. Het is leuk, om hierover na te denken.

9.1.10 Interview 10

What is a good employer to you?

... If I just want to think like an engineer, a good employer is like achieve the goals or get the result. It does not matter which way, you know, but for the people that are working in university, they are working scientifically, they really care about the way that you reach your goals. But as engineers working in a company, I think, just get your goal, just get a result, good result. It is okay, you can use any way, but it seems to me that a good employer in engineering should be creative, should be smart, should be... sociable also, because if you have a good network and communication, if you need something on a specific subject you can just ask help. Because if you want to figure out every detail by yourself, you cannot do your job in time. So you need help. So a good employer is like, good... I never say hard working... medium working, creative, smart, sociable and can ask help is really important. And it is also important to know that colleagues around him or her. If you know them you can ask them, if you do not know them it is just like looking around and looking on the internet, just finding a way takes more time. And... a good employer... He or she should be a good listener, that's really important. If you just stick in your believe you cannot find a mistake in your job and you cannot find the right way, because you are very stubborn, and you do not listen to other people because you think you are more clever than they are. So, it is also good to be a good listener, and it is also good to be patient. And... think about other people, other ideas... And also I think he or she should be cheerful.

For the motivation?

Yes, if you have (?) on her, doing his task is like, without even smiling, without even talking that much, or without even know. For other people it is also difficult to communicate with him or her. Maybe he is superman or superwoman, but useless I think. so you need to, I mean about cheerful, it means that you have, your colleague should be comfortable about you to come to you ask for help, or... no... to see what you are doing. If they do not feel comfortable. It is like having a good communication.

And you also said an employer should be creative...?

Yeah.

In what way? And why?

It depends on the type of the work. We need people in different, some people are really good in just following the rules and... they can be organizer, they can organize everything and they can just follow it, and some people are really creative and they have new ideas, and... but I think you need both of

them, because if you are a creative person, you always have a new idea, but you cannot put your idea in a good order. Immediately you have one idea and tomorrow you will have another idea. But if there is someone next to you who is just following the rules and his or her mind, just... you know these kind of people? He or she can help you. He or she can say, this or that does not fit in our... roles. So... as I say creative, maybe because I like creative people. I mean, both of them. We do not only need someone creative, we also someone just following the rules, so we need different people to, I think, to work on one project.

Okay, I think that was very clear.

What should a potential company do to attract you?

... Good salary. To be honest, salary is important and it can attract you. But it depends on other, you know... the type of the work is very important. Sometimes one company is a very nice company, big company but you do not like the subject, it is does not fit with what you study, so it is not good for you to work for that company. So, I, I can say it depends also to people. For me salary, I like to work in a big company, so if the company is big it can attract me. And the type of the work is very important to me, because I like to work on my own subject. I do not want to work... I like to work in my own field, but not just on one subject. I like to work on different subjects that are related to my field. That I can handle it. And it is also the environment inside the company that is important.

Sometimes the culture of the company... like the company attracts you and you come inside, inside the company, you started working, but then you understand that you do not like the behavior of the people around you. The culture is different, and it also affects your work, you cannot work properly. So, you also need to find if the culture of the company fits or not. I think everything relates to each other. It is not like you are very good in your work... you can be very good in your work, but if the environment... especially for women I think, for men it does not matter, they work wherever, but for women it is very important. They can be very good in their work, but if the environment is annoying for them, they are unmotivated and they can easily lose their concentration. Okay... it is completely obvious the difference between men and women. Men can concentrate easily and without any distraction, but women can easily distract. So they have to feel comfortable in the culture and environment of the company. Yeah, these things are important for me.

You said a big company is important to you? Why?

I like big companies, because there are more people working inside it. I like to... I'm not... okay... I like to meet new people all the time, it is my personality. Because of that I like big companies. In my subject I'm like an engineer, I'm not like maybe if you go working for, maybe for a small company, and maybe because of your job you need to meet people. But my job is a bit different. If I work for a small company I do not see anybody that much. I'm just working on a subject. As an engineer working in a big company gives you the opportunity to have a communication with more people and meeting new people. Because it is just my personality. It is not very important.

We also talked about the type of work, and subject is important to you. Are there other things important?

Yeah, I do not like a routine job. I do not like, yeah okay, it can be really professional if you are working in routine on one subject. I like creative jobs, I like very scientific jobs. I want something like practical and research, but I do not want to work only on one project, just a routine job. That does not fit me.

And, what should a potential company do to reach you? How can they reach you? When you do not know the company yet, so they have to attract you, how can they do that?

Okay... It depends. It is like in university there is a fairday and all the companies came, they actually advertised their company and you can talk with them, you can know them a bit, and then... From these kind of events, when you know the company, then you can go to the internet website and searching for it. Also it is like Twitter, Facebook, you can find people working there, and ask them about the type of the job they are working on or the working environment. But I think a company can introduce itself in university. I think so. I think it is the best area to introduce the company... Or maybe, if someone is looking for a job, they search for all the companies and they check it, but it is

what you said, it is how a company can do it. I think through internet. Have a very nice website and try to explain the company properly, and via university, conferences.

You talked about university and then for example via a fairday, are there other events that you think are important?

You mean inside the university or in general?

In university and in general.

Okay, in university maybe if the company is the sponsor of some events, some competition inside the university, so you can reach the people, so they know the company. In general for example some events, like a quiz night and the company has organized it. So these kind of events you can know the company. You can also talk with the people working inside the company... And... if they have some kind of day where the students can talk to employees is very important.

And... you also talked about the website of the company. Where do you look at if you look at the website?

Yeah, it is the home page of the company. It is like when you Google it and you look for example for ASML, it is asml.com. If they have a really nice website, they explain what they are doing properly, so they can motivate... I think what I study can fit in that company I try to contact with the company. It is not just from the website which motivates you to work for a company, but... it actually helps, because immediately if people just Google it, it is very...

And where do you select the companies on before you apply? Well, you have some companies of which you think they are interesting, how do you chose? How do you select the company?

... The important thing is like my subject can fit working inside the company on that. So... yeah, it is like mechanical engineering, you can find any company. For me it is like, before I came here I did not know anything about ASML. I did not know exactly what they are doing. So, probably if I did not come here, maybe... maybe I could not find that much on the website about it. Or maybe I never googled it. Because... it is like because I study thermal fluids, for me the main area that I could work is like oil and gas companies, chemical (?). So if I want to find, and I do not know anything about ASML like I first find the location, where I want to work. Do I want to stay in the Netherlands, or do I want to go to Germany or the UK. So, for example in the Netherlands, and then if I have some friends working in different companies they can actually help me, that's very important, and if I do not have anybody, it is just me, then I just Google it, like the first 'mechanical engineering in the Netherlands'. Something like this. Then I also check the website and in university. And then I check different areas, oil and gas or like car companies, DAFT, or... just searching in the internet.

What are things that are most important to you?

First of all, when you find the name of the company then I just read what the company is doing. And then I read the vacancies of the companies if I'm looking for a job, and then when I read the vacancy of the company I think "do I fit in this company?" "Can I apply for this company or not?". So it is very important, maybe, before I came here when I read the website, I did not know that students thermal fluids can work in ASML. I thought maybe they just need a few people, they do not need so much people working here. But, when I came almost, in my group now, they need ten people more this year. And they have hired twenty-five people last year, so I was surprised, they really need them. It seems to me that mechatronics, they need more people in system and control, mechatronics, mechanical engineers, solid mechanics, but when you come inside and you look at the machines you are like 'wow' they need a lot of people for the thermal analysis. So, maybe, for a company like ASML, I think they need to put more information about what type of engineer they need, because I could not really think that they really needed so many thermal analysis before. So I think they need to put more information on the website.

And if you do not know the company yet and you start looking for a job and you haven't heard of any company during events. Are there other ways they can reach you?

I think, I'm not part of it, but LinkedIn? If you put your CV they can really find you if they want. I think these kind of websites really can help. In Iran we have... we could put our CV, there is a site, it is like 'Iran talented', we can upload our CV, and the company can reach the CV's. I received many e-mails, I received many offers from that. So, but I do not know about the Netherlands, I really do not know.

Because I did not look for a job, I just... so I do not know exactly how it works. I think it should be the same as Iran.

This research is also meant to find out how to attract people outside the Netherlands.

I came for studying here and then I did my thesis here, and after that I signed a contract to work as a flex here. I do not know exactly how it works. No, I see the events in university, you just find a good company and you can send an application if they have a vacancy. But if like if I was looking for a job in Iran, I do not know....

Are there specific things what a company should do to attract foreigners?

The company should be, you know the environment of the company should be very international. When you open the website, the company... for example the university, when you open the website, it is Dutch and you have to click to get it in English. But I think if the company wants to attract foreign people everything should be in English. Yeah, okay, you are living in Holland, then you can switch it to Dutch. But if the company wants to be international, I think it is very important everything should be in English. For me, I'm studying in Eindhoven, okay all the times, all the courses are in English, but not all of them, one or two, I also had Dutch notes I should read, so it is a bit annoying for me. I said, okay, if they really want to get the foreign students, they have to prepare everything for foreign students. It is annoying for me to come and okay... if there is a Dutch university okay, but if it is an international university I expect everything in English. And I expect in a company also everything in English. And the other thing is like... it should be multicultural. You can see it in the company. People from all the world. I can... here are like many people from Ireland, French people, Italian people, I also met one guy from Palestine. I was surprised. So it is good you can also see different people from different countries. That makes the company international. That makes other foreign people apply for a company. Because the company can be international, everything can be English, but if they prefer just to hire the local people, so the foreign people are not very motivated to apply for it. So... maybe you do not agree with me, but there should be the same policy for the Dutch people that apply and for the foreign people. If they do not have the same policy, they, if I apply and a Dutch guy also, and they prefer to hire the Dutch guy, that means the company is not an international company. They prefer their local people.

And are there other things next to the international environment that would attract foreigners?

No, I think I told everything... Yeah, international environment, everything in English, and... Maybe some social club inside the company. Like some activity the employees can do together, not besides the job. That's like doing some sports or... and then... No, I think that's it.

Okay, and for females. Do you think there are specific things a potential company should do to attract females?

Actually, I think, I was surprised when I came here and I saw that there are not many females studying in engineering. I do not know why... but... Okay, they should hire more females inside the company, to attract other females also. It is a bit not difficult, but sometimes it is a bit like you work and all of your colleagues are men, and you are the only girl, okay it is fine. The first few months it can be a bit challenging sometimes, but then you have two options, you can smile and be very funny and very nice to all of them, or you can be really like ladies and not that much communicate with your colleagues. So you hear gossip less, but you make your environment a bit boring for yourself. The first is, because I've been in the situation, the first one is like... the first few months every time you hear something from someone. Every time you hear something for someone, but after a while they became okay. And you can be part of them. But the second one, you do not hear that much everybody say, oh she is a very nice lady, she does not talk that much, bla bla bla. But it is boring for you, so I chose the first one. But I think if I have female colleagues it would be easier for me. And... it is also easier for other people. So... I think they need to hire more females.

Are there more things you think that attract specifically females?

Females... Maybe the creation of the office should not be that boring. Or... I do not know exactly, because I'm trying to look like I'm the same as people, not like, not look like a female... But... I haven't start working here, so I do not know what is going to be the problem, but... When I was working in Iran, sometimes... The engineering part is very male, so some of them, maybe Europe is

different I do not know, some of them is like, although they are doing wrong, but as a female if you want to convince them... oh my god... it is like... you have to be like... they know they are doing wrong, but they do not want accept your... So it is also as a female I think, my male colleagues, I want them to listen to me, and... I want them to look at me as like a colleague. But I do not know here, the culture is different. I was working in the middle east, with a bit male culture.

So what do you think a company should do to...?

For attracting a female?

Yeah, you said you want to be the same as other people, what should a company do to...?

Okay, I can say, when I wanted to sign the contract here, I looked at... because they asked me about the salary... so I looked at a Dutch website, and it is annoying because if you are female you have different salaries. So it is not, I do not think it is going to fit in a big company. I just checked a Dutch website, a very general website, where you put what you study and also how old you are and if you are female or male. So it is like, okay... I think from the company I expect that they see I have the same potential, as a guy with the same level. I want the company to see we have the same potential. Okay, if, like, if I see for example my colleague, he receives a better salary than me just because he is a guy, that's not nice. But I do not know how it works here. The important thing is like, I want them to see I have the same potential. If for example because they have some kind of policy in the company also, it is good for females, but they just want to hire females to get a bit balance. But I do not want that. I want someone to hire me because I can work good for them, I have a good potential to work, I could be useful.

What should a potential company do to retain you? What makes you stay in a company? You already work there, what should they do to make you stay?

... Maybe give me the opportunity to show myself. To progress in my job. And makes me feel comfortable to stay in a company makes me feel... The company also belongs to me, so if the company... achieves some interest, if they go up... it is also... I like for example the culture of here. For example they sell a machine, they give the bonus to the employer. So it is very nice, because the employer feels that they also work harder, they also give something. It is not only for the company. They think that the company is belonging to them and also. So it is the feeling the company can give to other people to stay. You have to be like, how can I say it in English, okay you have some feeling about your country. Like if you see a football match you support your country, because you have... I do not know the English name.

I know what you mean.

You have to feel like, if the company gives me this feeling, I work better for a company.

The feeling that you belong to the company?

Yes, you have to feel that you belong to the company. And... yeah, maybe it happened here, they stayed until nine o'clock to solve an issue, they can just leave at five or six o'clock, but they stayed and they fixed it. I see it from the people here. I also have been in Shell for three or four months, but it is different. Shell is a very rich company and people do not work at all. No, they work but it is really easy, very relaxed. But here... it is also not to be too much pressure on the people, but people here feel more active.

Are there other things next to the opportunity to grow in a company, to feel comfortable, to belong to the company, to receive bonuses if it goes well with the company, and the commitment? Are there other things that are important to you that would make you stay in a company?

There are some things a company could do to make you stay, but sometimes you just do not like the environment, you do not like the work. Maybe the company can help you to go to another subject and go to another part, if you are working in a big company. But sometimes it is not related to the company. It is just... no fit.

Do you think there are specific things for foreigners, that would retain them?

Yeah, maybe... yeah the things I told you. Because foreign people they are not here with their family, so they need... I think the company, if a company organizes events for example, some travelling or some events for the weekend, just gather some people together to make the foreign people feel

more comfortable. They are outside their house, outside their home country, but they have nice friends here and they are... You know, social activity. That's very important to me. For me, because I was studying, so my social life is really related to the university, but when I start working, my friends will also start moving to other cities to work. So when I will start to work my social life is just my colleagues and... So if there are some events just to get to know your colleagues next to the work, talking about other stuff, not just work. So it is good for foreign people, it is very good.

Are there other things specifically for foreigners?

... yeah, maybe the first time the foreigner wants to come, start working, they need help to find a house. It was difficult for me, so... Yeah, it can also motivate. Because if they say 'the company can arrange everything for me', and the first month I go there I can feel comfortable. So it is good for the people, foreign people, when you come immediately from another country... That's it... Another thing which is more important.. now I have enough holidays, but some companies do not have enough holidays. They just have normal holidays. Foreign people at least need ten days more holiday. Because they have to get back to their home country, that's not like a holiday. So they need to visit their family.

And specifically for females?

For females...

What would make them stay?

I think I said you the same before... Yeah, maybe it is not related to the company, they also need to find... because the females... the men can easily enjoy their life, but females are more sensitive. Besides the environment of the work, okay, perfect. They also need the environment, the area they are living in, in the city or... they have to like it. Because for women everything relates to each other. The men just have different boxes in their mind, and whenever they want they just switch to just one box and use it. But females, they have a big box and everything is inside it. So... the females need to be comfortable, they need to, next to their job, they need to enjoy their life. So, female is a bit difficult. Is it everything, just related to each other. If you are sad, you cannot work, because you are distracted because of what happened to you.

What can a potential company do to help females with those problems?

Maybe females need more, like, consulters, or psychologists inside the company. Maybe specially the first few months they come, maybe they need to talk with them and just feel relaxed. This kind of coaching stuff. I think it is good for females. And... I can see... My experience here, I can see it from other people... I'm from Iran, and many of my friends are foreigner, they are not from Iran, and I can see it in other females eyes also. I have a French girlfriend, and a Mexican, they have also friends. Yeah, they also have friends from France and Mexico, but they also have friends from all countries, but the men, the boys, they have the group. The Italian boys group, the Irish boys group, Dutch boys group, no they do not want to communicate with other cultures that much. But the females they want to... they are more enthusiastic about to know other cultures. So they just try to communicate with different types of groups. And, so, maybe social activities are better for females. I do not know... As I saw it here, they people are like this. The boys stick together. They accept girls definitely, but... they do not want boys from another country to come that much. But for girls it is different.

And what should a potential company do to develop you?

... Yeah, it is like... Maybe it takes time, but if the company knows my potential, and... maybe they can help by coaching soft skills or hard skills in the company if I need training, they can help me. If I want to work on another project and I need to be trained, the company can help me. Or if... if I... for myself it is I have problem in doing presentations in front of many people... so maybe by coaching they can help me to improve my skills.

I think if the employee think he or she belongs to the company, and they really like to work for a company, they feel comfortable to go to their manager or their project leader just ask them "I have these problems, I need to be trained in that part, I need to talk with psychologist, because I have problems in that part". If they can feel comfortable, they can say and improve themselves and work properly. So it truly depends on the company to give the employee, give them time. For example,

you give me the project and you ask me to do that. Maybe I do not know about what exactly you want, and what should I do? Maybe the first version I give you back, it is different than you expected. But I, okay, maybe I receive it full of comments, but I expect from the company to help me. You need to talk with someone if you need to do this, if you can improve it like this, and you can give it back to me like this. So, the company can make the people feel comfortable, than they can say their problems and also... they, sometimes you are perfect, sometimes you are not perfect, so give them time. That's it.

You said coaching would help for soft and hard skills. In which way coaching? How?

For example, when I need to learn some software, so I need to be trained. Then, maybe, just one person, maybe one colleagues, the one who knows properly, and he just explains to me for a few days. But sometimes it are very new software skills, and... I need to do some courses. I expect that the company helps me, because these kind of courses are very expensive. I expect the company can help me to learn the courses. If... it is going to be useful for working here.

And for soft skills... yeah... yes, sometimes it is like you have some kind of problem. Yeah, I have a problem in communication, yes I have a problem in presentations, and I have the problem to express myself, so... maybe I need some coach and I... Maybe the company can help me. But it is also related to that the company sees the potential inside you. If they see the potential and you can be a good employee for them, definitely they help you in soft skills or hard skills.

You said you need a coach. Is that someone for the long term, or how do you see that?

It is like... not long time. In my case, I... maybe I'm a bit confident, but I think I can handle the technical part. I want coaching stuff, because I have some goals in my job, and I really need to explain the subject properly and talk about the subject properly so that people can understand me. And... as a presenter... if... as someone wants to present I always (?) the sentences. And... I do not give a nice reputation. And for me now in this case, I need coaching to be good at that one. Here it is very important. So... I do not know, maybe I can solve it by myself, or maybe a coach can help me. I mean these stuff.

Should it be a fixed person?

... Yeah if there is a fixed person you feel more comfortable with her or him. But if they every time change the coach, no...

And, what should a potential company do to help you grow? Should they help you? Or should they not? If so, how?

... It depends on what you want to do, but I think if the company sees after two years you do not even grow and you just stay in the position you have been. You also do not like it. It is like you are not motivated, so you need a change. I think growing in, and progressing in a job is really, yeah is also important for the company to help you, but it is very related to yourself. That it really relates to what you want to do.

What should a potential company do to develop foreigners? Are there specific things?

They should maybe organize a Dutch course.

And... maybe, yeah not for us, because I'm studying here, but for the people coming from another country. Maybe they need to know a bit about cultures, especially when they come from Asia. Their culture is completely different. And it is not just actually Dutch culture is completely different from other European cultures also... and maybe if they just introduce the culture the first time they come. It is going to be good.

For the foreigners?

Yes, for the foreigners. Yeah, I got it eventually, but the people that just come directly from their own country. It would be nice when they have, they know the culture.... that's it.

What should a company do about it? Should they provide the course to get to know other cultures?

No, it is not about other cultures, it is about the country where you come in. Because for example for me the Dutch people are quite direct, and I get a bit offended sometimes. You know, maybe they do not mean anything, but for me if someone is coming to me and says "Oh, I do not like you". Okay, it is very common maybe here, but... okay I came from another country, I came from Asia, they are people, maybe (?), but they really care about what they are saying. So these stuff.

Do you think such a course would be of help for foreigners? Or...

Well, I think Dutch people also should take a course... Yeah I think so, they need it also. I think they need to tolerate other cultures also. If the company wants to be international the people inside the company should also accept other foreigners. I see, sometimes, in other companies, have only courses to communicate with your colleagues, like what you can do and what you cannot do. It is like you cannot say some joke, you cannot talk about religion, you cannot talk about politics, and you cannot... yeah these stuff. Yeah, okay, you cannot see any discrimination here, but I can see it sometimes. I do not know... maybe it is for both sides, they have to be in the middle. I really do not know if this works, because for foreign people they come to here so they need to fit in the culture, but the company wants to be an international company, so inside the company it is a bit different. Maybe Dutch employees should also know about other cultures and respect other cultures and not to be so much direct.

And for females? Specifically for females?

Honestly, I do not like some jokes. But... sometimes you cannot... if you want to be part of your colleagues, you have to accept it. Yeah, okay, during the lunch time, they talk about, most of the times, they talk about fun, they talk about cars, or they talk about women, or they talk about sex. Okay, I cannot communicate that much, I do not like to talk about cars, or I do not like to talk about phones, or I do not like to talk about women. But it is not about people from different countries, it is about they are men, so... I try to be like, okay, when they talk about women, sometimes I talk, when they talk about cars, I do not have that much information. So... yeah... but I do not like sometimes some jokes. Actually they understood, because I become quite and looking like this... I do not know how I should behave. Because they make a joke by themselves, and if you want to be like them, like be one of your colleagues, you have to laugh and you have to continue the joke, but in the female part of view, they do not like these kind of jokes. They immediately react with it. I have to figure out for myself, what I should do.

What do you think the company should do?

Yeah, I told you, there are some online courses on how they communicate with each other. Maybe it is good for... that you cannot tease your female colleagues like this, maybe it is going to be good. But I do not know exactly how it works if they do not make fun, if they do not make jokes, or they do not tease you, they do not except you as a part of them. And if they do, you do not like it that much. So I do not know, you it works. You have to ask other females.

So, maybe if there are more females inside the company, it really helps.

And what should a potential company offer you? Like working conditions?

... What do you mean?

If you... start working for a company you define working conditions... I cannot give any examples.

How do you say this..? Like what should a potential company offer you?

For my work? As a starter?

Yeah.

... I expect them to accept my knowledge and my talent, and they give me to work on a project on my own level. Okay, because, when you work as a starter, all the time you start at a lower level then you study, education. Just because you are a starter and the company is scared and bla bla bla other things. I expect the company to give me the job that really fits me and be at the same level as me. Otherwise, if it is lower, I do it, but I do not pay attention to it that much. I do not expect... I mean you talk with your manager, with your boss what kind of project you can work on, and... it is very important they listen to you, what kind of personality are you and what kind of job you can work on, and what type of work motivates you to work and help you to progress in your work. So they need to listen to you and they need to find a good project for you. And also, I expect them to accept my education and talent, and give me the same level.

Do you have other things that you think are important to the research, regarding the employment practices, attracting, retaining and developing?

... I think I said everything.

Okay.

Do you have any questions for me?

No.

Do you have any remarks about the interview?

No, but it seems the questions all relate to each other. How many people do you need to interview?

Depends on how much interviews I need to get a clear picture, but I think around twenty.

And all females, or...?

No, I have like three groups, I have one group of female foreigners, one group of male foreigners and one group of Dutch females.

9.1.11 Interview 11

What is a good employer to you?

Depends on the view I think. For example for an internship, that is my case, an employer would be the one that gives you a good learning base. An employer that helps you to learn what you have to learn and have that in mind. What I think is the case here... On the other hand an employer for a real career... I never really thought about it, but in an engineering career I think it is the one that gives you space to grow. And gives you place to believe in your own ideas, because an employer should not block your ideas because he's more experienced or something. It would block the engineering process I think... A good employer... Also when you have a career, how can I say it, I can foresee that you have a line to follow to grow in a company. That is really important for the motivation I think, because you know where you are going if the things go right. Without that you just do not know where you will be in the end, so why worry about what you are doing now... I think it is pretty much that. I never really thought much about it.

And... why is it important to you to have space to grow?

Because otherwise I think engineering is a lot about creations sometimes, at least in the area I follow. And if you do not have space to grow you get bored I think. You get stuck at some point. For some people that is okay, some people prefer to stay at a point and it is comfortable. But for me it would be boring if I'm always at the same point, so it is always important to have space to grow, to show your own ideas. I think you will give more contribution to the work you are doing... Yes, it is pretty much that.

We now talked about that for an internship you need a good learning base, is that also important to you in your career?

Yeah, you are always learning. It is a non-stop process, so... it is good when more experienced people are aware of that and instead of just doing by themselves which would be quicker sometimes, they have you learn it. So they teach you that so you can do it for yourself the next time. It takes a little bit more time, but in the end it is one more person who knows how to do it. It is all about learning all the time and that's important, because people want you forever, so it is good to pass the knowledge and not only from person to person, but also to have it registered. That is also important, because when you need to do something and you know where to find how to do it, that's way easier. This knowledge pass really important.

So the learning base, the space to grow, the believe in your ideas, and also that a company gives you a line to follow to grow in a company make an employer good, are there other things that makes an employer good?

... Maybe it is also the employers' responsibility to create a good working environment. You have to feel comfortable where you are working, to work well.

And why is that important to you?

Because... if you are not comfortable where you are working, you are not happy to come to work every day and spend eight hours a day or sometimes a little bit less or a little bit more. In the

beginning it does not seem important, but when you think about a career and you want to spend years on that it is critical I think. Because you have to keep people motivated all the time and that's not an easy task. And I think the environment is a good part of it. Not only the physical environment, but also between people. So I think it is the employers' responsibility to promote this interaction between people. Because they work together. If you are not on the same assignment, or they are working together (?), at some point it will matter I think... More about a good employer or...?

Yes, if you have.

Okay, let me think... Yeah, along with the environment comes the structure to work.

The structure?

Yeah...

How do you see that?

For example, for research and development in engineering, good computers are important because you are going to work and then your computer gets slow and you try to do things and it gets problems and... blocks your work. And that makes anyone really angry I think, or annoyed. Sometimes you have some problems and you lose one or two hours of work. So keeping a good structure allows you to work better and does not make you annoyed about it. It makes you happy that you managed to do your work well with no other things on your way. So... computers, chairs, everything that comes down to the structure you need to use for your work. You should think about it... parking space, if you have to search for half an hour for a parking space, it will matter to your own motivation to be here. All the structure you use, to come to work and stay here is important.

What should a potential company do to attract you?

... As an engineering student, or graduated, or a foreign worker?

We start with you, just you.

Okay...

When you start looking for your first job.

Career opportunities for sure... Like I said before I would like to be able to see where I will be in a couple of years if I do my work right. If I'm a good employee I would like to see where I can get with that. I think that is a bit specific for me. Opportunity to change base from time to time at least in the beginning. Some companies have a lot of that. It is not really possible for every company to do that, it depends on the area or something like that, but I was raised moving from city to city, every three or four years. I liked that change, so for me that is a bit important. I do not want to be in the beginning in the same city until the end of my career for example. In the future it will be better, to have a family or something like that, because then it is harder if you move too much. Yeah, in the beginning I would like to move around a bit. Maybe within the country, maybe over the world. That also gives you the sensation that you are moving forward.

Also... a challenging job I would say. ASML is a good example of that, because it is always on the edge, so you will always have the challenge to pass through. And that also gives you the feeling that you are moving forward, because doing the same job all the time is maybe too repetitive. So if you are always have to deal with a problem... the problem that you have to solve in order to achieve something bigger, that would be a job that would attract me.

Companies where I can see the good environment like I said, because... I worked in a group of engineering students in Brazil, and we had some problems with that. During the first semester, we had a leader.... during the semester I was the leader. We had to deal with some problems and the structure of the room and we had some psychology students to help us with that. They could see the importance in it. It is really important a good environment to work. I would like to see that in the company, to see that it is not everything rigid, and everybody being really cold with each other. It helps to have a nice, not only team integration, but the company as a whole I would say. And it is easier to see when you are already working there, but it is not very hard to see it from outside too. Like if you go for an interview or something like that. So... that is something I would if I will work for a company... Let me think...

Also companies that try to inspire the teamwork. It does not have to be exactly the same things, but for example here in ASML in the group I'm working in, the room is just a big room with a lot of desks and computers for everybody, so it is not that everyone has his own room or so, and even the high posts are quite in the same room. That promotes the teamwork, because you are always there, you are always passing by each other at the coffee machine, so you do not get blocked to just ask something, generate some ideas. And again, I worked like that in Brazil too, and I do not think I could, or at least I would prefer to work in another way. I think it is a really good way to work with people around you and giving you this situation of the whole... Yeah I was not really thinking about this for one year at least...

That's no problem. I hear that more of other students. It is just how you think about it now. And you also spoke about career opportunities, like development opportunities. Why is that important to you? And how do you see the career opportunities?

For example, I think here in ASML you have the lines to follow. In some job you just work and you keep working until promotion appears. You get promoted or you go away. Okay, but I would like to plan for myself too. To really see where I can get. I will be working for something around this amount of years, and if I do everything right, I can get to this position or I can seek a position for example. I like that job at that company, I would like to be there someday, what can I do to go there, and the company should give me the way "You could do this and this, if you keep working for this amount of time, you can achieve that position". Because... In this way I will not be working wondering when it will happen. I will be seeking something and it will be a goal for me, a professional goal, and it will help me to keep working, to keep doing right, so that is important to me. I do not think I could work without getting this kind of view where I'm going, or at least where I want to go.

And what should a company do to help you with that?

Show me the ways. For example having defined the positions and have requirements for people that want to apply for that. Probably there are less positions than people wanting them, and not everybody will be able to get it, but if the company has clear requirements... for this positions you have to be working here for this amount of years and you have a good interpersonal relationship, that's what you need for this position. Then I will try to achieve that or try to show that I can do that. In another way I would not know that, or it would not be fair if there are more people wanting that position, and it is not clear what is necessary to get there. So... if the company just makes it clear, it is fair enough for everybody and you can go for it and get what you need. That is, for not having a true, solid structure.

And... how can a potential company reach you? So you do not know the company yet, you do not know where you want to work for yet, how can a company reach you?

Well, getting known at universities. That's where you could start. Some companies do presentations at my university. Normally when they also have a selection process open, but not only that time, so it is important to... because when they only do that if they have a selection process open, people that are graduating will be there and they will seek for it, but people that are not probably will not give it any attention and will forget about it. So if you keep refreshing, people mind with the idea, okay this company seeks these and it would be nice to have good students, good graduated people working for us. So I think people will start planning to work for that company. So they already know the company. They have seen some presentations, they know what it is about, they start planning to work for that company when the time comes that the selection process is open. Way more people will be attracted.

At the TU/e there is the recruitment day, a lot of companies just go there with some employees to show what the company is about. They are there for student questions. That is the way I got to know ASML. At the first place we had a presentation there, and it is a really effective way I would say. Because, well, everybody that will be an engineer one day, will be a student first, so if you get to the students, it will be okay in the future, because actual engineers will know the company already. That is at least the experience I have, because after graduating, I do not know how I can get to know a company besides this. For example if I would be already working in a company, and another

company wants to get my attention, I really do not know how they can do it. Probably marketing... general marketing I would say.

So you expect them to contact universities and do some promotion over there?

Yeah, I think it is an effective way to get known by people.

And... where do you look at at such events? What makes you feel attracted to a company?

... The subject first, if the subjects interests me more than another, but the company is not able to change what they do. So... sometimes it is wise to give a presentation on a more broad subject. Things that might be of interest of a big part of the students. For example... an automotive company, if they go and just we need people in the engine area, so we just give a presentation about engines, and... try to attract that people, but if they do about what people can expect about cars in the future or what are the new researches, something that is more from general subjects, will attract more people to the presentation and the people will be already there so they will not leave when they start talking about the company. That would be a good thing to achieve a bigger audience, and a broader audience as well. I would look more for an event like this, more general, than very specific. I would only go to some of the specific ones, if they are really in my interest. And inside the university there is already a good communication system, so once you dominate at university it will not be hard to let people know that that will happen.

And where do you select companies on? What makes you apply for a company?

Well, the things that I said before. If I can see that the way coming to work is good, if it is matches with my personal feelings about that, and... if the job that they are offering is challenging and interesting, and also... when it is well to find it. Because some companies are... when you look at websites, if I will look for a job I will look at websites of the companies I'm interested in, and you see there just upload your CV here and you will see, that does not give you a good idea of what really will happen or what you are applying for. Then you will be exited for an answer about it, but already thinking if you will accept it or not, because you do not know what they will offer you and you already applied, so you will sometimes not even apply because you do not know what it is about. And you should have a well defined offer or offers. People can look there and chose what is best, and when they are expecting an answer for it, they will be already interested and really trying, because they already know what it is about, they already know what they are going to do, and with whom they will be working with. It helps to chose a company, because it also gives you the feeling that the company is really organized. It was something that really mattered to me. In the beginning when I was searching for an internship, in some websites you only find... and also my friends were looking for the same kind of internships... and some companies just had, send me your CV and we will see if what we have for you, and they do not give an answer for a while, and if they give an answer it is not really concrete, not really an assignment. Here, at ASML, that was different. I could say "I want this". I chose for a more broad assignment, because that fitted the best for me. But people that are already more sure that they want to work with specific subjects it would be easy to chose I would say.

You also talked about that you look at the website of a company. Do you only look at the vacancies on the website? Or are there also other things you look at and are important on a website?

... I do not know what the English word is... The principles of the company, I always look at that, because I learned that it should match with your own, otherwise you will be a bit dislocated. So if they match and if they go in the same direction of the company, and... the company cannot have employees that are not going in the same direction. At some point it will (?) from one side to another. General information about the company I always look at. Because it is a way of seeing how the company wants to be. Because in a website they always have information they want to share and it... a good way of seeing what a company is about or what a company wants to be... so... in a website I also look at this part... Yeah, normal, general information about the company... Also the history of the company is always interesting... And... vacancies.

And in the vacancies, do you only look at the kind of assignment, or are there also other things that are important?

Yeah, it would be more or less what the assignments are about, the background needed for it... because the... sometimes the background is not exactly the same, but it is interesting, so I can maybe

while I'm applying try to fit that background in the mean time. So if the background is stated clearly, it really helps, because people can try to achieve that before really starting the internship or the job... Yeah, I've only looked for internships, so... I would talk more about that. Also how much time they expect you to work with that. They have more experience with that subject than you, to say this takes so much time. And just to see if it matches with what I'm intending to do... I think this is all about the vacancies. Also of course the allowance of it.

As in salary, as we are looking at a real job?

It is not the first thing. It is information that adds, but it is not the main information. Because either for internships or a career, it does not matter if the salary is really good. It has to be a job I really want to do. So... It is complementary information that helps, but for sure it is not the main thing.

What should a potential company do to attract you as a foreigners or to attract more foreigners?

Well, the official language of the company should be English. It is really important, because even if you are located in your own country and even it is a language that normally foreigners speak when they come to the country. That's not really the case in the Netherlands, because the Netherlands is a hard language to learn, well it is for me. Also because you have the culture of speaking English. A really big part of the population speaks it fluently I would say. So it does not give people the necessity to learn it. So when people come here they just think it is a bit hard to learn, they all speak English, why will I learn. In my case, the plan was to stay for one year here, so I tried to learn, but I spend two months on it and this semester I wanted to continue, because I'm interested in it, but my timetable was not really good. But... in any country... people going to Germany often learn German before, France the same. So the company should establish an official company language as English. It will get connected to the whole world automatically. Not only with the employees or with the customers, and any employee that arrives at the company and wants to look up some information, if it is in English already, like it is already the universal language I would say. So... for foreigners it is really important, because than the language block goes away... Also, besides of that, well, stating that it is an international company. This already gives you the feeling that it is. So you do not feel blockaded as a foreigner. Here is a good example of that; a lot of foreigners do not feel comfortable, and... I do not know how to say... to keep them.

That will be in the next question, so we will continue to how to retain foreign people. Well, we will start with you again. What should a potential company do to retain you? I know it has some overlap with the previous questions...

For example if the company has a canteen and once in a while I see a dish from my culture there, it is a nice thing and it gets you... let's say, it gives you the feeling you are a little bit more home.

More things... The company... promotes interactions between foreign people, because normally foreign people, when they are working somewhere, they are not only for the job, they are there to get to know other cultures or more people. And... if that is one of their goals, if the company helps you to achieve that, promote the interaction between different cultures. Here it would be some specific Dutch events, or specific Dutch things, and... offer that to the employees. Foreign people would be interested I would say...

Well the language is the beginning, so that's not really a retaining parameter... I do not know, maybe I'm not really demanding on this, because... I do not know if I can think about other things right now...

You talked about getting to know the other cultures, and learn about the Dutch culture for foreigners. How do you think the company can help with that?

That applies more for big companies, because a small company does not always have the ability to do that, but for example... there was the BBQ of two months ago. These kind of things. Or maybe more... culture specific. For example an event that really connects with the culture of the country or even other cultures. There is probably a foreigner in the company that is from a different part of the world. And then they get in contact with him, like what can we do for an event of your culture. That would be nice for everybody to know... Yeah... let's see if I can give another example... Something like the young ASML BBQ, but then about the Brazilian culture, so a Brazilian BBQ, because it is

different, And then you put specific music and it will be from another culture and it will be nice. I do not think it is a hard thing to do, so... it would be one thing.

Are there other things that would retain you? Like these are things specifically for foreigners, of course this would retain you as well, but are there other things?

Also for foreigners?

Yeah... or just for yourself first.

... For myself... if I at some point see that the career path is not clear anymore to get me thinking about if I should stay or not. So keeping it clear, or refresh it in the employees' mind, that's an important thing...

Yeah... and maybe if a company tries to push me into some role I'm not really interested in, it would also get me thinking if I should stay or not. So sometimes it is necessary, like we had to transfer people from here to there, but that should be with special occasion, because it can mean losses to the person... I do not know what's more, I think I'm just not really demanding.

Are there other things, next to the canteen, where should be dishes from other cultures as well, to feel a bit more home, and to promote interaction between foreigners to get to know other cultures and to get to know each other. Do you mean with this interaction only the foreign people or also the Dutch people?

I mean everybody, but, because people in a big company from different places will not be always working in the same area or in the same department, so... it needs a way to promote the interaction between them. Here Dutch people are a minority, so it is not very hard to interact with them. So the focus would be between all the foreigners, but not excluding people from the country itself.

We also talked about the language and events, to promote interaction, and for you it is important that the career path is clear, and that the company does not push you in a role...

Yes, sometimes a company needs it. Sometimes there is a conflict about what the employee needs and what the company needs, but... if the company does it in a way that they are not forcing anything or pushing anything, but in a way that... the employee feels so connected to the company already that the employee might do some sacrifices, not really sacrifices, but if the company keeps the relationship with the employee, I would do that for the company, because I want to see it grow as well. So... it helps for an employee to take a role or a position, that is not really of your personal interest, but helps you to not lose the employee because of that.

Okay, then I think we covered that question as well.

We continue with how a potential company should develop you. You talked about having a career path, so you need to have a line in that. Are there other things?

About developing... The company should invest in trainings for the employees, because it is good for both sides. Some companies might not want to invest in their employees, because maybe they will learn too much and leave and then we are wasting money. It is not like that. You should develop employees, because that means more... better employees for you, so... And if you cover the part, the problem that might get your employees out of the company, then you do not have to be afraid in investment. So trainings and courses, and... even simple presentations once in a while are important.

And what kind of trainings?

Well, there are the technical ones, that are more specific, some trainings about life quality at work for example, things that are for general efficiency, like how can you improve your efficiency in work... Sometimes I've already read articles about that, and it is not hard to give a training on that and it will get people interested. Because I guess everyone wants to know to do better at a time, and it would be good for the company, because the employees will use the time in a better way. And there are these two lines in technical courses, general and for everybody.

Good, and you also spoke about courses. Is that in the same area?

Yeah, I think they are quite the same. Just systematically different.

What should a potential company do to help you grow? Are there other things, next to those three things?

Well, one thing that I already saw at some places, like not everybody does a master right after the bachelor in Brazil, like the semester is already specific, you already start with a thesis in mind. Some companies invest in that. They pay semesters for the employee, in exchange the employee does his thesis on the subject the company already made. So that helps the employee to grow, it would get more advances in graduation and the company gets a research in a subject they need. And also some... companies reward personal growing, for example if you achieve they pay for your master or for your course. You get points if you achieve something, so it is one more thing that motivates you to do that. So it is also a good way to investigate in developing. Not only giving it to the employees, but rewarding the one that are working for it.

Are there other specific things that a company should do for foreigners to help them develop?

For foreigners... I do not know... I do not think there is a distinction between foreigners or non foreigners. This counts for everybody I think. Maybe a language course offered by the company.

In English or to learn the local language?

The local language. It would be one thing I would do. Also because I think getting the language goes along with the culture. You cannot separate them. So also the transmission of the local culture... That would make the foreigners more at home as well. Because he feels more connected with the local culture.

What should a potential company offer you, like in working conditions?

I'm not sure if I understood the question.

What should a potential company offer you?

In what sense exactly?

As in working conditions?

Okay... Well... Starting with something I did not see before for example, transportation, it is an important matter. For some employees it is just hard to get to the company, or it is just far. So the transportation should be good... have a good structure, like I said before. If I come to work every day and I have to sit in an uncomfortable chair... Also... a good... it seems small, but after some time I think it is important, to be able to lunch. Like here it is very common to lunch at your work place, in Brazil it is not that common, so it is important that the company offers you ways to get a good meal. I think this counts as a working condition. Yeah... and then comes everything I said before. The environment and... the equipment and everything you use for work they have to offer. I mean the employee should not have to bring anything along to be able to work... I think it is that.

Do you think other things might be important for this research, regarding attracting, retaining and developing a diverse workforce?

... No... no I do not think I have more than I already said.

Do you have any questions for me?

Is this research going to be available later? Like when you finish it?

If you want me to, I can send it to you by e-mail?

Yes, I would like that.

Do you have any remarks about the interview?

No not really. I would say it is hard to have a really open interview and you cannot direct in person, but I think it was good. I was comfortable in answering questions and the flow was good I think.

Good to hear that.

9.1.12 Interview 12

What is a good employer to you?

A good employer... The one that gives you confidence to develop your own ideas, but can also orient you when you need help. Yeah, I think that is the best combination for a good employer.

And why is that important to you?

Well, because in my country that does not exist. Normally in Mexico what you do is you always follow orders and if you do not do what they ask you then it is always ten other ones that can do it. So you do not have the freedom to be yourself during the work, you need to follow patterns. They are already established, so you cannot be creative for example. That's something I do not like.

And... you also spoke about that they should orient you when you need help?

Yeah, because you do not know everything. Normally there are always new things and if your employer or your boss knows how to help you with this, it is better for your development. In Mexico that also does not exist. Normally the bosses are worried that you will get into their level, because they could lose their job. So they always let you down, do not let you grow and when you need help they do not help you either. So that's why I do not like to work in Mexico. That's why I searched for a company abroad.

Are there other things that make an employer good?

... Well, also a well-paid job, that's also important. And that it is challenging. Especially for me I would like my job to be challenging otherwise I get bored.

And why is that important to you?

Because it helps you grow as a professional. And also when you achieved one big challenge, you get the feeling of "I did it", and if there is no challenge on it you will get bored and when it is boring you will not enjoy it anymore.

That's true. And you also spoke about a well-paid job. Why is that important to you?

Well, I come from the American continent where everything is made of what you do, you obtain. Is a very capitalistic country. Not just Mexico, but in general the whole continent. I was raised like that. If you are going to do a very important job, it has to be some kind of remuneration back. For your effort and your knowledge. So if you do a big job, also something has to come in your direction.

So you talked about that you should be able to grow, that you should have a well paid job and that the job should be challenging. What makes a job challenging?

That... Challenging is when you have to put from yourself to make it a success, even when you do not... some things you do not know, some things you have to explore, and if you have something you do know, you can combine them. That makes it challenging. Yeah...

Are there other things next to those points what makes an employer good for you?

Also that it is... Well, that it has a nice ambiance of working. That you could have the freedom to just talk directly to your colleagues or to your boss or when something is a bit wrong, or when you need advice, or... just for a chat also. Sometimes that would be also nice to have.

Why is that important to you?

Because I'm social, I'm a social person, and I come from a very social country. So it is hard, and I experienced it here, when you are working with someone who does not talk to you. Because he is so concentrating on what he is doing that he has no time to talk in between. So that's a bit uncomfortable. There should always be some kind of balance between work and social part... Yeah... Otherwise (?).

I can imagine. Are there other things?

... No, I think it is pretty much it.

So the employer should help you grow, he should pay you well, you should have a challenging job, and you should get a good remuneration for what you do for him, and also the ambiance should be good. So he has to create a good ambiance, or...?

Yeah, I think so.

How can he do that? Well, what parts in the ambiance are really important to you?

... Well, first of all that you have everything you need to do your job. That he is the first one who tries to make the interaction between the colleagues. Because, at least in engineering, people tend to be too much into themselves, and it is really hard when you have to work together, if the other does not share or does not talk to you. Normally the boss has a certain authority to create this environment of conversation and group work, and that kind of things.

Well, now we go to the attracting points. So you do not know yet for which company you will work, so before that. What should a potential company do to attract you?

Well first of all to be in the area of my expertise. To have a job in this expertise. That what they are doing is pretty much high tech. That what they are doing has an importance in society. And that has a lot of challenges by itself, what the company produces. Because then you know that it will be a challenge for you also, the work of them.

You said that the importance in society is important to you. Why is that?

Because a company that only works to obtain money, and not to give something to the people. I do not feel that is doing it (?) for society. I mean society already gives you a lot, and therefore you are growing so much and therefore you are a big company, so also this kind of requisition of you as a company for society to give something back. Some companies do it by some kind of funds, sponsoring, or these kind of things. So... they are active in social activities. I come from a country where half of the population is poor. It is important that companies that get a lot of money, get a lot of the country, can also give something back.

Are there other things that would attract you in a company, next to...

Well, those things are the main things I think that will attract me.

Are there other things that would attract you?

... Also that they have all this facilities for the workers that also makes the workers life easier, because you are working for them.

What kind of facilities?

Sometimes they have... health care programs, or they have kind of discounts or something like that into sport centers or insurances or these kind of things that normally a person by himself is very expensive to pay. But if you are in a big company they could get a cheaper price for that.

And why is that important to you?

Because I'm a foreigner and as a foreigner it is very expensive to pay all the services and insurances that you need here in the Netherlands. So... And also because they already know what you need. You come from a totally different country where things are handled differently and when you arrive in the country where you have not managed the language and probably you will not manage the society either on how things work, it would be really good if you have the back-up of a company that could tell you "this is the best for you". That is also helpful.

How could a potential company reach you?

How can they reach me?

Yeah...

Well, mostly I think through the universities, because those are the first contact with us. The university employment fair, these kind of things. More because since I'm a foreigner it is more difficult for me to call to an agency or something like that because of the language barrier. But in the university they always have these kind of offers, posters and information about companies.

Are there other ways?

Some other ways... I'm not sure, because it is more easy, because they could just go to other fairs and other things. But for foreign people, we are limited for our language and culture barrier to know what to do and where to go. It is easier if it is directly through the university, at least you can trust when it is coming through university. For the rest you are not sure, because you do not know it.

--- Drinking coffee ---

So we were talking about how a potential company can reach you... Well, you said, by university, but imagine you being in your home country, in Mexico, how could a company in the Netherlands reach you?

There is in the university I studies in Mexico, they have a bank of employment where all the companies, that are searching for students with a certain level of education, can register and the students can apply to the jobs they offer. It is an online bank of employment and they can register through it by the university in Mexico. It is not the only university that has it, but also some other universities in Mexico have these kind of service. It is not just of benefit for the company, but also for the employees of the university, because somehow they get closer.

For their connections?

Yeah, for their connections.

So every university has like some sort of website...

Yeah, an employment bank.

And, well, you hear about the company from these things. How do you select them, because there are a lot of companies, on which criteria would you select them?

... First of all, for the job they are offering, in which area it is and what are the specific specifications of the job. Where do they need exactly the person for.

Then for the type of company it is, which company it is, what is the background of the company.

And then the location of the company also, because for example in Mexico, if you live in the center and there is a very good job offer in the north, but in the north we have cartels, so you would not risk your life for a good job. So you will look for another job in another part. That is also very important. And of course how much they are going to pay you for the job.

You said you would look for the background of the company. What attracts you in that?

What they do. For example I would never accept work in a company that makes weapons, because I'm not in the favor of war and those kind of things. So I do not want to be responsible of building something that will kill someone. That is not... And even when it is so high tech, I would never do it. These kind of things. So if it is a company that is making something in electronics, than you know that everyone is using them and that they are really important in this society, then it is interesting and it is a good job. Or a company that works in health care also, that makes the machines for operations and that kind of things. That is also interesting and that is also a company that gives something to society somehow. Yeah, that is what I select companies for. For what they do.

And when you have heard of a company, what do you do? What are your further steps?

Well, I send my curriculum and my letter of... how do you call it?

Cover letter?

Yes, my cover letter. And, yeah, and receive if they are interested and have an open job, to show my interest in it, and... Wait and see if they are also interested in me.

And you said you look for the type of the company, the location and the salary. Where would you do that?

From making a research about the company?

And where would you look for that information?

On the internet probably. Searching on the website of the company, and read some reviews about the company...

And when you go to the vacancies, and you want to apply for one of them, where would you look at in such a vacancy?

What is the job related to, what is the company expecting me to do... because it could be something that is in my area of expertise, but it is something I do not like. If I do not like it, I do not want to get stuck in it for years. So it has to be something that I like to do, in my area that looks, that is has a future what they are doing. So it should look promising. That's the main thing.

Do you think there are special things if you focus on females, what a company should do to attract them?

I think that the problem with female engineers is starting in the bachelor. There are not that many girls attracted to engineering and I think that is more because of the stereotype that girls should go to social and humanitarian studies, and not in engineering. Engineering is for guys. So it is already starting from that point, because the girls that normally are finishing an engineering study or go even further, a master study in engineering, they already know what they want. They are already more sure about what they like, and what they do not like. If a company... they apply themselves, so it is not that difficult for companies to get girls, if they are girls. That is the main difficulty, that there are just a few girls in these studies. It is not that they do not like to work in a company, but they are not girls. For example in my master Systems & Control, there are just two girls, and in my bachelor in Mexico in a group of seventy, there were also only two girls. So, because the other girls are not

interested on that, or they never get information about it. That could be why they do not chose for engineering. It is always a stereotype that it is for guys.

Could a company do something about that?

Yeah, probably, normally when you finish high school, when you are at the point of deciding what you want to do with your life, you always get invitations for open days in companies or something like that. Where companies have the opportunity to show that girls could also be part of it. What a girl can do and what it is, how fun it can be, or yeah, I do not know, to get their attention in some way. But I think it is something they need to promote way back, when they are starting the studies, not at the end.

If you look especially for foreigners?

foreigners... I do not get it...

Are there some specific things that could be done to attract foreigners?

To attract foreigners... Well, the way I got here was through my university in Mexico. The university of Eindhoven made a promotion in my university in Mexico about their study program, and about the scholarship program. Because for a foreigner, from America, Africa, Asia, it is really expensive to come here and to study here. Not only because it is a change of coin and everything is more expensive, but also because the tuition fees for foreigners are three times more high than for locals. If you have to pay it for yourself, it is very difficult to pay. And more when you are coming out from Mexico and you do not have savings, or you do not have a job. That makes it even more difficult. So by a scholarship program it is easier to get people from abroad. Yeah, in my case ASML gave me the scholarship and that's how I came here. Without the scholarship I wouldn't probably be here for sure, because it is too expensive.

Do you think there are other things specifically for foreigners to attract them to go abroad?

... Well... Maybe some... I do not know... That the company helps the person that arrives here, because that is also a problem. Normally all the... The most difficult part is all the expenses you need to do, to come here to start up abroad, because you leave everything back. So that makes it really difficult. You have to start from zero and you do not have anything to start with, so that's really hard, and that makes the decisions to be (?) for a long time.

Okay, the company should help you to arrive. What should they do for example?

Help you for example with all these documents of coming. Because for example when someone from Mexico goes to the United States, that's really hard. But if the company is offering you a job in the United States, they are the one to do all the paperwork for getting you a visa permit, or job permit, or everything. And... they also give you some facilities, renting you a month of a house, while you get (?), and also rent you a car. Like they give you all the facilities in the beginning for a month or so, for you to start up and start looking for yourself. That's at least how I know it works in the United States. When they take someone from Mexico to work there. For example my dad recently to Chicago, from Mexico to Chicago, for a job. He was working in a company in Mexico, an international company, and he became... he did a very good job, so they wanted him in another company in Chicago. It is just part of the same organization, but in Chicago. But for my dad to take that decision, it was like "you are asking me to leave everything behind". For the company asking my dad to go, but my dad said, "but you are asking me to leave everything here, so you need to help me to go, otherwise it is very difficult". So they gave him, as I told you, a month of facilities for him to adjust, and also he could take my mum with him. Because it is like, you come, but you do not have to leave your family back, so that's nice. So now they are starting up in Chicago from zero. They just arrived there a week ago, so... I mean it is nice, because it is a whole new experience, but it is also emotionally difficult, but it is okay.

What should a potential company do to retain you?

To retain me... Well, I think it depends on the job you are doing. They need to have a continuous interesting job for me. I mean, when you work for a company, they give you projects to work on. If you finish one project, they should give you a next one that were expecting before, like challenging, that you like it.

And also that it gives you opportunity to grow. If you start at, I do not know, engineer, you can grow to manager if you want to. And then they help you to get there. They can teach you how to grow in the company. Yeah...

Are there other things?

Let me see... I think also that the atmosphere should be still nice and that you enjoy working with the people around you, because when the job is nice and the people around the job are not nice, then you do not enjoy it. So that is also important.

Are there other things, next to the continuous interesting job, like challenging work, opportunity to grow and the atmosphere, that are important to you, that make you stay in a company?

I think those are the main ones... Let me think... I cannot think of any other one... no. I think those are the main ones, I'm not sure. I will consider something else.

Are there some specific things for foreigners to stay in a company?

Well, they could keep renewing your visa, otherwise you cannot stay in the country.

: Are there other specific things for foreigners to stay in a company?

Maybe they should help with the integration in the company, like language courses, or cultural courses about understanding the culture around, what you need to do, when you need to go to the police for example, these kind of things...

Well, you talked about helping with the integration, by language courses and cultural courses. For whom should be the cultural courses?

For the persons who come from another country, because sometimes there are things like "why do I have a free day today", I have no idea, and "why are not the supermarkets open on Sunday", those kind of things that you do not know until you face them. So it is important first to understand what is happening around you to feel yourself comfortable. If you do not understand it, you will not feel comfortable. I think it is important.

Are there other ways to make sure they get to know the culture?

... I think there could be some kind of courses about the culture. Yeah it could also be done by the colleagues, explaining what's happening around you. Because people know what is happening, but you do not know. So when you ask they should be open to explain in detail what is happening, or they could help you with what to do in certain situations, like "how can I use my medical service", or "how can I report to the police", or "how can I do this", that is either your boss to tell you, or he should send you to someone who can tell you about it.

Are there other ways you think how a company can retain foreigners?

Retain... Well, I think, the most important is that you feel comfortable where you are. That you like the job, that you like the way you are living in the country, that you feel integrated also. Because I've seen it with some colleagues here at university, they are just studying here, they have the opportunity to go back to their country after one year, or after six months, they are totally depressed, because they cannot adjust to the society. They do not know what is happening, and that affects their development at school, and yeah with their projects and everything. It is like if you do not follow the group, you cannot work well. That is important.

So the most important thing is that they can get to know the local culture?

Yeah, they can get to know the local culture they can get to know how they can move here and there and what to do when something is happening and they have someone to go to, if they need to ask something. Because you are alone and you do not know anyone, it is a hard start up, so that is a difficult part. And after a year, you are still in the same as the moment you arrived, that's very uncomfortable. You will not like to stay if that continues.

And are there also specific things for females? That makes them stay in a company?

I think that they should be treated as equal. I should be treated like a colleague, not like a girl. Sometimes in companies it is like, they treat girls different, and that's something that should not be. We have the same education and we can do the same stuff, so why should I be treated different.

In which way should you be treated equally?

Yeah, when you are working with some colleagues or something like that, that they take you as seriously as guys for example. Or, yeah, I think that is the most important. At least from my

experience in Mexico, what a guy says is more important than what a girl says. It does not matter if they have the same education level, it does not matter if the girl knows more, but just because it is a girl and a guy, they take more into account what the guy is saying. And that is really annoying, so in my case it is really important that you are considered as equal in all sense.

And... are there the other things than being equally treated? What can a company do to make sure, or how can they help?

Well, it should be part of the culture of the company that they promote equal treatment for everyone. I mean it is not just equal treatment between genders, but also equal treatment between cultures. Not because you are Dutch or you are a foreigner, that should be the same also.

And how could a company promote that?

Well, it should promote some tolerance and respect for the cultures. If you are an international company and you have people from everywhere then you should promote starting from the heads of the department, that the people should be treated the same.

And how could a company help?

Probably they should give some... I think they have some kind of groups, kind of social group techniques, that they show by experience, how to treat people equally. There are some social studies, where they do this, I do not know the name of them, but they... do kind of integration project, I'm not sure.

We go further with developing. What should a potential company do to develop you?

To develop me... Well, courses of things I do not know, things that I need to know.

Also... by putting me in a project where I could grow more, that I can grow by experience, not only by learning things from the books or some theory. Experience teaches you more than the books. Yeah, I think those are the main things, I mean, you get courses if you need them, that they encourage you to grow by working in teams... Yeah I think so, those ones.

You spoke about courses. What kind of courses do you mean?

Normally they are about the hard skills you need to acquire for the job. I mean you have a certain background, but that does not mean that you know everything about what you need to do.

Sometimes you need a bit more theory, that is hard to obtain by yourself when you are not longer in university for example. So, they could provide these courses... Yeah, I think that's it.

Are there also other things the company should do to train you?

Yeah, because it is also part of getting to know the company and how they work, and... the only way to learn it is with training courses. That they just help you to get to know them.

So for the integration within the company?

Yeah. You would feel uncomfortable if you arrive at a company and you do not know how things work.

And what kind of things do you think are important in that integration process?

... It is important to know how the process are that they follow to do things. Because it is different from company to company. It is important to know what they are expecting you to do, also. How do they expect to get results back for example. Maybe you did it, but not in the way they expect it, that is also different...

And are there also things the company should do to help you grow? You already said growth opportunities before, and of course trainings and courses are part of that, but are there other things?

Maybe when they give you different tasks to do. I mean you can start by being part of the group, but then you can also grow to the one supervising the group. It is different when you also do the math work, the (?) work, that you have to be aware that everyone is doing their job. That is also of help.

Why do you think that's important?

Well, some persons do not like to be in different tasks, some are specialized in something, but in my case I like to be responsible for other teams. I'm more dynamic. I cannot stay doing one thing all the time. And, yeah, that also, that you are focusing on different things the same time, makes you more awake. I like that part. You do different things and then you learn from different things. So...

Do you think there are special things that companies should do to develop females?

: ... Well, I'm not sure, because if you... I like to be treated as equal, so it does not matter if it is the same training that is also given to the guys. Not asking for any special training kind of things. I mean you are already there, and you are already equal, so you should be able to handle things equally.

You should also get the same opportunities as men.

Yes.

Are there special things a potential company should do to develop foreigners?

... I think it is also, they should be treated equally, that's important, because when you are a foreigner and you know that you are treated differently as a foreigner, then you have different trainings, that is not nice. When you arrive there, it does not matter which nationality you have, they should get the same opportunities, the same treatment, the same training.

Probably in English... The trainings should be in English. It would be too difficult if it would be in Dutch.

You think also other things should be in English or...

I think everything should be in English, because even when the foreigner get the Dutch or the local language courses, you will not speak at the level that the Dutch person does. That's really hard to do. And more in a technical conversation, that is really hard to do. I think that everything should be in English.

And what kind of working conditions should a potential company offer you?

What kind of working conditions?.. Well... how can I say that... What everyone offers when they, that they offer you the opportunity to grow, that they offer you facilities to get your health insurance, your visa, that you get, sometimes even to get housing in the area... Those things are important. Also that the salary that they are paying you is at least sufficient to live in the country. Yeah, I think those are the important ones.

Do you have more things maybe?

... Well, I think I already told everything before.

Do you think there are other important things for my research, regarding attracting, retaining and developing females and foreigners?

... Let me think... Maybe the part of the promoting the company in other countries. That is important, because I know there are a lot of people in Mexico that would like to work abroad, but they do not know how to do it. So that is a limitation. So probably the promotion of the companies for getting people from abroad. That is important.

And also because the education levels are different. A bachelor here does not have the same level as the level of a bachelor in South America. So it is also... a bit difficult for a person to apply to a job, without having studied here for a year for example, to get an equal level. In my case, I did a master, then you get the level of the Dutch people, but my bachelor is in mechanical engineering, it is different of level. That is also something companies need to consider if they want to bring people from abroad, either they have to ask for one level higher of education than the one they are normally asking here, depending on the country, or they should offer at least one year of education here. Because it is not the same.

Other things you can think of?

... No, I do not know. Well it is also depending on the cultural background I would say. I know a person from Latin America. Her cultural background is totally different than the background of someone in Europe for example. They way on doing good things, the way they receive things, that should also be taken into account when you try to get people to here.

So not only the promotion, but also how you get to them taken into account their background.

Do you have any questions for me?

... No, I think it is fine.

Do you have any remarks about the interview?

No.

9.1.13 Interview 13

Wat maakt voor jou een goede werkgever?

Een goede werkgever, nou, als ik ga denken, aan wat ik zou zoeken in een baan, dan wil ik wel graag iets divers hebben, veel uitdaging biedt, dat ik me niet snel verveel. Ik houd ook wel van wat grotere bedrijven, omdat die vaak toch wat meer mogelijkheden bieden om internationaal eens een keer ergens anders te werken, zeg maar. En de mogelijkheid om jezelf toch wel te ontwikkelen, vind ik ook belangrijk. Eventueel dat er cursussen voor persoonlijke ontwikkeling en maar ook vak gerelateerd worden gegeven.

Waarom is een diverse baan voor jou belangrijk?

Omdat ik me erg snel verveel. Daar heb ik eigenlijk geen langer antwoord op: Ik verveel me gewoon snel. Ik moet iets hebben, wat me blijft uitdagen, wat interessant blijft.

Wat is voor jou een uitdagende baan?

Ik denk, dat er verschillende aspecten voor nodig zijn. Dus als je een leuk technisch probleem, waarop het antwoord niet zo standaard is, dat je echt iets nieuws moet gaan verzinnen om het op te lossen , maar ook het contact dat je daarbij hebt met collega's. Dus: mens en techniek samen om tot een leuke oplossing komen.

Je zegt ook, het liefst een groter bedrijf, speciale mogelijkheden, waarom is dat belangrijk voor jou?

Ik heb het gevoel dat die vaak de mogelijkheid bieden, zeker als je begint, om te ontdekken, welke richting je in wilt gaan en je inderdaad te ontwikkelen door cursussen en dergelijke. Er is meestal meer tijd voor begeleiding dan als je bij een klein bedrijf gaat zitten.

Naast een diverse baan, een uitdagende baan en een groot bedrijf, waar je meer mogelijkheden hebt, zijn er meer dingen, die een werkgever goed maken?

Misschien niet echt belangrijk en het maakt een werkgever ook niet echt goed, maar in ieder geval voor mij aantrekkelijk is toch wel de sector is van belang. Ik moet me daar een beetje toe aangetrokken worden, eigenlijk.

Welke sector zou dat zijn in jouw geval?

Het maakt niet heel veel uit, maar ik voel me niet aangetrokken tot dingen als Shell, dus echt die fuels en zo, dat vind ik toch een beetje ethisch minder verantwoord en ik snap, dat je er uiteindelijk altijd wel een beetje problemen, als je vaak genoeg terug gaat zoeken, is er niets goed voor onze planeet met wat we aan het doen zijn, maar als ik voor Shell zou werken, zou ik toch wel direct problemen mee hebben voor mezelf. Ik houd wel van een bedrijf, dat maatschappelijke relevantie heeft, vrij direct, maar...

Zijn er andere dingen, die een werkgever goed maakt?

Niet iets, wat zo in mij opkomt, nee.

Dan gaan we door naar de volgende vraag, die gaat over het aantrekken van een diverse workforce, een diverse werkvloer. Wat zou een potentieel bedrijf moeten doen, om jou aan te trekken?

Wat een vraag. Ik weet eigenlijk niet, of een bedrijf dit specifiek zou moeten doen, om mij aan te trekken, want over het algemeen sta ik ook niet zo positief tegenover van die vrouwgerichte events, wat je wel eens vaker ziet. Ik vind dat altijd een beetje treurig, omdat je daarmee, voor mijn gevoel in ieder geval, nog erger onderstreept: "Hé, er is een verschil, laat ons jullie meteen maar anders gaan behandelen". In plaats van gewoon een algemeen event, daar kun je zowel als man en vrouw naartoe. Het zou niet zo'n verschil moeten maken. Verder weet ik niet, wat een bedrijf zo specifiek zou kunnen doen, om mij aan te trekken. Als ik zo even over nadenk, vind ik het toch wel fijn, als je een beetje jonger volk treft, dat je, zeg maar, niet als enige nieuwkomer daar zit, en verder alleen

maar vijftigplussers, weet je. Het maakt voor mij ook niet veel uit, of er ook veel vrouwen werken of niet. Dat ben ik toch niet gewend vanuit de studie, dus dat hoeft ook niet, waar ik ga werken.

Eigenlijk zeg je dus, dat je geen vrouwgerichte events, je wilt gewoon gelijk behandeld worden als een man. Wat zou een bedrijf daarin moeten doen?

Ik denk het bedrijf eigenlijk niet zo veel, want ik denk alles wat je gaat doen, dan ga je juist een soort van voorkeursbehandeling of wat dan ook doen, dat zou ik ook niet willen, gewoon hetzelfde als bij die andere medewerkers zou doen.

Stel, je gaat nog niet bij een bedrijf werken, wat zou je belangrijk vinden? In ieder geval, je kent het bedrijf nog niet echt goed, maar wat zou je belangrijk vinden zodat ze je aan te kunnen trekken?

Jebedoelt gewoon, een bedrijf, waar ik nog niet van heb gehoord? Wat zei je?

We gaan eerst met een andere vraag beginnen: Hoe zou een potentieel bedrijf je kunnen bereiken? Dan ken je het bedrijf inderdaad nog niet. Hoe zouden ze jou kunnen bereiken?

Via de universiteit, op de manier van vooral de studievereniging. Hier in Eindhoven hebben ze wel de bedrijvendagen, op de universiteit, dat is meestal wel de manier, waarop je bedrijven leert kennen, ja.

Je hebt het over via de uni, studievereniging, wat voor events heb je dan naast de bedrijvendag. Wat zouden ze het beste kunnen doen?

Er zijn zo van die lezingen, dat je kunt luisteren naar een verhaaltje, of er iets georganiseerd wordt, waar je langs kunt gaan met een groep studenten, dat is altijd wel leuk, misschien nog wel een beter idee, denk ik. Misschien ook inhousedagen, die mogelijkheid...

Stel, je gaat zoeken naar een baan, ga je dan echt puur via de uni kijken, of zijn er ook andere mogelijkheden om jou te bereiken?

Ik ben niet alleen via de uni aan het kijken, ik heb me ook ingeschreven bij zo'n soort van detacheringsgebeuren, juist met het idee om ook te horen over andere bedrijven, daar ook eens te kunnen kijken en misschien niet de standaardkeuzes, waar je zo zelf op komt. Ik vind het wel fijn, om een beetje te weten, wat er is en dat is niet altijd, waar je zelf het eerste aan denkt.

Waar zou je die bedrijven dan op selecteren? Je kent ze nog niet zo goed, waar let je dan op?

Ik denk, dat ik eens een beetje zou gaan kijken, wat er bekend is over de bedrijfsfeer, die er hangt. Ook erachter komen, wat zij zelf eigenlijk zoeken in mensen, en of ik me daar een beetje in kan vinden. Ja, bijvoorbeeld, ik weet wel vrij duidelijk, dat ik niet consultancyachtige dingen in wil, niet omdat het type werk me niet leuk lijkt, maar omdat ik hoogstwaarschijnlijk niet zal passen bij de rest van de mensen, die er werkt. Dat maakt het leven niet zo leuk, denk ik.

Zou je alleen kijken naar de bedrijfsfeer, of zijn er nog andere dingen?

Ik denk, als je echt werk zoekt, dan zou ik ook wel gaan kijken, of het bedrijf het goed doet, of ze beursgenoteerd zijn en hoe het daar gaat: heeft het mogelijkheden of ben je na een paar jaar je baan al weer kwijt. En een stukje maatschappelijke relevantie, het type werk, dat ze aanbieden en...Ik zal waarschijnlijk proberen te kijken, of ik toevallig meer mensen ken, die wat met het bedrijf te maken hebben gehad op de een of andere manier, om erachter te komen, wat meer inhoudelijk, of misschien eens contact te leggen met iemand binnen dat bedrijf.

En waar krijg je die informatie, waar zou je die vandaan halen?

Ik zal waarschijnlijk, om te beginnen, eens gaan googelen, en meestal, als je op de eigen website komt, zie je ook wel allerlei contactinformatie, dus ik heb het vermoeden, dat als je mensen een mailtje stuurt met : "Hé, vertel eens wat meer over je bedrijf, ik wil er eens over praten." Dan zal er wel positief op gereageerd worden.

Google je dan op de bedrijfsnaam?

Ja, dat zou ik in eerste instantie doen.

Dus eigenlijk moet je het bedrijf wel kennen, voordat jij contact zoekt?

Ja, want als je random wilt gaan zoeken en zeker als je niet een specifieke sector in gedachten hebt, dan wordt het heel moeilijk om een bedrijf te gaan vinden. Er zijn natuurlijk ook wel dingen leuk, zoals... Er zijn van die websites, waar je bijvoorbeeld een beetje qua interessetestjes en zo erachter kunt komen welke bedrijven misschien bij jou passen. Op die manier heb ik ook wel eens gekeken naar wat leuke, eventueel leuke bedrijven zijn.

Je zei, dat je via Google dan op websites van bedrijven terechtkomt. Waar let je dan op? Wat trekt jou dan aan?

Ik houd er eigenlijk wel van, als het niet meteen helemaal volstaat met van die onzin van: "We zijn een ongelooflijk innoverend bedrijf, we zijn ongelooflijk leuk en ongelooflijk..." Dat ze het niet helemaal over de top doen. Nou doen zo'n beetje alle bedrijven dat, ik houd er gewoon van, als ze gewoon een beetje nuchter blijven en verder niet te veel geblaat, zeg maar. En ik vind het meestal ook niet zo'n goed teken, als je op zo'n website terechtkomt en je meteen al die kant ingaat, waar je naartoe moet, dat vind ik best wel een beetje schraal.

Dat zijn de enige dingen, waar je op let op zo'n website?

Ja, natuurlijk algemene informatie, die erop staat, waar je zelf wel naartoe kan... Of er bij staat, of er mensen zijn, die je kan mailen of zo.

Stel, je beslist, dat je wil gaan werken bij dat bedrijf, hoe ga je dan verder?

Ik denk gewoon contact opnemen, eigenlijk. De indruk is wel leuk en dan kijken, of zij ook geïnteresseerd zijn om eens te praten, om eens wat dingen op te helderen of wederzijds eens te kijken, of je bij het bedrijf zou passen. Kijken, of het balletje gaat rollen op die manier.

Dus jij zou niet specifiek naar bepaalde banen kijken?

Nee, ik denk... Een heleboel dingen kunnen er leuk zijn en meestal ligt het er maar aan, waar je toevallig uitkomt en ik denk, je moet het eerst maar ervaren en ergens gaan praten, vooral om te weten, of het leuk is, of het bij je past.

Denk je, dat er speciale dingen zijn bijvoorbeeld voor vrouwen, die ze extra zou kunnen aantrekken, jou extra zou kunnen aantrekken, als vrouw zijnde?

Nee, dat vind ik erg lastig, denk ik. Maar ik denk trouwens, even terugkomend op wat jij eerder zei.. Ik moet zeggen, dat ik wel eens eerder naar zo'n vrouwen event ben gegaan en ik moet zeggen, dat viel me toen duizend keer mee, dat het niet zo verschrikkelijk was, als ik had verwacht. En ik kan me ook wel voorstellen, ook al spreken die dingen mij niet zo aan, dat het veel meiden wel aanspreekt. Dan zetten ze vaak een vrouwelijke vertegenwoordiger van het bedrijf neer en zo. Misschien, dat het sommige mensen wel helpt van om te kiezen: "Hé, hier wil ik wel werken" of zo.

Maar over je laatste vraag: Ik zou het echt niet weten. Er zou voor mij niet specifiek iets zijn, waarvan ik denk: "Nou, als ze dat nou eens specifiek voor vrouwen doen, dan... Ik hoef niet een of ander maandclubje te hebben, waar je even kan gaan praten met alle vrouwen, die er werken. Dus nee.

Zijn er andere dingen, die jou zouden aantrekken? Door universiteiten en dergelijke, als ze daar gaan promo-en bij een soort van uitzendbureaus. Waar kunnen ze dan gaan promo-en volgens jou? En verder zouden jonge collega's en de bedrijfssfeer jou aantrekken in een bedrijf. Zijn er nog andere dingen?

Nee, ik denk niet, dat ik iets kan verzinnen.

Waar let je dan op, bijvoorbeeld voor de bedrijfssfeer? Wat is daarin belangrijk voor jou? Hoe zie jij dat het liefst?

Nou, ik houd eigenlijk wel van een vrij open sfeer. Dat je gewoon gemakkelijk met je collega's zou kunnen praten en dat je problemen onderling kunt oplossen. Ik houd er ook wel van, als het allemaal niet te strak is, dus niet dat je elke dag in pak ergens hoeft te zitten per se, maar lekker down to earth en je werk doen.

Dat zijn voor jou de belangrijkste dingen voor een bedrijfscultuur?

Ik zou me er toch het prettigst in voelen, als het niet te... als je niet een of andere onderlinge concurrentie de hele tijd met je collega's hoeft te ervaren. Een beetje concurrentie is wel leuk en natuurlijk ook wel goed, maar niet zoals je bijvoorbeeld toch wel vaker richting die consultancy ziet, moet je wel betere auto hebben dan die ander. Ik denk, dat ik me daarin helemaal niet thuis zou voelen. Dat soort dingen maakt me helemaal niets uit.

En je zei ook, dat je medewerkers ging zoeken, die er al werken, of er al gewerkt hebben. Wat zou van hen willen weten?

Misschien een beetje de persoonlijke ins en outs, die dingen, die niet natuurlijk niet standaard op een website staan, bijvoorbeeld of het nou heel erg een bureaucratisch verhaal allemaal is, is alles heel lastig om te regelen, of... En hoe is inderdaad die sfeer weer, dus is het allemaal redelijk

persoonlijk of is er een heel duidelijke hiërarchie, eigenlijk. Ik denk, die mensen zou je dan eigenlijk waarschijnlijk weer via de studievereniging uitkomen, dat ik sfeer weer intern zou gaan zoeken, dat ik op die manier via de studievereniging weer mensen ken, die een paar jaar geleden...En dan gewoon kijken, of die een mailtje kan sturen en of die even zin hebben, om met mij te praten.

Je zei net, dat het geen bureaucratisch en geen hiërarchisch bedrijf is. Wat is daarin belangrijk voor jou?

Ik houd er eigenlijk van, als ergens gewoon niet zo veel regeltjes en dingetjes aanhangen. Ook niet te veel ongeschreven regeltjes. Dus ik denk altijd, als je maar een beetje normaal doet, dan komt het allemaal wel goed. Te veel bureaucratie is, denk ik, gewoon frustrerend altijd. Daar kom je bij grote bedrijven ook niet altijd omheen, dus waarschijnlijk wordt het van mijn kant maar gewoon aanpassen en erin meegaan.

En dat met hiërarchie?

Ik vind het wel fijn, als je gewoon bij iedereen zo'n beetje kunt aankloppen en dat je niet speciaal voor een of andere projectleider...niet zo maar mag storen. Ik denk, dat het wel belangrijk is, dat je ook gewoon kan zeggen, wat je denkt, tegen verschillende mensen en niet moet oppassen, dat het niet gewaardeerd zou worden, als je tegen iemand, die hoger staat, jouw mening geeft of zo.

Dus een meer platte organisatiestructuur.

Ja, dat kun je, denk ik, bij een groot bedrijf niet extreem doen, maar ik denk, als je toch specifiek naar hier kijkt, dat je toch wel merkt dat het prettig is, dat het eigenlijk niet uitmaakt met wie je gaat praten hier. Iedereen is gewoon aardig en iedereen wil wel gewoon naar je luisteren, ongeacht of ze nou een specialist op een of ander dingetje zijn of gewoon ook net begonnen zijn.

Is dat ook belangrijk voor jou, om aangetrokken te worden door een bedrijf? Dat dat gemakkelijk is, die toegang tot..?

Ik denk het wel, ik denk wel, dat je sowieso contact met mensen en daarmee een beetje snel veel nieuwe mensen kunnen leren kennen en ook gewoon veel kennis kunnen krijgen van andere mensen. Dat je niet het wiel tien keer opnieuw hoeft uit te vinden, maar dat je gewoon met iemand kunt praten, die wel weet, hoe het werkt.

Zijn er nog andere dingen belangrijk, die een bedrijf zou moeten doen om jou aan te trekken?

Nee, ik zou het echt niet weten, dat is lastig.

Heb je er wel eens over nagedacht, of niet echt eigenlijk?

Ik denk, dat het voor mij meer inderdaad een beetje gevoelsmatig zou zijn, zoals de hiërarchie naar boven komt. Het is natuurlijk wel handig, als je in ieder geval al van het bedrijf gehoord hebt, dus ik denk dat dat de grootste stap is, die je tegenkomt, dat er best wel veel technische bedrijven zijn, wiens naam je gewoon niet kent en dan voornamelijk, omdat ze bijvoorbeeld weer leveren aan bedrijven, die wel een product op de markt brengen voor de consument, maar er zitten natuurlijk ook een heleboel interessante dingen bij, die je gewoon niet tegenkomt.

En die zouden jou dan kunnen bereiken door de universiteit of uitzendbureaus of iets dergelijks.

Ja.

Zijn er nog andere dingen, waarvan je denkt: "Nou, dat zou ook helpen?"

Om me te bereiken, bedoel je? Ik denk altijd, dat ze zo iets als LinkedIn of zo, inderdaad sociale media gebruiken, om mensen te bereiken.

Wat zouden ze daar dan op moeten zetten?

Ik denk, als je richting LinkedIn gaat, of zo, dan zou ik denken aan misschien een wat persoonlijker berichtje, gewoon, dat ze ook werkelijk naar je profiel hebben gekeken of zo en zeggen: "Zou je dit en dit leuk vinden?" Het hoeft niet te diepgaand, maar gewoon waarmee je je eigen bedrijf wel even mee kan introduceren in een paar regels, dat hele verhaal heeft niemand zin in om te lezen, maar als je in een paar regels kunt zeggen, wat je doet, dan prikkelt je dat jezelf of niet, dus dan kan je wel weer gaan googelen. Dan kom je wel weer achter meer informatie.

Denk je, dat we nog iets hebben gemist?

Nee, ik denk het niet.

Dan gaan we naar het behouden van de werknemers. Gewoon even voorstellen, dat je al in het bedrijf zit, wat zou een potentieel bedrijf moeten doen, om jou dan te behouden?

Ik denk, doorgroeimogelijkheden bieden. We moeten het toch interessant houden, dus...

En verder: Je moet het gewoon gezellig hebben met je collega's, denk ik, om ergens elke dag naartoe te willen gaan, maar hoe je daar als bedrijf, als organisatie iets aan kan doen, weet ik niet. Dat was het wel zo'n beetje. Ik denk, als je met plezier naar je werk gaat en je hebt nog de mogelijkheid, om verder te komen, dus je kennis uit te breiden, je vaardigheden uit te breiden, dat je eventueel ook door kunt groeien naar een andere functie, meer heb je eigenlijk niet nodig, om bezig te blijven.

Dus dat is het enige, dat jij nodig hebt, om jou te behouden in de organisatie?

Ik denk het wel.

Je zegt ook, dat het gezellig moet zijn met collega's en dergelijke, zou het bedrijf daar een rol in kunnen spelen?

Misschien wel op de een of andere manier, maar ik zou niet zo weten, van... Laat dat maar aan die alfa's over, die weten er vast wel over. Ja, misschien heeft dat wel te maken met de typen mensen, dat je natuurlijk binnenhaalt, dus kan kom je ergens bij je afdelingsleider uit, die sollicitatiegesprekken afhandelt en zo. Verder weet ik echt niet.

Dat is het enige, wat voor jou echt belangrijk is in de organisatie, dat je doorgroeimogelijkheden hebt en dat het wel een beetje afwisselend blijft op het werk en dat je wel gewoon gezellige collega's hebt en dergelijke?

Ik denk, dat ik anders niet zou willen blijven, in ieder geval.

Dat zijn echt de enige dingen, die...

Ik ben hard aan het denken, of er nog andere dingen kan verzinnen, maar... Nee, er komt niets anders in me op, ik heb niet zoiets van: "Het gebouw moet elke vijf jaar even geupgrade worden, om er hip uit te zien, of..."

Ook niet binnen?

Nee, eigenlijk niet, dat vind ik echt bijzaak. Het is natuurlijk altijd leuk, als er een beetje plantjes her en der staan, maar om te zeggen, dat dat belangrijk is: nee.

En ook niet qua werk zelf? Zijn er daar geen dingen belangrijk, waardoor jij zou blijven?

Ik denk wel, dat het werk relevant genoeg moet voelen, dus dat er daadwerkelijk nog iets gedaan wordt met de dingen, die jij uitzoekt. Als er natuurlijk elke keer weer net niks mee gebeurt, dan is het na een tijdje best wel frustrerend. Maar dat ligt waarschijnlijk meer aan de manier, waarop je je werk doet dan aan het bedrijf. Het werk moet inderdaad gewoon uitdagend genoeg blijven, dus moeilijk genoeg eigenlijk, dat je niet vervalt in elke dag maar een beetje dezelfde taken uitvoeren, want dan is ook snel de lol ervan af.

En dan qua omgeving, zijn daar dingen belangrijk?

Ik weet niet in welke richting ik..., dat mag je niet zeggen... Bedoel je dan de omgeving in de trant van echt, waar je zit, of werkplek, of...

Ja. Bijvoorbeeld je hebt dan wel gezellige collega's en dergelijke. Zijn er dan andere dingen belangrijk in?

Nou, belangrijk? Lastig. Dan kom je echt bij bijzaken uit, ik kan niks zinvolle verzinnen. Je kunt natuurlijk bedenken, wat altijd leuk is, is een koffieautomaat, waar iets uitkomt, wat echt te drinken is. Maar nee...

Denk je, dat er specifieke dingen zijn voor vrouwen, die een potentieel bedrijf zou kunnen doen, om ze te behouden?

Gewoon voor voldoende toiletten zorgen, zodat je niet in de rij hoeft te staan. Maar dan zit je met de techniek nou meestal niet zo'n probleem mee. Nee. ik kan... Nee, allemaal bijzaken. Ik vind het sowieso lastig om wat te bedenken, omdat, je denkt een beetje vanuit jezelf, en misschien is dat ook wel bij meer technische vrouwen zo, zeg maar, dat het een beetje down to earth is meestal... Het is, toch wel heel anders, om technische vrouwen proberen aan te houden of vrouwen in het algemeen, die meer HR-achtige functies doen. Dat je toch wel vaak merkt, dat er grote verschillen zijn, hoe mensen in elkaar zitten eigenlijk. Ik zou heel benieuwd zijn op het eind van jouw onderzoek nog eens te horen, wat er ongeveer... Of ik nou een beetje gemiddeld denk, of...

Je hebt het er ook over, dat vrouw en man gelijk moeten worden behandeld. Hoe zou je dat dan terug willen zien? Zijn er ook dingen bij, waardoor jij behouden zou kunnen worden?

Eigenlijk wil ik daar zo min mogelijk van terug zien. Er wordt al zo veel aan geknuseld en gedaan. Ik houd daar zelf nooit zo van en als er ergens wordt besloten: "We moeten meer vrouwen aannemen", dat hoor je ook wel eens op de universiteit: "We hebben niet genoeg vrouwelijke professoren", ik denk, de pool, waaruit je die vrouwen moet halen, is gewoon een stuk kleiner. Je hebt dus...statistisch gezien is de kans, dat iemand, die goed genoeg is voor die plek, een vrouw is, is gewoon veel kleiner en dan vind ik het onzin, als je een vrouw gaat aannemen, die er dan minder goed in is, zodat je er maar een vrouw gaat wegzetten. Ik denk, daar moet een bedrijf wel een beetje mee oppassen, dat je niet per se voor de cijfertjes meer vrouwen gaat aannemen.

En in zo'n bedrijf zou je dan ook niet willen werken?

Ik zou het überhaupt al een onprettig idee vinden, als je misschien solliciteert ergens, dat je dan misschien wel die baan hebt gekregen, vooral omdat je een vrouw bent. Het is misschien ook wel handig natuurlijk, als je solliciteert, daarna kun je je altijd nog bewijzen Maar het natuurlijk wel vervelend, als er zo'n sfeer is, want dan weten je toekomstige collega's dat ook. Die weten ook, dat je grotendeels bent aangenomen, omdat je een vrouw bent, misschien niet zo om je specifieke kwaliteiten, dus. Ik denk niet, dat dat positief is voor je, hoe je ervaren wordt door je collega's, en hoe serieus je wordt genomen.

Dan gaan we naar ontwikkeling. Wat zou een potentieel bedrijf moeten doen, om jou te helpen ontwikkelen?

Nou, misschien zou het een goed idee zijn, als het bedrijf je af en toe stimuleert, om eens naar jezelf te kijken, en te kijken naar "Waar ben je nou eigenlijk" en naar "Wat zijn je doelen?". En de doelen, die je een jaar geleden hebt gesteld, ben je daaraan aan het werken of heb je ze kunnen realiseren, of niet. Ik denk, dat het niet slecht zou zijn, om daar gewoon standaard om de zoveel tijd eens naar te kijken. En natuurlijk afhankelijk van wat daar uitkomt, misschien ook wat begeleiding geven om dingen uit te zoeken, waarin je beter wil worden of misschien ook wat feedback van collega's te krijgen, wat die nou eigenlijk vinden en te kijken, of je daar wat mee kan.

Hoe zou zo'n bedrijf dat kunnen stimuleren?

Misschien echt eens wat dagen daarvoor te organiseren. In ieder geval met jouw...of specifiek met de mensen, met wie je werkt, of misschien wordt dat af en toe wat te kwetsbaar, omdat je misschien niet alles wilt horen. Maar anderzijds kunnen ook gewoon mensen, die wat verder afstaan dat doen, waardoor je misschien een wat ander beeld krijgt van wat nou eigenlijk je eerste indruk of oppervlakkige indruk bij mensen is, zeg maar, ten opzichte van mensen, die je wel goed kent.

Waarom is dat belangrijk voor je?

Nou, ik denk, als je jezelf wilt verbeteren op punten, is het wel eens goed om daar naar te kijken. Gewoon, het zijn allemaal verschillende delen, die met elkaar te maken hebben. Hoe je ervaren wordt en hoe je zelf denkt, dat mensen jou ervaren. En dat je kijkt, of dat wel op één lijn zit, en vandaar uit kijken, of je daarmee iets wilt doen of juist denkt: ""Nou, het zit wel goed."

Zijn er andere dingen, die een bedrijf zou moeten doen, om jou verder te helpen te ontwikkelen?

Ik denk ook openstaan voor ideeën van iemand zelf, dus als iemand zelf aankomt met het idee: "Ik wil bijvoorbeeld op dit technische punt beter worden en ik heb bijvoorbeeld in gedachten het zo en zo te doen", dat ze daar ook naar willen luisteren of eventueel andere opties aandragen of zo.

Wat zou een potentieel bedrijf moeten doen, om jou te trainen, ook voor die ontwikkeling?

Ik denk, dat het handig is, om er informatie over te krijgen, maar ook inderdaad er werkelijk contact met mensen over te hebben, een soort van cursusverband, dat het allemaal wat meer tot leven komt, zeg maar, dan dat je het op papier aan het lezen bent. Ik denk, dat uiteindelijk dat soort dingen toch meestal uit jezelf komt. Als je zelf wat wilt, kun je daar natuurlijk een heleboel uithalen, als je het echt niet ziet zitten, kun je er zo weinig uithalen, als je van plan bent. Want ik denk niet, dat het bedrijf daar enorm veel invloed op kan hebben, of jij bent om die kennis of die hulp zeg maar te ontvangen.

Je hebt het eerder ook wel gehad over trainingen, op persoonlijk en op vakgebied. Hoe zie je dat voor je?

Ik denk, technische dingen misschien, of bijvoorbeeld bij ASML, dat je eens een kijkje gaat nemen naar die andere typen machines bijvoorbeeld, dat je eens wordt geupgraded, om te weten, waar die andere mensen mee bezig zijn en hoe het allemaal werkt. Ook misschien, als er meer mensen zijn, die problemen hebben met iets algemeens, van een of ander apparaat of whatever, een of ander principe te begrijpen, dat je dan de mogelijkheid hebt, om met die paar man daar inderdaad eens een dagje voor te gaan zitten met iemand, die wel begrijpt, hoe het werkt en gewoon redelijk informeel daarover bezig kan zijn om het wel te begrijpen.

En op persoonlijk vlak?

Ik denk, dat het altijd wel goed is, om eens in de zoveel tijd eens opfris-achtige cursusjes te hebben over dingen als time management of inderdaad gewoon kijken naar je persoonlijke doelen. Het is, denk ik, altijd wel goed, om dat in een groepsverband te doen, omdat je dan ook eens op een andere manier naar jezelf gaat kijken en ook verhalen hoort, die je misschien inspireren, om dingen anders te doen.

Zijn er misschien nog andere dingen, waarmee een bedrijf je zou moeten helpen in je ontwikkeling?

Nee, ik denk, als ze dat allemaal zouden willen doen, dan is het wel goed geregeld.

Stel, je wilt doorgroeien in een bedrijf, wat zou een bedrijf daaraan moeten doen?

Ik denk, dat je dan op een goede manier zou moeten kunnen praten met jouw teamleider of iets dergelijks. Bijvoorbeeld, wat dan de mogelijkheden binnen het bedrijf voor dat soort dingen zijn, hoe zo'n traject eruit ziet en... Ik vind het wat moeilijk, om op deze manier op voorhand te zeggen, wat ze daar specifiek aan zouden moeten doen, want dat ligt natuurlijk per bedrijf heel anders, per functie, waarin je misschien geïnteresseerd bent. Ik denk, dat als je het niet weet, dat je moet praten met mensen, die het wel weten.

Zijn er dingen, het hoeft niet per se voor één bedrijf, zijn er nog voorbeelden van, hoe dat zou kunnen? Hoe je dat graag zou zien?

Ik kom eigenlijk niet veel verder, dan dat je moet kunnen praten met degene, die daarover gaat, hoe dan ook, wat je zou moeten doen, om...

Maar zou jij daar dan heen moeten gaan, of zou het andersom moeten zijn? Of hoe zie je dat?

Ik denk, dat het altijd wel goed is, natuurlijk, als een bedrijf of één van die leidinggevenden iets ziet en die denkt: "Hé, hier zou jij misschien wat aan hebben, om dit te gaan doen of het is misschien iets voor jou". Dat is natuurlijk altijd leuk, omdat het misschien je laat denken over dingen, die niet zelf in je opkwamen, maar ik denk, als je eigenlijk wilt groeien, dan moet dat gewoon vanuit jezelf komen en, als ze dan bereid zijn naar je te luisteren en mee te denken, dan zit het wat mij betreft goed.

Waarom is dat de beste manier? Waarom zou jij dat zo fijn vinden?

Omdat ik denk, dat het ook weinig efficiënt is, om iedereen maar te gaan pushen, om iets specifieks te gaan doen, terwijl mensen er misschien niet in geïnteresseerd zijn. Ik denk wel dat het goed is misschien voor mensen, die niet zo assertief zijn, om te kiezen, hen daarin te helpen, die het misschien niet prettig vinden, om op iemand af te stappen. Maar ja, voor mij persoonlijk, ik heb er niet zo'n moeite mee, dus... Als ik denk, ik begin me hier te vervelen, of het is niet meer interessant genoeg voor mij, dan zou ik daar gewoon over gaan praten met iemand, en kijken, of we het er eens kunnen worden, of je er wat aan kunnen doen.

Denk je, dat er speciale dingen zijn voor vrouwen, om hen te helpen te groeien in de organisatie, zich te ontwikkelen, te trainen?

Dat vind ik eigenlijk weer zo'n gevalletje van een soort vreemde voorkeursbehandeling gaan geven, die, denk ik, niet noodzakelijk is. Het is natuurlijk altijd wel wat anders, of je een man of een vrouw bent, maar anderzijds denk ik, dat het uiteindelijk gewoon op neer komt, hoe je je werk doet, of hoe je persoonlijkheid in elkaar zit, of je geschikt bent voor een bepaalde functie, richting management of niet, en dat heeft er niet zo veel mee te maken, of je vrouw of man bent.

Zouden ze extra begeleiding moeten krijgen?

Oh, ik denk, als iemand daar behoeft aan heeft, dan.. Maar dat zou evengoed voor mannen gelden. Als een man er echt behoeft zou hebben, om wat begeleid te worden, dan moeten ze dat gewoon

doen. Maar dus niet specifiek voor een groep, voor buitenlanders of whatever. Meer, als iemand daar zelf behoeft aan heeft.

En dan bijvoorbeeld in zo'n technische omgeving, zijn daar dan misschien speciale dingen voor vrouwen, die ze...Jij zegt bijvoorbeeld, dat het belangrijk is om je thuis te voelen en dergelijke. Zou daar een soort van...En je wilt gelijk behandeld worden en dergelijke...Maar zijn er dan misschien trainingen, die vrouwen daarbij kunnen helpen met bepaalde dingen?

Misschien, dat sommige vrouwen het wel prettig zouden vinden op de een of andere manier, om... Maar ik denk anderzijds, tijdens je studie zit je al met zo veel mannen de hele tijd, dus tijdens je studie leer je al, dat je anders samenwerkt met mannen dan met vrouwen in het algemeen. Dus eigenlijk leer je die vaardigheden al, terwijl je bezig bent, het is niet, alsof je van 90% vrouw naar 90% man wordt gegooid, zeg maar, qua werkomgeving. Dus het is niet iets wereldvreemds, als je zelf een technische studie hebt gedaan. Tenminste anderzijds niet voor ons in Nederland, dat verschilt inderdaad met andere landen, als je dat gaat vergelijken, dan kan ik me wel voorstellen, dat er vrouwen zijn, die er wel moeite mee hebben, omdat ze meer evenwichtig, fifty-fifty hebben, zeg maar. Maar ja, wij in Nederland zijn eraan gewend. Als je al kiest voor een technische studie, dan weet je dat er niet zo veel vrouwen zitten, dan heb je er, neem ik aan, ook niet zo veel moeite mee, als je in een bedrijf komt.

Zijn er bepaalde dingen, die een potentieel bedrijf jou zou moeten aanbieden? Gaan we even terug naar de aantrekfase, wat zou een bedrijf jou dan moeten aanbieden?

Eigenlijk moet je, denk ik, dezelfde kansen kunnen krijgen als mannen, maar anderzijds vind ik het ook weer stom, als je dat meteen al zeggen als punt, want daarmee geef je aan, dat het niet helemaal gebeurt, want anders zou je het niet hoeven noemen. Ik denk toch hetzelfde loon en zo, dat vind ik ook belangrijk, maar anderzijds, ik denk toch dat het vaak aan de vrouwen zelf ligt, dat ze minder verdienen, want als je zelf niet gaat onderhandelen zoals de meeste mannen doen over je loon, dan kun je moeilijk de schuld geven aan het bedrijf, dat ze jou minder betalen. Maar blijkbaar vinden vrouwen dat over het algemeen niet kunnen. Ik zal ze nog wel tegenkomen. Ik denk wel, dat het netter is, om dat gelijk te houden.

Zijn er nog andere dingen op het gebied van gelijke behandeling? Je hebt nu: dezelfde kansen krijgen als mannen, hetzelfde betaald krijgen als mannen. Zijn er meer dingen?

Ik zou het echt niet weten. Ik vind het moeilijk, om daar... Ik denk dus, dat ik er zelf niet over nadenk, wat ik zelf specifiek anders zou willen, omdat ik niet zo anders behandeld wil worden. En ik denk ook, dat als je je op die manier instelt, zelf ook niet gebruik gaat zitten maken van het feit, dat je vrouw bent, dan kun je ook gewoon respect verdienen en op die manier ook gewoon je doelen wel kunt bereiken. Je moet er ook niet zelf proberen misbruik van te maken en dan naderhand gaan zitten janken, om het maar zo te zeggen, dat je anders behandeld wordt.

Zijn er andere dingen naast dit, die het bedrijf jou zou moeten bieden?

Ik denk misschien op termijn, je hebt natuurlijk toch wel vaak, dat vrouwen zwanger worden, dus als je wat dat betreft leuke regelingen hebt qua kinderopvang of iets dergelijks, dan wordt een bedrijf wel interessanter voor vrouwen. Maar ja, ik snap natuurlijk ook wel, dat dat soort dingen er juist voor zorgen, dat een bedrijf er minder om staat te springen om vrouwen aan te nemen, een bepaalde leeftijd, dan raak je ze zo ongeveer kwijt. En dan kosten ze toch wel weer een hoop.

Zijn er nog andere dingen, waarmee ze je tegemoet zouden kunnen komen?

Voor mij niet zo specifiek, maar ik kan me zo bijvoorbeeld voorstellen, dat sommige vrouwen het wel leuk zouden vinden, als er eens af en toe een activiteit wordt georganiseerd, om die vrouwen eens samen te brengen.

Wat voor activiteit dan?

Dat vind ik echt moeilijk. Misschien juist eens van die typische onzin-vrouwendingen, ik bedoel... Ik weet, bij onze studievereniging doen ze het af en toe eens en ik moet zeggen, dan vind ik soms nog wel leuk om mee te doen. Ik weet, ik ben er normaal gesproken helemaal geen voorstander van, maar anderzijds er zijn zo weinig meiden, je kent ze allemaal, dus het is eigenlijk zo van: "We gaan iets samen doen, maar deze keer sponsort de studievereniging het". Dat vind ik net zo gemakkelijk.

En van die grappige dingen, als een high-tea of iets dergelijks, waardoor je even over-the-top gaat, dat is ook wel eens grappig. Maar dat zou voor mij zeker niet doorslaggevend gaan zijn voor het uitzoeken van een werkgever, als ze dat soort dingen organiseren. Dat is echt bijzaak.

Zijn er andere dingen, die een bedrijf jou zou moeten bieden?

Nee, niet iets, wat ik specifiek kan bedenken: "Wat zou ik als vrouw specifiek meer willen dan een man?" Nee.

En dan gewoon dingen voor jou?

Leuke secundaire arbeidsvooraarden is natuurlijk altijd wel handig.

Zoals?

Ja, natuurlijk dingen als vrije dagen. ik vind het ook altijd wel fijn, als je de mogelijkheid hebt tot flexibele uren, dat je gewoon zelf kunt werken, wanneer je efficiënt bent, als het allemaal niet lukt, dat je niet per se acht uur achter die computer moet zitten, als het werk niet vooruit komt. Ik denk, dat dat nooit handig werkt.

Zou dat je aantrekken in een bedrijf? Zou dat bepalen, of een bedrijf je aantrekt, of niet?

Ik denk het wel eigenlijk. Want ik houd er niet zo van, als je je tijd gaat zitten verdoen, terwijl je weet, dat je helemaal niets vooruit komt, en als je dan elk half uur op de klok gaat zitten kijken, tot je eigenlijk weg mag, dan heb je niets bereikt. Je bedrijf heeft er niets aan, jij hebt er niets aan, je had in die tijd iets leuks kunnen doen, opladen en morgen er weer goed tegenaan kunnen gaan. Dus ik denk wel, dat dat zou kunnen helpen.

Je zei bij secundaire arbeidsomstandigheden vrije dagen. Hoe zie je dat dan?

Daar heb ik me sowieso helemaal niet in verdiept wat standaard is en zo nog. Maar het is natuurlijk altijd leuk, als je wat meer vrije dagen hebt dan gemiddeld. Dat is weer zo iets, waarvan ik denk...Ik denk eigenlijk, dat als je mensen vrijheid geeft, dat ze waarschijnlijk efficiënter werken. Anderzijds komt daar natuurlijk ook weer een heel stuk, dat ligt bij je eigen karakter, want je hebt natuurlijk altijd het risico, dat op het moment dat je mensen vrij laat, dat ze de kantjes ervan af gaan lopen. Maar ik weet van mezelf van mezelf: Ik werk efficiënter, als ik mijn tijd zelf kan indelen en dat houdt misschien niet altijd veertig uur per week in zelfs, maar wat heb je eraan, om veertig uur te werken, als je de helft van de tijd bij de koffieautomaat staat te kletsen met je collega's of naar een scherm staat te staren, terwijl je niet weet, wat je ermee moet.

Zijn er meer secundaire arbeidsvooraarden, die jij belangrijk zou vinden?

Je kunt natuurlijk altijd wel kijken naar...Even denken...Als je een baan hebt, waarbij dingen als een auto relevant zouden zijn, een laptop, ik moet zeggen, dat zouden echt geen dingen zijn, die doorslaggevend zijn. Materiële dingen vind ik niet zo belangrijk ten opzichte van een goede sfeer en een open sfeer, eigenlijk, waarin je dus open kunt zeggen, wat je denkt en waarin mensen dat ook tegen jou...

Zijn er nog andere dingen belangrijk bij die voorwaarden?

Nee, niet iets, wat zo in me opspringt, dat is waarschijnlijk steeds, als je erover gaat praten of dat gaat doorlezen, dan komt er misschien iets in je op, waarvan je denkt: "Hé, dat vind ik wel of niet fijn". Ik heb me er ook niet zo in verdiept, dat ik ook echt niet weet, wat standaard is en wat ik daarbovenop zou willen of juist niet. Zodra ik richting solliciteren ga, dan ga ik erover nadenken en bij die club, waar ik me had ingeschreven, die groep heet YER, die helpen je ook wel met dat soort dingen, dus daar kun je wel eens gaan praten met van: "Ik weet eigenlijk niet zo goed, wat ik daarmee aan moet, of whatever", dan kunnen zij met jou wel eens gaan kijken, hoe ga je hier nou het meeste uit halen, bijvoorbeeld, wat kun je er nou eigenlijk uit halen, want ik denk dat je dat vooral niet weet, als je net begint. Dat je gewoon geen idee hebt, hoe onderhandel je nou een beetje over je loon, of over dat soort dingen.

Zijn er andere dingen belangrijk, die een bedrijf jou zou moeten bieden? Naast die secundaire arbeidsvooraarden, waarover je hebt gehad en dat je hetzelfde behandeld wordt als mannen.

Vrijheid en zo. Voor de rest...Ik vind vrijheid gewoon altijd heel belangrijk.

Waarom is vrijheid heel belangrijk?

Ik denk, dat ik gewoon zo in elkaar zit. Ik houd er gewoon niet van, als alles heel strak wordt gehouden en als je geen bewegingsvrijheid meer hebt, dat je je eigen creativiteit niet meer kwijt kunt

en zo. Het is moeilijk, om dat ergens echt op vast te pinnen, natuurlijk, waar je dat specifiek terug zou willen vinden, het is meer gewoon een algemene instelling.

Maar zou kunnen worden gedaan door meer vrije dagen en meer flexibele uren?

Ja.

Zijn er meer dingen, waardoor dat zou kunnen worden bewerkstelligd?

Ik heb wel eens gehoord, dat er bedrijven zijn, die je de mogelijkheid bieden, om bijvoorbeeld x-uren per week besteedt aan een projectje, dat natuurlijk gerelateerd is aan het bedrijf, maar waar je eigenlijk alle vrijheid hebt, om zelf te besluiten met wie en hoe en wat en waar je naar gaat kijken, zodat je je eigen creativiteit daarin kwijt kan. Daar kunnen natuurlijk heel leuke dingen uit komen, denk ik. Zeker, als iemand zelf gemotiveerd is, om ernaar te kijken. Want verder zou ik niet zo goed weten, wat een bedrijf daar precies mee kan doen.

Zijn er dingen, die je denkt, dat we hebben gemist? Zijn er andere dingen, die een potentiële werkgever zou moeten doen, om jou te behouden, aan te trekken en te ontwikkelen/trainen?

Nee, er komt eerlijk gezegd niets in me op.

Zijn er nog vragen voor mij?

Nee, eigenlijk niet.

Nog opmerkingen over het interview?

Nee, ik vond het allemaal prima.

Ik hoor wel veel van: "Ja, ik wil niet anders behandeld worden". Maar toch wordt dat dan niet gedaan, eigenlijk, in een bedrijf vaak, of in ieder geval regelmatig en bedrijven kunnen daar dan iets aan doen, maar dan...

Dat bedrijven het op een positieve manier proberen, en dat dat dan wat negatiever ontvangen wordt.

Ik zou denken, dat dat eigenlijk best wel voorkomt uit de wereld van verschil tussen misschien alfa's en beta's, zeg maar, dus dat je... Waarschijnlijk worden dat soort dingen allemaal een beetje bij HR-achtige afdelingen bedacht, veel vrouwen, die denk ik heel anders denken dan de meeste technische vrouwen.

Met vrouwen samenwerken, dat hoef je zo weinig te doen, als je met vrouwen moet samenwerken, zijn het allemaal technische vrouwen, dus dan heb je er geen moeite mee, want die denken toch hetzelfde. Misschien, als je toch inderdaad wat meer wilt groeien, dus dat je inderdaad richting managementachtige dingen uitkomt, zou het best kunnen, dat je meer met vrouwen moet samenwerken, dus misschien moet je juist een cursus krijgen, hoe je met vrouwen moet samenwerken en niet...

Niet met mannen...

Ik zou me daar lastig in voelen, dat je in een situatie komt, dat je denkt van: "Na zo veel jaren mannenstudie denk je vaak als man, je hebt dezelfde soort humor en het is eigenlijk constant lastig, dat je inderdaad met vrouwen uitkomt en mannen zijn toch vaak wat directer en als je een probleem hebt, dan zeg je dat gewoon en dat achterbakse gewauwel... Ik denk, dat dat wel lastig zou worden, als ik met vrouwen zou moeten samenwerken."

Het zou mooi zijn, als je zo'n training zou kunnen regelen met vrouwen, die zelf zo'n stap hebben gemaakt. Misschien, dat zo iets wel zou helpen, als je zelf mensen hebt, die die stap van echt pure techniek naar wat meer een werkplek, waar je meer vrouwen hebt, dat je daar gewoon eens mee kan praten, of zo, of die eens kunnen vertellen daarover.

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What do you think is a good employer?

A good employer should be both individual and at the same time also a team player. An good employer, in an engineering point of view should think analytically, can vision about the problems,

should be working independently as I said, should be able to discuss what he or she thinks, give some encouragement with the boss, with the colleagues, and... an good engineer also should motivate him or herself. When she thinks problems cannot be solved, she should be brave enough or he should be brave enough to take the responsibility. And... what else... I'm thinking about my master thesis time. And also he or she should be sociable, with a good relationship with friends or colleagues. And... should be direct I think, especially in the Netherlands. In my culture it is a bit like, when you speak to your boss there should be some respect between you and him, but here it is different. You can for example just say his name directly to him. In Turkey you should add miss or mister, in front of the name, to show the decrease in level. But here it is flat and it is a bit different, but also you get used to it. I find it very nice. What else... yeah, for now all I can think about is that.

And why should a good employer be both individual and also a team player?

For example when there is a project, you take some parts of the project, you do not do everything yourself. The things are shared between the colleagues. So when you do your part you should be individually good at what you are doing, because if you do not correct then your colleagues' work will be affected by the result of your work. This means you should be good at what you are doing, and at the same time you should take track on what the others are doing, because everything is interconnected. You do not do something very independent what others do, as I said, you should also be able to work in a team, you should know what the others do, how they interact and you should be always be in contact with them, because things change frequently. If you do not see what has changed for example, then what you do is maybe garbage, then you should be always be in contact and keep track on what they are doing, and what will be the outcome of their work and your work. So both individually and both team player is important.

And you also said it is important that he has a vision on the problems, why is that important to you?

Yeah, because when there is a problem in front of you, you should face it all or know what to do next, or you should think about outcomes of what you are doing. Because visioning you have something in the future in your mind about the results of your work. Although you have no idea about the problem, you should have some ideas about what to do next. You should imagine the final work in the beginning because imagination or a vision, I do not think it is possible to be successful.

And you also said he or she should be sociable...

Yes, because when you are doing a project it is not only engineering work, it is not only the work, because you also interact with other people, and you should for example when a break occurs, you should be at least be able to have a little conversation with your friends. We are human beings and we are no robots. I also think when you make social interaction, it also affects positively your work, because the people get to know you and besides what you are doing it is very nice to have some good connections with the people.

You also said they should be direct...

Yes, when you think something is wrong, you should say it. You should say it... think what happens if my idea is not good or not correct, what will they think of me, you should not think like this and you should just say what you think loudly, and directly, there is nothing to be ashamed of.

What should a potential company do to attract a diverse workforce? First we start with the question focusing on you. What should a potential company do to attract you?

... What I care in the company is the, first, especially for me as an international student, I look at the profile of the company. Is it an international company, is it a local company, is it small or big, and what they offer in terms of job. For example in the job, what kind of atmosphere will I have, how will I work there, what they are looking at when they ask for something to be done, how they interact with people, how they communicate with me, and... What else... Yes, these things are important in the sense of work, but besides that the, for example, I should be talking to my manager in a relaxed way, not really in a very distant way. And... Also, yeah, for me it is not very important that the people are diverse, like female or male, but I would prefer a more females based companies than a more

male based company. Although in technical areas it is more male based, but I would like to see more females around like me around me, so it makes me more comfortable and relaxed.

And, you said you would look at the profile of the company, where do you look at exactly?

For example, ASML, I will take ASML as an example, is huge. It is in Europe, it is in America, and you see international people around you, they speak English, and if you look at what they are doing it is really incredible. The technology is very new and unique, so this makes the company good for me for example. And now I will start working for Océ, in Venlo, and it is bought by Canon and it is a known company, and it is a very good nomination. And I did my internship in Philips, and I really liked Philips, because everybody knows what Philips is, the research and development is really perfect and people around me are scientists, engineers, high leveled people. So I know that I'm working for a very nominated and good company, so it makes me connected to what I do.

And... Is it important to you if it is a small or a big company?

Yes, I would like to work in a big and well organized company, not in a small... Yeah, you can also get a lot of (?) in a small company, you get more responsibilities there, but to me I prefer big, international, and also organized companies, more than small ones.

Why is it important to you that it is organized?

Because, when there is an organized structure, you exactly know where you are. But in a small company you can find yourself doing something, within your responsibilities. So I'm a kind of a person that alerts and I want to know what I should do, or what is my job, and I want to see my position in a big tree, you know, I do not want to be the person doing this, this, this, this, this... and I do not want to be lost.

You also said that the atmosphere should be good. How do you see that?

For example, when you work, let's say equipment wise... so you have a computer, very nice table, I do not want to be very close to other employees or... I want my own individual area. And also, for example, when you make a presentation you need a laptop. The company should provide this. It is important. And... As the working atmosphere, so do they need regularly how they do the projects together. So what are the results of what that department has? Is it a good known department in the company itself? Things like this.

You also said that your job is really important. What is important to you in your job?

Yeah, the, for example, in engineering also you graduated, you can go to technical parts or you can go something a bit more (?), financial, part of the work. To me, I prefer to stay at the technical part. And when I do a technical job the job should have a very key point, so... I should know that I'm important in the job. So this means the job also should be some key job, not something... every job is important of course, but I prefer to be on the very important part of the project.

And... you also said that it is important to you to have interaction, to have communication with your colleagues. Why is that important to you?

When, for example, when you are in the project, it is not always that everything is going really well. When a (?) occurs, you should feel like, okay I'm safe, I also have my colleagues, with whom I can discuss and we can help each other and then continue. It is a point of view that is really important to have some good communication with your friends, or colleagues, otherwise... because if you do not feel comfortable with them, you also are not comfortable with what you are doing there, so it is very important.

You also said that it is important to you to talk relaxed to your manager. Why is that important to you?

I think it is important for everybody, I do not want to be in a level based relationship with my boss. I should... When there is a problem, or there is something going on, I should be feeling relaxed talking to him about the problem. And he also should be kind to me and understand me, and help me, try to help me. So... It is important to have this also, because of the same reason for feeling relaxed with your manager.

And you also said that it is important to you that there are more females around you. Why? Do you feel more comfortable?

Yes, not more comfortable but it is also something about vision of the company. So if you see a lot of men around you, it makes me a bit like "oh, why are not there women around me? Where are the women". It is like, how to say, it is not discrimination of the gender, but, I do not know, it is really nice to have also some women around you, especially in the technical companies. It is the feeling in front of me.

Are there other things, next to those things that could attract you?

In the company... I should think... The salary. That's very important I think. I do not know if it is important to you, but for me it should be on the same level of what the others offer. It should not be like, "oh you (?) the other company, your salary will increase incredibly", so I do not want to think like this. I should have a... how to say... Trust the company, so I should trust the company that they give me enough, that they give me what I deserve.

And... I think the company also should be compatible, so it should challenge you all the time. And you feel like "okay, I have to do this, I have to do this". There should be some challenges, and it pushes you to work harder.

If you do not know the company yet, how can a potential company reach you?

... I can reach, or they can reach?

How can they reach you.

They should me reach first, via LinkedIn. Yeah, that is the best way I think. E-mail. From my e-mail address.

Or in the universities in the technical weeks for example I found my job in the technology week in Eindhoven. From Océ. I showed an interest to them, and they showed interest in me and they invited me for dinner. Afterwards they called me for an interview, and then I found my job. So I think it is very important for companies to be in the university site. In the technical universities.

Or the company should also attend some conferences. For example, when I'm looking for something, or when I want to find an article, I go to the website direct, and if I find somebody who did some part of the site from a company, I look for that company, or which company is that. For example I did a lot of research during my master thesis, and I found really nice companies, doing similar work that I did in ASML, in Korea for example, so that's also interesting to me. It is important to be in the academic parts in terms of research of course.

Yeah, e-mails, and to be on the site, they can reach me.

And where do you look at? What attracts you in those...

What they are doing. Again... the profile of the company, as I said the criteria of my selection... How big they are, how good they are, what are... do they have shared companies, like the company can be shared... I do not know the word... I think you know what I mean?

You mean joint ventures?

Yes, joint ventures... And... How are they known? When I Google it, do I find a lot of information about them? About their product...

And what is important at the website, because you would look at their website, you look at their profile, and the product they make. Are there other things you look at?

The profit they make. And... as I said, the joint ventures, with who are they working? Or, especially for the job that I'm interested in, what kind of things they do. Since I'm someone from engineering, for example, ASML is doing more like the thermal part of the work, but if you go to Shell, you have a lot of different things, so especially at which specialization they offer in terms of my profile...

And, so you select them on those things. You also talked about that they can reach you through university. The technology week is that like a career fair?

Yes, a career fair in the university.

Are there other things universities can do, next to the conferences?

Yes, for example when I applied for the university, I wanted to get a scholarship. And then the university told me there were also scholarship options from the company. So I did not know that before I applied. So then ASML contacted me... First I got an university scholarship and then they contacted me saying that "do you want to convert your scholarship into a company one?" so... That was something I did not know. A scholarship is a good option to also reach international people,

because also the fees are very high for us, because we are coming from a non-European country. It is important we should have some financial funding here, so that... It is also good for both parts. I'm financed and I'm a good student and I worked for ASML and I do a good project for them. So I think both sides are happy in this point of view.

What should a potential company do to specifically attract females?

... Maybe they can say that they give more salary to females... Why are they different.

Or... they should... maybe, let's say I have a child, and as a female I have to take more responsibility than the fathers, as being a mother. So the company should, okay you are also a mother, maybe we should give you more opportunities to take care of the child. Is important.

Or... they should show me that they are interested in women. For example, when I go to the work, if I see, this company told me they are interested in women, but I ninety-nine people of the hundred are male, then I do not believe that company. So, I should see what they claim around me.

Or... yeah, again for example, in the US there are some scholarships especially for women in engineering, women in science, women in technology, that is a good start for a company to give these kind of scholarships.

Or... also during the meetings, I should not be on the backstage because I'm a woman. They should feel make me feel comfortable of being a woman... For example, they should be more polite to me, more kind to me. I do not know, because I understand that in male dominated environment they put their hands on the table, speaking loudly, it is understandable for other people, but women are more sensitive so they should be more alert that there are women around and they should behave according to it during the work.

Are there other things? You talked about more salary. Do you mean it should be the same like men, or just positive discrimination or...?

No, I do not do discrimination, but I heard that if you are equal to man, in your background, in your age, your... every potential you have is the same, then the companies are more likely to give manager positions to men, not to women. So, because of the nature of the men they are more (?) to be managers for example than women. Maybe not in salary, but this kind of things. The positions they offer, women should not be discriminated.

And what could a potential company do?

... As I said, I haven't been in that position before, but if I will be in that kind of position... how will I understand that they do not discriminate me because I'm a woman. They should say what they think in the same way. To me and to him. Then they say "we do not want you in this position, because of this, not because of you are woman", or... saying that you are like a bit more easy going than him, then it is not good for a manager to be easy going, but to be like "I want this done, I want this like this". I understand the point they want someone a bit more men wise, then it makes me think that I'm being discriminated.

Do you also have specific things that could attract foreigners?

The most important problem foreigners have, when you want to work for a company in Europe, you should for example have a residence permit. So the company should arrange it for me.

What they do, not in the Netherlands, but I also applied in Germany for example, they say they first look for German people, than the people in Europe, and then if they do not have the potential here, they need somebody from outside, so we export them from their countries. But at the same time they do not know you, maybe, although you have the same profile you are more good at that job than the other people, than this makes, because of this reason for example I got rejected of a lot of German companies, because they said "we have a lot of profiles like you, and if we need you we will contact you, but at the same time we do not need you". So, because of this, I, for the Netherlands it is not the problem, because the Netherlands need a lot of engineers and since I have a Dutch diploma they know I am a good student or a good worker. And I also have some experience here. But for other countries it does not make a lot of sense that you have been in the Netherlands, not in Germany, you do not speak German and we do not want you.

So... language is important. It should be English. Because nobody speaks Dutch I think in a lot of countries. So... the language, residence permit, accommodation, where will I live, salary again.

Because in my country for example, if you have a good degree in one of the good universities, one of the best universities in Turkey, then you can find a good job easily. If you come to Europe you will see that everything is (?) to people. It does not matter if you graduate from Twente, or it does not matter if you graduate from Delft. Because every technical university is equal. But in Turkey it is not like this. We enter university exam, and the university, and the top students go to the best universities. That makes the university the best, not because of maybe the conditions of the university about the people studying there are the best ones. So it makes you a bit different from the other students that go to low degree universities. Low degree, but I would say that, I was in the top ten and they are in the one-hundred. So when I came here I should also be aware of the fact they should also know I am a really good employer or student from a third country, but that is coming to here and has good potential. They should not say "oh, you did in the US, or you did in Turkey, we do not want to take care of it, we are looking for someone European", so there should not be this kind of discrimination. I mean people should be more (?) about the work, they should not, how do you say... they should not only consider the Dutch, but knowing that graduating from UCLA in the US is a very good degree or graduating from METU in Turkey, is a good nomination. So, maybe they should be more informed about universities in the world. Because it is not the same thing. In my university getting good grades is very difficult. Although you did it very perfect, and grading is not very generous. But, if you go to a different university, especially the private ones that you pay to get into university is more easy to get good grades. But it does not mean that having a bit lower grade makes me a bad student. The people should be aware of it.

Do you have other things, that you think you might missed on? How to attract a diverse workforce.
For foreigners... For me also, I applied to three universities in Europe. One in Aachen, Germany, Delft in the Netherlands and also Eindhoven. And I applied Eindhoven, because a lot of my colleagues come to here to study, so although I did not make a really broad search about Eindhoven, the technical university, I know colleagues here and it is very important to me also to have some people I know around me, because you will be alone in the country, and it is also difficult to make friends if you go working directly. Because when you are in university it is easier to make friends. When you are in work it is a bit difficult, because people are old and they have their family life after work, they do not hang out with you, they go to their home, eat and cook, etcetera. Than it is important that I know that I have some colleagues, I have some Turkish people for example, like educated Turkish people, I do not say Turkish people who work in the (?), but educated people that are working here. For example, when I go to a company and I look at the LinkedIn profile I should see that it is also diverse. Not only Dutch people, but also foreigners, that makes me more relaxed that they are open to foreign people.

Are there other ways you think? Well, they can put in on their profile on the website that they are diverse. Are there other ways?

For example, when you go look at the profile, in some companies you see that some people make comments about that company and sometimes they also put nationality from people, from Croatia, from Serbia. If they put country names it makes me think "hey, they are not only Dutch, but they also have some other foreigners". Like in their website they should put an international profile.

Are there other ways you think they should show that they have a diverse workforce?

Again, as I said, joint ventures. Being a joint venture makes it diverse and international. And... What else... I do not know, well, if a document is written in Dutch I do not like it, I do not like to convert it to English. All the papers should be in English. It makes me feel that, I should not be stuck with Dutch, but there is also English that I can talk. What else... I think that these are the most important ones... Maybe it is a complain, okay maybe not a complain, but a recommendation. When you make lunch with people. You eat your lunch with people. I understand that they tend to speak Dutch, and if I do not speak Dutch or if my Dutch level is not good enough to communicate, then I feel a bit alone during the lunch. And I think... some people care, but some people do not care. I also know some people that start in English, than turning into Dutch. I do not like it. And I also for example when I go out with friends... if there are four Turkish people, they tend to speak Turkish, but if there is also one foreigner, someone from another country, I immediately see that they really get bored, and I always

try to motivate myself to speak English. Even if that person is not interested in what we are talking about, again she should be comfortable about that she can jump into the conversation and join us, so... I do not know... I also understand that people want to speak their own language during the lunch, because it is free time, it is their relax time, but they should also a bit take care of other people, foreign people. Maybe apologizing for speaking Dutch, again makes me feel okay...

Okay, we will continue with the retaining of a diverse workforce. What should a potential company do to retain you? What makes you stay in a company?

... Promotion... after a period of time.

I should be taken care of by my manager or by the company.

And... If I feel like the workload is full and I'm doing a lot of extra work, I do not want it. Yeah, everything should balanced. Of course, sometimes there will be peak times that you work harder, but this should not be too much... And, the company should assign me for example some other meetings. For example when they meet with their joint venture, they should assign me to there, so I can communicate with other parts of the company, so that I feel more belonged to the company. And... For example what I heard from friends again, I did not experience it, but I heard it... When you are rented by an external agency, but not directly from that company. In some meetings they do not call you. Maybe those are very technical secured meetings, they can say important information, but that person is also working at that company, and the company should not do this. I mean they should not... discriminate people according to their contract or contract of the agency. This is important. And... What else. Holiday. Holiday is important. I should have enough vacation time.

After I've done an assignment, I want to have a more difficult one, so it pushes me. It should be challenging for me. The responsibility to be bigger than the first one. So... you should be aware that you are getting more responsibilities, you are doing more, bigger projects, then the first one, so it makes you feel like you are increasing also in your level, also in... The company should do personal training. They should provide me leadership courses for example, or a communication course... or whatever missing in my personal development, they should provide it for me.

And... for example, I think it is also important for a company to have some social events, once in a year, twice in a year, calling all the colleagues to the company on a specific day. They can have picnic with the family. That is important.

Yeah, the company should also have an increasing level. It should be better than the first year or the second year. I want to be secure that if some economic crisis occurs, they will not kick me out. I do not want that, so a company should have a balance, or secure step in the profile. Yes, I think this was all.

And why is it important to you that you can get promotion after a while?

Because it makes you more connected to work, because you feel that... you get what you deserve. And it motivates you to work more in my opinion. I think everything is happy when they get more money, so this is one of the things a company should do, to the employees who deserve it. If you work harder than your other colleagues, there should be some difference between you and him, and you also should see that they are aware of it, so promotion is one of the crucial things.

You also talked about the workload, it should not be too much. Why is that important to you?

If they say to me you will work forty hours in a week, and then I find myself working fifty-five hours in a week, then I'm doing some extra work and I do not... it affects my social life of course. I come home late, I eat late, the other day... it de-motivates me. It is more stressful. And, yeah, it should be balanced. But sometimes when there are sometimes you have to work harder, because the time is strict, I understand it, but this should not be during all the time of the year. So...

And you also said that it is important to you to have enough holidays...

Yes, I think like a promotion it is important to have an employer to have enough holidays, because sometimes you want to... I'm from Turkey and if I want to go to Turkey, going there is maybe a small distance, but if I am Mexico, I want to go to Mexico, then the flight takes twelve hours, and then you really need two weeks to enjoy your time there. Otherwise if you have a small holiday time, then it does not work to go there, because you do not feel relaxed, or you do not have enough time to be

there. So... Now I have thirty-eight vacation days, but I heard that some companies have twenty-five, so it is important to me to have enough vacation. But I can be okay with less salary, but I would prefer more vacation and less salary.

: You also spoke about personal training, in leadership and communication. We will come back to that in the next question. You also talked about social events with families. Why is that important to you?

Because, it creates a very nice social environment. You get to know more people, their families. At least it makes a warm environment and it makes the people connected to each other. Also, I do not know, you see that people every day, as a formal people, because you are working, but it is also I think to have some connection in an informal event like this, so people are more relaxed and you see actual (?) in such an event, so it makes it more sociable and you can get to know them better than in a work environment.

Do you think there are special things for females to retain them in a company?

To retain... Okay for example I get pregnant and I'm getting a child, and at this time there are some physical changes, I maybe do not want to work very hard, or, not because of me, I think the company should provide me some more vacations maybe. They should be aware of that I'm pregnant and actually that some of my work can be affected of it... At those times they can provide me more vacations, or more understanding. And.. what else... After the child birth I think, you have to take care of your child for two months, then the company should provide the same salary for me, without any... how to say... without any subtraction in the amount.

What else... as a woman... I think, yeah, this is for every company, if I wear a skirt I should be comfortable that people are not staring at me. This is important.

Or... What else... Also, for example, I experienced it, and I should tell you. Maybe it is good for you. When I started my project, there was a guy, I first talked to him and he was also doing his master thesis in ASML, and he was... he first typed something on the office communicator "hey, how are you, let's have some chat after the work", etcetera, and I said "maybe some time we can have it", and then he started typing "you are very pretty today", he also put some origami papers on my desk. And I said "okay, I really do not like this, so stop doing this, otherwise, I also have a boyfriend, I'm really not interested in you", and he said "okay I will not do it", but oh my god on the company profile everyone can see it is your birthday and he again put shaped figures on my table, like a flower. And I said "I really do not like this and I will complain to the manager", then he said "okay do not do that, I understand that you are not comfortable with it, but I thought no try no game". So... I do not want to have such an event in the company. I do not want this, I do not want to be uncomfortable. So, I do not know how to say it, but sexual harassment to a woman...

Are there other things you think for foreigners? To retain them.

Foreigners... Again, language. They should make foreigners connected to culture for example. After a while they asked me to speak Dutch, and they provided Dutch courses. It is something really cool. It shows that they want me to stay there. They provided me some culture based thing.

And as a foreigner, what else... I should think also about other complains from friends... Companies are more likely to hire people from an external company, they say "you are a foreigner, why we hire you", or "how can we trust that you will stay here forever", so I think it should not be like that.

What else... A friend of mine said that one day she was offered a contract, she is working via an external company for ASML, and the external company made the contract in Dutch, but she does not speak Dutch. She had to sign it. Yeah, she said I will translate and after I sign it. They said okay, but they should provide documentation in English and they should not ask that person to translate all of it, or sign it without knowing what it means. So it is an important thing I think.

What else... Yeah, transportation is important. I think what ASML does is very good. You get a cheap bus card, and you can also have a bike. Because transportation in the Netherlands is not cheap. So... the company should provide it.

What else... The company for example does not give, how to say... ASML for example, when ASML is getting more money in a year, is making profit, they share the profit among the employees, I do not know if it has a special name. When they share the profit with the employees, they only share it with

the direct contract people, not indirect contract people. But makes me a bit de-motivated if I work for ASML by an external company, because I do not get any profit from ASML, even if I work for it. It is a bit... I do not know... Uncomfortable for me.

What else... I think... nothing comes up in my mind.

We continue with developing a diverse workforce. These questions have some overlap. What should a potential company do to develop you?

The company should provide trainings as I said.

For example, when I want to make an experimental set-up, I need some advanced materials, expensive materials, and the company should be able to provide those materials to me. They should not be like, this materials are very expensive we cannot give money for this, but they should give the opportunity for me to try it. And... when I work for an CO2 set-up in ASML, CO2 can be dangerous for the peoples' health, and it was very nice that after I started my project there was a CO2 training. A general training, so that I, I wanted that training, to get a bit more aware of the danger, or how I should work in the clean room, that's an important thing.

And... So every month or maybe every six months, they should evaluate me for my performance and they should say me "in this period you did very good, but this is very bad so you should improve yourself in this area", so they should give feedback to me.

And, what else. How can they develop me... Yeah, teaching a language as I said.

When I need... For example when I start doing something new and I do not know about that software, they should provide me software trainings. They should provide me quick teaching methods for it.

And... What else... let me think... They should send me to conferences, technical conferences. So that I'm aware of what others are doing. And... How can they develop me?.. If something comes up in my mind I will tell you later.

That's fine. We also talked about foreigners to connect to culture. You said that one part of that was language training. Are there other things that should be done?

Yeah, for example, when there is a Dutch dance show, then they should give free tickets. Like this is part of our culture, you should really see this dance performance, so... Or maybe they can give a discount for the sightseeing area. For example going to windmills in Amsterdam or going to Edam, with cheese. They should provide some cheap tickets. This makes me go there and see the events. What else... Maybe they can do an introduction when a foreigner comes to the Netherlands. They can make an introduction to Dutch weather, Dutch people, Dutch history... how the Dutch are known by other European countries, so these are important.

And what else... Related to culture, let me think... I think these are the initial ones, but after a while every person is different. You get to know people and you are automatically connected to culture by the people that you know.

Maybe, yeah, in the university for example, when I first came, there was a daddy or mummy, that took care of us for two weeks. He and she are Dutch persons and they are also communicating us, when we need something we can call them, or you know some urgent things, but also some questions. It was very good.

And do you think that should be also be done in a company?

I think in a company it is a bit difficult, but maybe someone from HR can be responsible for it. I should be also communicated with that person related to something outside the work. When I come home and something happened, let's say I need a pharmacy, but I do not know the phone, so I can, for urgent things or some important things, there can be a contact person to call. Especially if you are coming from your country directly to here, not via university, or... because when you live here then you know, but at first time you do not know, so... That can be done.

Are there other things especially for foreigners?

Culture...

To develop, are there specific things to develop foreigners?

Okay... Yeah, for example I want to improve my French. And I went to a course in the city, and I took an exam, and then afterwards they told me "we forgot to tell you that we teach another language in Dutch". Since I do not speak Dutch, I could not go to French course, so it was nonsense for example. And when I want to develop myself in the work, for example we have a joint venture in France, and I will go to France, the company also should provide me the language of France. But they should not do it in Dutch for example. What else... No I think these are all.

Are there other things specially for you? Or what you told about the trainings, and the experimental settings, evaluation and then teaching the local language, software, conferences. Are there other things you can think about?

No...

And are there special things for females?

Females... I do not really experience being a female discrimination here. It does not exist I think. But as I said I want to see more females, women around me, more female engineers in the company, so I can believe that company cares for women.

And.. maybe they can do special events. For example in the universities also, especially for women in engineering, women in science, maybe they can offer some PhD positions, you know. To make women in science more. So if I do my PhD in ASML, also in university, it makes me a women (?) in the end. So it is good for the company and also for the university, so it is very nice that you can present yourself after you graduate, so... When I see for example special positions for a PhD for women, I believe that ASML is taking care of women. For example, these kind of things. What else... nothing comes to my mind.

Are there other special events? For females?

I do not want to say that these events are for females, then I make the discrimination, but they should say that "okay, in statistics we have less female engineers, but we need more, so this is why we are doing this event", as I said, in university or in a specific group in LinkedIn, they can say 'women in ASML' is an association. Things like this make me feel, okay they care for women... What else... nothing else.

How do you think about what a company should do to help you grow?

Yeah, like developing, or...?

Yeah, are there more things?

... Yeah, as I said, personal trainings, work trainings, promotions... getting connected to culture. This is just a summary, but I think these are the most important things that I care about.

What should a potential company offer you? Like in working conditions?

... Equipment wise, good equipment... The latest technology... A coach... They should offer a salary again. A good salary.

The company should provide me a good vision. What they can offer me after three years for example if I stay there. They should direct me in the way I want to develop. Again, I think they can do that with coaching. Do they get feedback from me or do they give feedback to me... Feedback... Yes, these are all the things.

You talked about a coach. You mean like a mentor in the company?

Yeah, mentor, or manager. I think both... Besides the techniques they should coach me also personally, for my personal development. So... yes.

Good... Do you think there are other things important for my research or that are relevant for my research? In attracting, retaining and developing females and foreigners?

Yeah, I think the companies should get, try to get women and foreigners when they are in the early ages for example. Doing a bachelor in the Netherlands, or getting their master degree, because after a while people get attached to their country. They get married, they get children, so it gets more difficult to move, so they can attract the people especially in the early ages for educational purposes. Because why should I leave my country and go to another country if I have a job and have a family there. So it is more difficult. For example if I had stayed in Turkey and I would have a good job now,

and I wouldn't think of going to another country for working, it is not easy to move then for educational purposes, because you have a claim and you want to do something, and you go for it, and it takes more encouragement when you are older, then when you are young. You get bigger responsibilities. Maybe providing more scholarships to attract them.

Do you think we missed out on other things?

... No.

Do you have any questions for me?

... Only a personal. We can do it afterwards.

O wait, also you can have the Intern Day, that was really good. Maybe they can do it more frequently. I think if you organize more events, interns will get more connected.

Do you have remarks about the interview?

It was really good. The questions were really good I think. You start with the person and then you take the general ideas. I think some questions were similar... I do not know. Maybe you have some conflicting answers now, because some seemed to me to be the same question.

9.1.15 Interview 15

What is a good employer?

... I would say someone who... A good employer would be an organization who takes care of their employees. And oversees that the working atmosphere is very integrated and that you feel pretty much like at home, and... It is very much like a family. Somebody who can do that, I would say is a good employer.

You said that an organization has to take care of their employees. How do you see that? In which ways?

Make them comfortable in the environment. There should not be any kind of discrimination. Freedom of thought and speech.

And why is that important to you?

You need to feel comfortable, because if you are not, then you just cannot bring out a good working environment and the teamwork or whatever you are doing, just does not come out properly. There should not be discrimination of course, because that would just be ridiculous... There should be equality among people working and that would just be healthier in every aspect. You will have a better social as well a professional life... You need to have freedom of thought or else what you think you cannot bring it out, and whether it is good or bad, it is always better for you to know that "okay this is what I want to do and this is what I might do", and if that is not there then you are just lost. So, then you are not working anymore, then you are just one of the puppets. That does not make sense.

And equality. What kind of equality? No discrimination you said.

In every way whether it is gender or... race, or nationality, or, I do not know, any kind of discrimination I would suppose. And even higher rank discrimination.

Are there other things, besides...

I would like a good pay. So... Yeah, if my employer is giving me a good salary, I would say that he might be a good employer.

Why is that important to you?

Well, I need a good life, and you usually do not get things for free, and if I need to afford a good life style, then I need money for that. The only way I can do that is to my job. So if I'm paid for what I work for, I get that satisfaction, and it would be good.

Are there other things, next to that the organization has to take care of the employees, like the working atmosphere and also has to pay good?

No, I think that's pretty much what a good employer is.

Now I'm going to ask you about how a potential company can attract a diverse workforce. We first start with you, what should a potential company do to attract you?

Okay... The profile should be the same. What I want to achieve, and what the company has to give me. And... Since I'm a researcher, I would like to have a company that gives me enough liberty to research in the way I want to, but of course there has to be this mutual understanding of course. And... I would like a company that is not purely one... the society... it should be an international community. Where it is not Dutch or clearly not Indian or... There should be a lot of diversity in that. And I would really like a company that is very open. Where the transparency is quite important for me.

And you said the profile should be the same. What kind of profile? What kind of job would you look for?

To me, what I look for in a job, would be... if today I'm looking, I would want a job where I can have a lot of technical experience in a job, but I can also have a lot of administrative work. So a blend of these two would be my ideal profile. Where I can follow my passion and where responsibilities are given to me.

And why is the fact to have enough liberty important to you?

If you are not given enough liberty to work, your ideas are blocked forward, they are always, they always constraint to a lot of limiting factors. And I think that kind of... it really diminishes the company and as well as your own career. Most of the break through innovations that happen are usually not something that is planned. It is always accidentally. So if I'm allowed to have an accident, is when I would really like it.

And you also spoke about a diverse workforce, and especially for international people. Why is that important?

To me, personally, I like the group where everybody is not the same. So you learn more how to handle people in a different way. So that's really important to me, because if there are ten people from the same culture, from the same background, then it is, you are kind of, you know... you do not mingle that well. If it is completely diverse, if there are ten people from different parts of the world, I think you can get to learn a lot more of situations...

And the transparency, why is that important to you?

if this transparency is missing, then you have a lot of office politics and... you know, negative vibes. I do not think that is good for any kind of company or person, because you're always overshadowed by "what if I do this, what would the other person think". But I do not think that you should work in that kind of environment where you always have to worry about what others may think. So yeah, I would prefer a company where I can speak my mind out.

Are there other things, next to those things? That would attract you in a company or what a company should do to attract you?

I think this is it pretty much.

And what can a potential company do to reach you? Like you do not know the company yet. How can a company reach you?

... I would say a main platform for companies to recruit people at the university. You can, I mean, not only go to the universities that are close to you or... in the same country, but go to different universities across the world and I think you will find a lot of interesting people and interesting students who, you know, match your job profile. I think that's probably one of the ways you can do it...

A lot of social networking sites are there, so you can reach prospective employees through social networking sites... I think that if I do not know the company, that's what I would do.

You said by university. Are there special ways in universities? How companies can reach them or you?

Well, you can have some kind of campus recruitment or some kind of... Every year you go to the campus, you find out you have a lot of interview sessions and things like that, a lot of workshops that are held, so that the students as well as the companies can get to know each other. If they are in this point of view perfect for each other, I think that would be a good option in university.

Recommendations from the professors maybe... Professors who have contact within the company, can give good candidates...

Even within, I would say, if employees themselves know students from university, they can suggest them.

You spoke about campus recruitment with interviews and workshops. Are there other ways?

Because campus recruitment is pretty big. Are there special events for example?

... I can give you an example, in Eindhoven at the TU/e there is an event called 'Wervingsdagen'. A lot of companies come and have a stand, and we talk about what students can achieve, what the company can achieve. I think that would be one platform to do it.

And, you also talked about social networking sites. Are there special sites you think that are most suitable?

Well, I mean, today everyone uses Facebook, LinkedIn, so you can also do something like create a group or an event or something. And event one person and I think the network just keeps growing. So that could be one of the sites that are useful.

And when you are going to apply for a job, what is the most important to you in selecting a company? What are your criteria?

The first would be what I study, and what the company is doing. It should be the same. Like, I would want to work in a place where I can apply to what I have studied. That would be the first.

Second would be a company which is well-established. So that, personally I'm not putting a lot at stake.

And then, as I said before, the working atmosphere, the international crowd, the profile, that would be some things... When I look at the company, these would be the things I look at.

You said the company should be well-established. Why is that important to you?

I would, I mean if the company is very new, just say a few months old, maybe a year old, they are still on the step of establishing that company, so I do not think that their priority, their first priority, wouldn't be employee satisfaction. It would be more of how to get my things done so I can keep my company running. So, I wouldn't want to always have a clock ticking, I want to be done today, today, today, so... I would prefer some place that is already established so I do not have to work, you know, day and night for a company to be established. I can just work on my pace and at my own interest.

Are there other things? Like, if you found out about a company by campus recruitment, or Facebook or something, what do you do next?

If I found out about a company I would go to their website. I would see what kind of information they have on their vacancies or what their job profiles are, what kind of atmosphere they are in, where they are situated and things like that. And then I would proceed in applying to the, whoever is the recruiter.

Are there special things like location. What is important to you in the location?

If, the location, like, I do not want to go very far off from where I have already made some kind of a base, so... like I wouldn't want to go to the US when I am in India, because that would be very far off. And I wouldn't want to be in a place where it is, where there is nothing in the city. For me that matters, because for me when I get back home I do not sit at home, I like to go out, so I need to have places where I do those things. So... I wouldn't prefer a place which is like not very well developed.

You also talked about the vacancies. What is important to you in a vacancy?

Again, the job, that they want a person to be recruited for. It has to be very much matching with what I want or else I would not compromise on the profile. What I want and what I have to give them is the same, then I would proceed with it.

And... Well, now we are going on in the question, more specifically on females and foreigners.

What should a potential company do to attract foreigners?

... Give them enough incentives to make them comfortable in the environment, because you are coming to a new place. So they would want, maybe the company can arrange a lot of things for the foreigners, like accommodation, or traveling, or something like that. That would really help the international people to work there...

While working I would say that the company could have some international events. Where, if there are a lot of people from the same community, they can have just like an Indian Day, or a Mexican Day or something like that. So you can easy just, they feel a lot more comfortable and for the native people that are staying there are getting to know a lot more about other countries and things like that. I think that kind of open environment would be quite good.

Why do you think international events are important. You said to get to know each other, why is that important?

On the first basis, knowing each others' culture would benefit a lot, because you are socializing with each other. You would know what they like and what not. Not only the cultural way, but in a very low level you would know that this is something that they like or something they do not prefer doing. And also it is... I would suggest, if the native people show interest in learning the other countries' culture, the others would take equal interest in learning the native culture as well. So that would be quite a good blend. Even it would be something like unity in diversity, like there are a lot of people but still they are all together.

And are there special things for females, that would attract them?

... For females in specific... I do not know, maybe something for when they are already married or settled or something, the company can help them with their kids or something like that. Or... If they not, help them with accommodation I would suggest, because that would be really good.

Give them maybe suitable working times. I do not know... I think that would be it. I do not know if there should be any other incentives for women.

Suitable working times... Where do you think of with that?

I do not have a fixed timing, but maybe give them leverage that they can come at twelve in the afternoon and leave a little bit late, because, I do not know, maybe because the kids are going to school or something. Or maybe... you know, all them to take off in the week. But the rest of the week they work to compensate these two days. So... maybe something like that where they can give time for their family also. Maybe.

So you are talking about flexible work times? Is that also important to you?

For me... Right now, no. I mean, I would like flexible timings, but it is not on the priority list because I'm staying on my own. But maybe later on, or I do not know whenever I start a family, maybe those things might be of priority to me. I'm not sure now, but for now even if there are flexible timings I'm anyways coming at nine and leaving at five or six, so that is not a very high priority for me.

But if you start working, do you think you will think of that? That it should be possible?

I wouldn't mind if there is flexible timings where I can say, maybe today I will go a little late and work a little later. That would be good, because I wouldn't have to make too many compromises than, but I do not know, maybe. In the future, yes, it might be a priority for me. And, yeah...

Then we continue with the next question. It will be about retaining a diverse workforce. So first we start again, what should a potential company do to retain you? What makes you stay in a company?

... For me to stay in a company, the first I should enjoy my work. And I should enjoy the working atmosphere. I should not feel left out or left alone in any case. I would like to be involved in the things I'm doing and things that others are doing. I would want myself to be given responsibilities and there should be some kind of growth for me as well in the company. I wouldn't want my career to be stagnated for five years. I would want my career to move ahead in some time, and if I feel that it is not happening, I would switch company.

You spoke about that you want to enjoy your work, enjoy the atmosphere, why is that important to you?

If you are not enjoying what you are doing, you wouldn't be able to give hundred percent to the work. And you would just lose interest in working and... It is just becomes a nine to five job. You are just coming and going, but there is no output from you as well as from the company. That would be very stupid. You should always do a job, you should really enjoy, or else it just does not make sense.

And you also said it is important to you to be involved...

Yes, both in the work scenario as well as in the personal scenario, I would like to be involved, because personally I'm someone who likes to talk a lot and to be with people and things like that. So if I am in a company where I'm not able to do that, I would feel weird, and I wouldn't, the next morning I wouldn't think of coming to work. I would be confused. So... That is a social way. And... in the work I would again also be involved in the things that I'm doing and the things that others are doing. So that, I can learn every day. Again, I do not want to be, I do not want my knowledge to be ten years old or... As technology becomes newer, I would want to be updated. So if that would happen with what I am doing, I have to know what others are doing as well. It would be great, I mean it is not necessary that I know in detail what they are doing, but at least some conversations in it, you know...

You also want responsibilities, why is that important?

If you are not given responsibility, you just... you can never grow as a person I would say, because when you have responsibilities, you know you can plan your own things, you know what to do, how to do it. That kind of helps you personally as well as in the professional way. You need to have responsibilities. If you are not having responsibilities you are just living a hippies life.

So growth is also important to you? Why?

Because... I have a lot of ambitions for myself. And for me to fulfill these ambitions, I do not have fifty years to do that. So I want growth that, I mean it is not on a daily basis, but I have to see that I'm growing as a person, as well as in my professional life, that I'm going ahead. Twenty years later I do not want to be in the same place where I began my career, because my work does not make sense than. It would mean that I haven't worked on anything, that's just pointless. And if... With growth comes responsibilities and with responsibilities comes more beauty and things like that. I think it is just a cycle. I do not want to be stagnated in one place, I just want to keep going to where I can go.

Are there other things next to that you have to enjoy your work, enjoy the atmosphere, you should not feel like you are left alone, and you should be involved, you should get responsibilities, and you want opportunities to grow? Are there other things next to those?

... No, not really. If I can get that in a company I would really stay there for a long time.

Well, then we go specifically to the foreigners again. What do you think would retain you as a foreigner?

All of the above, and some certain things because I'm a foreigner I might like would be... Help from the company for me to settle down in this place... Accommodation or, okay I'm repeating, travelling, or... things like that where I can get a few (?) on the job, what I'm doing. And... If I can... I should be allowed to go back to my home for some time... I would really appreciate that in a company, because I seriously, sometimes there are a lot of companies where they do not give much time off for personal time. That could be the amount of time that a native gets, could be much lesser than what an international candidate needs. Because they need to go back home, to see their family and friends, they haven't seen them in a long time, so... Some extra incentives on that would be good.

With the extra incentives, you mean more holiday days, or... How do you see that?

Yes, one would be holiday days, so I can go meet up with my family and my friends. And if I'm not able to go there, maybe the company can arrange for my family to come here and see me. That kind of... some kind of an arrangement could be made.

And for you, as a female, are there things that would retain you?

... I have no idea... Everything I already said I think, but... I do not know... Everything I said is already very ideal... A female, what more can I ask of the company... Maybe some kind of insurance security, or something like that... maybe...

: We go further with the developing. What should a potential company do to develop you?

... There are two ways a company can help you in developing. I would say that would be both professional as well as personal. A lot of... Personal trades that you know the defects, we all have our own defects. So I would like to have a lot of workshops, that help me in knowing what I'm good at and knowing what I'm bad at, so I know, and maybe somebody can tell me in what I can better myself. In that case then I would say that I would get a lot more from the company, because I know that I'm improving myself as well. Professionally, again, I would, to develop, the employer could send

employees to different conferences that are happening in different parts of the world. Where you know that you are, not again can find to the company, and to what you are working on, but you know what other companies are doing, what potential companies are doing and things like that. But... again you get a broader perspective of what you are doing exactly and you know where you stand. Personally and professionally I would... I think the company can develop their employees quite a lot.

And why is that important to you? Let's start with professionally.

Professionally if I'm not, if I'm very nailed down in my company and in my work profile, then I miss out on a lot of other opportunities. And... (?) directly or indirectly, how my career growth, and the growth of the company, because it is very important what others are doing or else you are left behind, because you have your own goals, but people might have goals that are ten times more than yours. So you need to keep in track with what others are doing as well. And that professional development would come only with interaction, and... I would say that if that interaction is taken out, you are just again stagnated. Maybe within the company you are going, but you are going from level one to level ten, in both perspectives you are still in level one. It is very important that you develop professionally.

And on the personal field?

On the personal field, again, it helps a lot in the way you think, the way you, your perspectives, not only for your, how you work, but how you work with others, how you treat others, how you treat yourself... So.. yeah, bringing in those qualities, polishing the things you already have in you, can make your employees have a better perspective of themselves, of the company and of each other. And that kind of makes... the going easy, because, you know, when you work with people who have the same thoughts as you. I think that helps you a lot. So, personal growing is also very important.

And... What should a potential company do to help you grow? Well, you spoke about opportunities for workshops and conferences, are there other things?

... When... I can take the example of ASML, I'm not sure if I can do that?

That's fine...

Okay, like ASML, they are giving us the Henk Bodt scholarship, so they are grooming us already with all our qualities and our behavior trade, how we can improve on that, what we should do, what we should not do, and what kind of things I needed for professional work. Because we are kind of new to this working environment as a whole, so we are, you know, you can model that to the way you want to. This would be the perfect time, where a perfect person can be, you know, not a perfect person... I would say grooming can be done in a much better way than if I try to groom a person who is fifty years old. He or she has his mind set, it is already done. But if you try to groom from the beginning I would say it is much better. It would be very helpful if they help the newcomers, who have been recruited for the company, you have people who are very experienced in that job, who have experience in working for the company, who have seen the good and the bad of the company, who have seen what exactly life is all about. So if they can give us a direction or some kind of... or they can train us in what we can be. I would say that would be really great, to maybe having high experienced employees of the company itself helping the newcomers, in the way they can.

So it is like a mentor?

Yeah, a mentor.

Okay, and do you think there are special things for you as a foreigner which should be done to develop you?

I would like the company to develop me in their culture, in the original culture of wherever they are situated. Like the Dutch culture, learn Dutch music or so... Something that kind of makes me feel more connected to "yes I can do this". Of course right now I have come from the university, so I know a little of Dutch or whatever, but for a person that has been recruited blankly, straight forward from somewhere else, they would really appreciate something that helps them to get acquainted with the culture.

Do you have examples? What the company could do? Or what you would like to see that a company does to achieve that?

... Well, I do not know... Like how I said the international events again, similarly you can have Dutch events. Whenever there are Dutch festivals... you help, not help, but celebrate it with everybody. Maybe not on that day, but of course on that day people want to go to their family, but a week before or something, just celebrate that. It would be good to know the culture as well.

Are there other things, next to be developed in the local culture? Are there other things that should be done especially for foreigners to be developed?

... Certain people have difficulties in having speaking the common language, I suppose it is English right now, but it is not necessary that everybody speaks fluently. In that case it would be better if they have some workshops on that. Which help people to overcome their shyness and things like that. That would be good. I mean, I'm being a little specific on that, but yeah... that would be great.

Are there other things you can think of?

... No, that's pretty much it about that.

And for females... Are there special things that can be done to develop you as a female? Or there should be done?

... I do not know... It must be different from the culture that I come from, but a lot of international females are not very outgoing, and bold, and... they are very shy. It would be good that they have some kind of (?), and where they just learn to come out and you know just be free. That would be something that a lot of women that are hold back from speaking what they want to. They just go back. Instead of going back, if the company could ask them to come forward, and speak what they want, maybe their confidence would increase. It would give them some kind of motivation, moral support.

Are there other things for females?

... No, that's pretty much it.

And what kind of working conditions should a potential employer offer you?

... Working conditions in the sense of (?) or...?

Also... You have primary working conditions, that contains your salary and stuff, and then you have secondary working conditions... Have you heard of it?

No...

I'm not allowed to say too much...

Okay...

Let me think... How can I say this. Like when you come here, you get a contract and stuff, what do you want to be arranged?

... I want a nice group of people with whom I'm working with... I would want technical support... Like laptop, or things like that...

Other things next to a laptop?

... Laptop, books... stationary... I do not know. Working conditions...

You have material things, but also workplaces etc...

I mean, I would want to have a lot of holidays, well not a lot of, but a considerable amount of holidays, where I can take some time off from work and have time for my personal life as well... I would like a place where I'm allowed to work for the hours I want to, flexible timings... Well paid, considerably paid well for the things that I do... The infrastructure should be good...

What kind of infrastructure you mean?

Everywhere I suppose... If you know, the machines that I'm working with should not be really old, or the things I cannot work on properly. The external infrastructure also helps a lot, because if you are not working in a clean, hygienic, good office, you just do not feel like working. And if you have good infrastructures... It kind of helps you in confidence and morality and feeling good about working in that place. I would want a place that is just not a shack, but an office where I can keep myself to things.

Do you think there are other things important for my research regarding attracting, retaining and developing a diverse workforce?

... When a company does all that I think it is pretty much done. I do not know what else to add to what I already said... What I said was the atmosphere, the people, the incentives, salary, holidays, culture... That would be a pretty ideal company to work for.

Okay... Do you have any questions for me?

How many interviews have you done yet?

Fifteen.

Do you already see some common trend or...?

Yeah, I can send you the results if you want to when I'm done?

That would be nice.

Do you have any remarks about the interview?

I think it was pretty detailed, and I took all the aspects that you wanted.

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What is a good employer to you?

A good employer... Let me think... It depends on my opinion?

Yes, what you think.

That's somebody who can finish a project and reach its purpose from the start, and also during the process to finish the project. They can do it well in good teamwork, because it is a group project. If it is an individual project they can explore every (?) he or she has... Something like that.

Why is that important to you?

Because as an employer you will be a boss and maybe somebody... what is it called?.. is an employer who has to cooperate with all of them in an enterprise and if he does not have good skills to do the project with all of these people, how can the enterprise run? So I think that is the most important thing to do.

Are there other things important?

Yeah, for individuals?

No, what makes an employer good next to those things you already mentioned?

Soft skills, and also good academic ability I think, are also important.

And why are soft skills important to you?

Because I think no matter how clever, how smart you are, if you cannot communicate well with others, then you cannot do something. I mean like in a project you have to cooperate with another department, maybe another enterprise or something, if you cannot communicate well, or your division is poor, then it can be (?), or... yeah, the academic ability is important. You wanted to know why? Yes I think.

Yes...

I think that is that.

Do you have other things, next to those things, what makes an employer good?

No... I cannot think of any other... soft skills and academic things. For skills you can talk about many things. I mean, leadership, communication, and for example confidence, self confidence... something like that.

We will start talking about how a company can attract a diverse workforce. We first start with what you think a potential company should do to attract you?

To attract me... What kind of company it is?..

Just a potential company.

Maybe the first one is money. Yeah, you know, we work to get some money to make some living. But besides money this company has to be, what is it... I have to love my job at that company, you know. If I do not love it, then I can leave it. Maybe one month or maybe one year I do not know. And that company must think how to attract the people who can stay in the company for a long time, because

it will be a long time project to develop their human resources I think. I think a good job, a suitable job for me, is an important thing. And another thing maybe... the environment of the company. Like who are my teammates, and my boss maybe... And the third maybe the city. Where will I live if I have to work in that company. If it is far from my home, then I have to travel, and the transportation should not be no problem to travel from one thing to another, or I just have to move out of that city... and have long vacation, if... Well, I cannot think of it anymore. That's all.

And why is it important to you to like the environment?

The environment... I think it is an office, and not like a field work... In a building work, not like in a fire company, like off shore work or something. I guess I would like to work in a building, in an office. Then I will have a roommate, a teammate, where I can talk to and I spend most of my time doing work with him. So if the atmosphere is just not right for me, then that will not be good. I would be there for maybe twelve hours a day, and that would be awful.

I understand. Are there other things, next to money, your job, the environment, the city, where you look at? What would attract you?

Maybe if I can learn new things from that company. I mean like, maybe if the company do some trainings during the trial period, if I'm (?). Well, I can gain more knowledge, more experiences, maybe go somewhere out there, like I've never been there, that would be nice.

And how can a potential company reach you?

How can..?

Well, you do not know the company yet, how can a company reach you?

So... Well, if it is a big company than I will know about it, you know, they're well-known in the world then automatically I will know it. If it is a small company then they should make a publication or something like that I think... Or if it is an international company, which I do not know anything about it, they can make a... how do you call it... a seminar or something in another country, so that the people will know, o there is another company like that in another part of the world. And... That way.

And the publication. What kind of publication should there be?

Publication... I think since our bachelor degree. So when we still are a student in university, the company can start to introduce themselves to the students, so when after they graduate, the student can just (?) that company. Maybe, I do not know, by doing the seminar to college students, or, well, an internship program. At least you can try to work on that company as an internship student and then after you quitted you know all the possibilities of working there. Something like that.

Where do you look at, at a company? How do you select them? Like, you start looking for a job...

Online...

You start online...

Online, yes.

And where do you look at, online?

At their website. I think a good company must have a good website too, that can give us information, any information, about their business, their, what is it called, their branch or something, and especially what they are doing...

And what is important on the website? Where do you look at? Are there other things you think are important?

As far as I know most of the company websites, is not enough for, not giving enough information. For me, I have to ask to somebody who is already working there, to get more information about the environment and what is what they are really doing. And... The website is mostly about like... the history of the company, and then their business, and if they are looking for new employees then they would give us the requirements for the employee in that website, so... I think most of the information is like, well, not really... described what are we going to do in the company. If we are going to work there, as a new employee, you should want to start with a new project maybe, like a new employee project, a trainee project, and... it is not explained well in the websites. As far as I know... So... If I'm going to look for a job in a website, then it is really, the company has to provide me with good current information about the training project, the first project that I will get, when I'm accepted in that company. Something like that.

Are there other things you select a company on if you want to apply for a job?

... No... I do not know. I mean, well besides the money, the most current information, I get that from somebody who already works there, and I think it is the best information for me. Because the company will not say anything bad about themselves. So... well, I do not know.

Do you think there are special ways to attract females?

To attract females... I do not know... It is like, the same female or male. And well, for me it is not problem if I will work in environment with all of the teammates, or all of the people are men, so... No problem for me. But for the others, they think that the females cannot do like hard work, like the males. And I think the company should explain that they have to... that the project that will be given to the female students, will not be the same as the male. I know if they ask to work in another part of the world, and they have to do some hard work, like you know, the men work, like repairing something, they have to explain that clearly for the other female students will not get cared if they look at the website.

Are there other things for you as a female?

Well, no, I do not think, I do not know... I think there is no difference between males and females, except that work part, like repairing something or dragging some heavy something to another place, or something like that. We are engineers. I do not think there is no difference between males and females. The duty is the same. So...

Do you think there are special things to attract you as a foreigner?

Special things... Yeah, as a foreigner, then, what is it... If the company is in another country, then the most attractive part is that it is nice that I can go to another country. Then I will have more experience and I have an possibility to go to, well, (?) or something like that. So the location is important I think...

Are there other things that would attract you as a foreigner?

Well, like the experience to communicate, to interact with many other people from other countries, so not only the people in that country I think. So, the various nationalities, experience the cultures, I can learn a lot from that.

And what should a potential company do to stimulate that?

Maybe you can, they can propose a program that is special for people around the world, and all of them will be grouped in one group, or something, doing some project together. In that group there are various nationalities of people. That would be nice. Okay...

Are there other things that would attract you, as a female or as a foreigner?

Let me think... Well, I do not know... As far as I know I have many friends working for an oil company, and they say that the work time is very long, maybe like they only have three hours for sleeping in a day, and they have to wake up just in case there is danger, an emergency happens, and they have to be ready whenever this is coming. I think that's not really nice, for females. If they are men, then well, it is up to you, but for me as a female... My body is not as strong as men, we need more time to have time for ourselves... If you are working in an oil company, somewhere off shore I mean... My friend said that that is though for women, because we are not as flexible as men. They can do anything anytime, but for women if you are having your period then... well you can get tired, so tired, and that's not nice if you have to work with that long working times.

So what kind of working times would you prefer?

... Just normal one I think. You go to work at eight o'clock maybe and you finish it at four PM? Something like that. Just the normal times. I mean, it is not a job in the middle of the night, or you have to wake up very early to go to somewhere, and come home late at night... No, no...

You also said that the location is important to you?

Yeah, location is important.

What is important to you in the location? And why?

... If they are going to send me out in the middle of the ocean, without a signal, without communication device to my other relation, then that would be hell for me. So... And the facilities should be good. And also... if there is living some family out there, with a long travel journey time, then I, for me, I will ask them to give me more weekend, something, or more, I mean like some, one

week in a month to have a free time, so I can go home and socialize and go back again to that place. Something like that.

And also when you go like to another country, where do you look at?

You mean a special country?

Well, when you go abroad, like you are now... What makes you chose for the Netherlands or ..?

Where do you look at?

Okay... If I'm going to another country, the first would be the culture of the people, which is not really cold, you know. I mean, the Netherlands here is nice, but maybe I have to give an example. Is that okay? The Netherlands is nice, they can speak English well, so if you go to any shop or going by bus, train, in public transportation you can speak English, but if you are in France for example, not all French people can speak English and do not want to speak English some times. So that would be awful for a foreigner... So... the language is one thing. And the other thing is the people in that country if they are nice to foreigners or not... What else... And the other one is the facility for the foreigners, that can make us easy life. When we are going to travel in a bus for example, then you have to... have something like an announcement, or other things in English, so we can understand that. I found that difficult for my first time here, going in the public transportation and the bus, and the screen is off and I can only hear the announcements in Dutch and I'm like "No, I'm lost, where is it?", something like that. So the public facilities should be good... The other... Well maybe some people think of the weather is a real... but for me no... it is no problem. Maybe the weather is considered as a problem, some people do and they are going to chose the company and then they look like "oh this company is located in the desert, I do not want to live in the desert".

And if you are already in a company, what would retain you?

Retain.. You mean..?

What makes you stay in a company? Like you are already working there, what would retain you?

I think if the load of the job is equal to the money that I get. The environment is nice, I mean, I'm suitable for the environment and I feel like this can be my second home or something like that. You know, if I can make many friends there, I mean, and my boss is nice, then I will be happy.

Why is it important to you that the load of the job is equal to the money you receive, you salary?

Because I think, sometimes people have very long working times, but salary is not as much as they expected, and I think that will be bad for an employee, because they can decide to chose another company which is with another salary that's maybe better.

And you talked about the environment... How should the environment look like?

I think friendly is most important. I cannot make friends with other people in the same room if... And if we can be good friends, then we can work together. But if we are, you know, like "I do not like this guy", and you have to work with him together, yeah, you have to be professional, but sometimes it will be easier if you already know him... So...

You also said about having a nice boss. How do you see that?

... I think the boss should be competent. And if our boss is not competent, then, maybe sorry, I'm more clever or smarter than him and I think that this problem should be solved this way, this way, this way, (?) of what he is asking us to do, then... I think that would be a problem. The boss must have some good soft skills too, so that he can... like if the boss is going to criticize (?), you know. I do not know how to say it... I do not know...

You can just think, we have time...

Well, I think it is not what, I mean like, the leader of maybe a group...

A group leader...

Yeah, a group leader, a boss or anything, that person should know every ability of its employees. And you know how to use the ability of every employee. Without caring about the employees, it makes you feel like a slave. It is like... In a group you will have many different, I mean, many people from different fields like maybe mechanical engineering, civil engineering or something, work together in a group. The leader must know the potential of every individual. So that he can use all of the resources, all of the team members, to go to the purpose of the project. Something like that.

Are there other things next to the load of the job, the environment and having a nice group leader or boss? Are there other things important to you that would make you stay in a company?

... To stay in a company... No, I cannot say anything, I think... Boss, friends, salary, and... Well maybe... the office, I mean like, I'm expecting a nice and clean office. If your cleaning service does not work well, then it gets terribly dirty everywhere... What else... That's all I think... Yeah, that's all.

Do you think there are special things that a company should do to retain females? Let's start with that.

No, I do not know... If I'm a company owner, of let's say a human resource officer, or something like that, if I want to attract females, I do not know what I have to do... Well, for example if this company is, like the company that I talked about, an oil company, usually they ask for women, but the work load is the same as the men. If I was a human resources officer then I (?) to attract women. Because, me, I do not want to work in an oil company if the work load is like that. So... If they are wanting to attract me then maybe they can start with saying the work load is not heavy like that, something like that. Well, you still can have a life outside your work. Your work will not be, will not affect your social life, something like that. And... What is more to tell... I have to make sure that even if I'm going to work far, far away from my family etcetera, I will have a new family and new friends that can be... A new friend that, we can be second family or something like that. I mean like besides the family, the facilities have to be good too.

And what can a potential company do to help you with that? Or what should they do?

... Well... Build a good building... For an example, if you are a company in the middle of the jungle then every other facility a city must have, like a hospital, maybe a mall or a station, or... any entertainment like a theatre, cinema, movies, whatever, something like that, karaoke, or anything, a bowling area, to make us entertained.

You also spoke about having like a new family, having new friends in the area. Should a potential company do anything about that?

I do not know about that, because it depends on every person, right. Like... The environment should be nice. I mean, from the start, if you are going to, what is it, to have a new employee, then you have to make a good atmosphere from the beginning. So that for the next time they will act like what a senior does, so the senior should be nice when they are coming... Not making them like a slave or something. And if they make mistakes, just be a good senior. Tell them that it is well, and do not, what do you call it, not make them feel worse. Like it is okay, we can finish it, let us finish it and you have to finish it, something like that. Not, not, "what are you doing, what have you done!", something like that you know. I do not know how to say it in English.

To approach someone more positively. Is that what you mean?

Yeah, right. What else... It depends on... The atmosphere can be created from the people who have already been there. So... that senior employer, well, they have to make a good atmosphere when the junior enters the company. The company has to do something for the both (?) so that they can have a good atmosphere.

And are there special things for foreigners that a company should do to retain them? To make them stay in a company?

For foreigners... I do not know, maybe the foreigners have some difficulty in communication with one another... Well, it depends on the person, but if your English is good, no problem. You can chat with everybody, so... no problem.

So English should be the language in the company?

Yeah, maybe... About the language. If the maturity of that company is people from one nationality, let's say Dutch, and then a stranger comes to the company, many of them come to the company, then there is sometimes when the Dutch people speak their own language and the foreigners they're like "what they are talking about, we do not understand". Maybe the company can ask the Dutch people to speak English, so that everybody can understand it. There will not be any groups of people, Dutch groups and Spanish groups, for example, that would be nice.

Are there other things, specially for foreigners to make them stay?

... Well... No, I think... That's all.

We will go to the next question, which will be about the developing of a diverse workforce. What should a potential company do to develop you?

To develop me... Okay... I have (?) for my bachelor degree, so I'm potential. They have to realize what is my ability. I mean like, I'm able to do this one, this one, blablabla... and from that you can give a project that is suitable with my ability. So I do not have to learn something from (?) again. I can develop myself in what I already know about it. And... the project must be a real one. I mean like a real project in a real world, not a question in a book. So by doing that then I can develop myself. And... I cannot... I mean... The project must be related with my previous specialty. Some of my friends have already worked in a company and they told me that what they are now doing has nothing to do with mechanical engineering, so... well, they gained experience, but they did not like it, but they had to make a living so they worked there. That's not good for me too, I think, I want to work in the field where I already know about it. Something like that.

What should a potential company do to train you?

Yeah, they can give trainings for me. Train us, or maybe send me out to another, I do not know, another... company or university or something to get more knowledge about it. Then I can go back to the company with new information that I can use it for my own company. Something like that.

And what kind of trainings should there be?

About the trainings... I do not know many forms of training, except the one like in a course you know. Somebody give us lectures in front of the class, and the trainee, the employee, just sit and watch, something like that... Maybe they can attract us with new trainings, a new project, for many employees on the work, so that we can go work on the project with people from another company. And, well, at the end there must be some... I do not know, maybe, more knowledge about it, or maybe they can give us a prize or something. I think that trainings like in the class form, that is not really good I think.

On which kind of skills should the trainings be based?

... Maybe I'm more interested in my skills in mechanical engineering, so it is not like soft skills or anything. Training in the field like, sorry, I mean, soft skills training it is not as interesting as training in the mechanical field, so... something like that. So... well, training must be related to my work. I mean, sometimes it can be related, but if it is not related with my work, then this training has to be in the same field as my work. Something like that.

Why is that important to you? Why no soft skills?

Because... I think that soft skills training.... well, it can be important, but we can all develop ourselves by doing that, it can only be taught to children. It is like you have it or no. You develop yourself from when you were a child until now. It is all about experiences... If the employee is already, say twenty-five years old, or older, I think... they can still develop their soft skills, but not by training or something like that. They already have the basic for themselves. I think it is better if the training is for technical or for your job, instead of for soft skills.

And what should a potential company do to help you grow in a company?

Grow in a company... Well... The company has to develop itself. It is like, you know, if the company is like almost bankrupt or something like that, how can we develop ourselves if everything we are doing is like the same for every day. So... If the company is also developed then the employees can develop themselves too. I mean the project will be various next time.

And grow, as in promotion? To make you grow into like the next level? What should a company do about that?

That depends on the employee. If the employee is competent, you know.

And should the company help you to reach being competent?

How...

Should they or not?

... Yeah, they should, if they want to, I mean if the company wants to develop, then they should help us to develop, to... by promotion I think it gives a positive influence to the employees. Also gives us more responsibility, so... That I do not know. Some employees are not really good so they cannot get

promoted until several times. For those cases I think the promotion will not be good, because they do not have good competences to be promoted. For those cases I do not know what to do... It depends on the employee... And as well it depends on the rules at that company.

What kind of development opportunities would you want, to reach that level?

Well, of course, get promoted. I mean like, well, once in a year or something like that. So I can grow to the higher step with a normal time, I do not know about the time, it depends on the job and on my (?). But at this level be as long as the company, something like that. The time, and also the salary if you get promoted.

And should a company help you to reach that position? How should they develop you?

Yeah... but how? Maybe on the project, on the work... at first. First I start as a team member and then they can, after some projects... the advisor must see that by those projects that I've already done, he can see that I already know about many things, then they can ask me to be maybe a team leader or maybe a department leader in that group... The next one would be team leader. Something like that.

And are there special things for females?

For females... No... I do not know... Nothing I think.

And for foreigners?

For foreigners... It is the same, like... They expect to have the same chance to get promoted as well as the women and males, nationalities, so it does not matter which nationality you are in, or if you are a female or a male. You have to have the same chance to get promoted...

Are there other things specially for foreigners?

...

Like what a company should do to help them develop?

... No... No I think it is like... Communication skill maybe. They can teach us the language of that nation... Or... Let's say... Asking the foreigners to get involved in the company activities. Maybe they go somewhere for a summer holiday or something together, so they can ask the foreigners to come. Or... just a normal party, something like that.

What should a potential company offer you? As in working conditions?

... You mean like what kind of working conditions?

Yes.

Okay. My primary condition... Let me think... Maybe I've already said it, that the work load should be equal to the salary I think. That one. And... That I think that the salary is enough for me to make a living. So... the second you could say about the environment, the location... The environment is second important I think...

Do you think there are any other important things we missed out on during the previous questions?

Do you think there are other things important for my research?

No... I think... I do not know... No, I think... No

Do you have any questions for me?

Any questions... Okay. No.

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Wat vind jij een goede werkgever? Wat maakt een werkgever goed?

Een beetje veel contact, vind ik belangrijk, sociaal betrokken, iemand, die ook, als je niet aan het werk bent voor die persoon of zo, een keer vraagt: "Eh, kun je dit doen?" Een beetje...Ook wel iemand, die ook wel laat weten, dat je werk gewaardeerd wordt, vind ik ook wel belangrijk. Ik weet niet, ik werk nu bij de voorlichting voor de universiteit, daar hebben ze iemand, die dat regelt, iemand, die is zo enthousiast en goed bezig, en door dat enthousiasme zo ontzettend druk is met van alles en zelf zo gemotiveerd is. Als zij dan naar mij toe komt en vraagt, of ik iets extra's wil doen, of

zo, een stukje ergens over wil schrijven, dan wil ik dat ook altijd wel voor haar doen, omdat ze altijd zelf haar best doet en zelf enthousiast is en daardoor ook heel motiverend is. En als je het een keer niet kunt doen, vindt ze het ook niet vreselijk erg, als je het maar duidelijk laat weten. Maar als ze iets vervelend vindt, zegt ze dat ook gewoon eerlijk. Dat mag natuurlijk ook. Gewoon een beetje lekker betrokken.

En waarom is waardering voor jou belangrijk?

Ik weet niet, dan heb je het gevoel, dat je goed bent in wat je doet.

Zijn er andere dingen naast een goed contact, sociaal betrokken en waardering, die belangrijk voor jou zijn, die een werkgever goed maakt?

Ik kan me wel indenken, dat ik het wel fijn vind, als mijn baas duidelijk is in wat hij wil.

Waarom?

Toen ik zelf mijn bacheloropdracht had gedaan, was dat niet echt voor een baas werken, maar wel, zeg maar, iets doen voor mijn begeleiders. En die vond ik zelf verschrikkelijk onduidelijk, daar werd ik helemaal gek van. Dus ik vind het wel fijn, als ik weet, wat ik moet doen, als ik weet, wat de opdracht is.

Zijn er nog meer dingen?

Nee, ik denk eigenlijk, dat ik de betrokkenheid en interesse voor waar je mee bezig bent het belangrijkste vind.

[00:06:08.08] Interviewer: Het moet creatief en innovatief zijn. Je moet een beetje vrijheid krijgen in de dingen, die je doet. Dat spreekt misschien een beetje tegen in de dingen, die ik graag wil, maar dat de baas duidelijk is, maar dat je ook eigen ideeën mag inbrengen, dat die bespreekbaar zijn, zeg maar. Het moet gezellig zijn, dat vind ik ook altijd erg belangrijk, dat er leuke, gezellige, speciale mensen werken, waarmee je gewoon even een kopje koffie kunt gaan drinken, die je gedachten op iets anders zetten. En dat je je dingen, je project of zo, waar je mee bezig bent, dat je die ook kunt overleggen met anderen en dat de mensen onderling bereid zijn elkaar te helpen. een bedrijf moet gewoon een beetje openheid en sociaalheid en samenwerking uitstralen, dan zou ik er wel graag willen werken.

Zijn er meer dingen, die je belangrijk vindt, die een bedrijf jou zouden kunnen aantrekken?

Nee, ik denk dat dat...Het is niet, dat ik wil, dat de mensen van mijn werk ook mijn beste vrienden worden, of zo, maar ik vind het wel fijn, dat je ze ook naast je werk ook een beetje persoonlijk leert kennen. ik vind de mens wel erg belangrijk. In ieder geval, voor als ik er langer wil gaan werken. want, als ik er kort wil werken en het is dat ik er maar voor een paar maanden een opdracht moet doen, of zo, dan denk ik juist het tegenovergestelde, dan heb ik zo iets van: "Ik zit hier alleen maar om mijn werk te doen en ik wil het graag zo snel mogelijk afkrijgen en ik heb totaal geen zin, om mensen te leren kennen".

Stel, je kent het bedrijf nog niet, hoe zou het jou dan kunnen bereiken?

Hoe bedoel je dat precies? Hoe ze mij kunnen vinden?

Ja.

Via LinkedIn. Ik zou geen andere manier weten, eigenlijk. Op een gegeven moment moet je wel je cv en zo inleveren bij de bedrijvendagen en die geeft dat dan weer aan bedrijven, dus zo kan ik me voorstellen, dat ze op die manier ook je cv in handen krijgen. er zijn wel meer van die dingen, waar je je cv moet inleveren. Ik denk, dat ik wel te vinden ben.

Hoe kunnen zij jou interesseren?

Ja, door de dingen, die ik al heb genoemd bij wat mij zou aantrekken in een bedrijf en het interesseren...ik vind het wel leuk, om bedrijfsrondleidingen te volgen en te zien, wat er gebeurt en zo. Maar het lijkt me wel normaal, dat je dat krijgt, voordat je bij een bedrijf gaat werken, dat weet ik eigenlijk niet.

Zijn er meer middelen, waardoor jij het bedrijf zou leren kennen?

Ik denk, dat je dat eigenlijk alleen kunt door er een tijdje gewerkt te hebben. Dat je misschien...Je hebt beslist wel een proefperiode of zo, ik denk, dat dat gewoon de beste manier is, door echt mee te draaien.

Stel: Je kent het bedrijf niet, je zoekt een baan, ga je dan zelf op zoek naar bedrijven, of moet je het bedrijf al kennen?

Dan ga ik zelf wel op zoek naar bedrijven, ja.

Hoe denk je, dat je dat gaat doen?

Ik ga gewoon googelen. Ik weet niet...Misschien zou ik na gaan vragen bij vrienden, waar die werken en hoe dat bevalt. Bij de studieverenigingen heb je ook veel van die lezingen en zo, daar zou ik, denk ik, heengaan. Daar ga ik sowieso wel eens heen, ook wel naar rondleidingen via de studievereniging bij bedrijven. Dus, dat zijn wel de dingen, die ik doe, om kennis te maken met een bedrijf. Gewoon al die dingen, die door de studievereniging worden aangeboden en dat klinkt als een interessant bedrijf, daar ga ik dan meestal wel kijken. Dus, ik denk dat dat ook wel goed werkt.

En als je dan dat bedrijf weet, daar zou je dan wel willen gaan solliciteren, dan ga je nog andere stappen ondernemen?

Nee, want ik ben op het moment nog niet op zoek naar werk.

Maar puur hypothetisch. Je bent na je studie op zoek naar werk.

Als ik op een gegeven moment op zoek naar werk ben, zou ik, waar ik zou willen gaan werken, wel aanschrijven. En kijken, of ik het wat vind. En kijken, of ze mij wat vinden.

En ga je dan bijvoorbeeld ook informatie over dat bedrijf opzoeken?

Ik denk, dat als blijkt, dat er meer kans is, dat ik er zou gaan werken, als ik er ben geweest, en als ik denk: "Dat is echt wel erg leuk", dan zou ik er meer informatie over opzoeken.

Waar zou je dat dan doen?

Google. Of op de website van het bedrijf. En ja, zoals ik al zei, als ik mensen weet, die er werken, die ik ken, dan zou ik ze ook vragen.

En als je naar de website gaat, waar zou je dan naar gaan kijken?

Projecten, waar ze mee bezig zijn, ook wel de uitstraling van de website, gewoon een beetje, hoe ze het brengen; dat is meestal ook wel, hoe de gedachte achter het bedrijf is. Dat kan best wel veel invloed hebben, hoe de sfeer is en alles. Aan een website kun je wel een beetje zien, of een bedrijf een beetje open is, of ze alleen maar neerzetten van: "Wij zijn dit en dat bedrijf, wij maken deze dingen, we hebben deze medewerkers", contactgegevens er misschien nog bij, of ze veel dingen over zichzelf vertellen. Want als ze dat überhaupt wel doen, is dat wel leuk. En, ik weet niet, foto's vind ik ook wel leuk.

Waar let je dan op bij de foto's, wat voor foto's zouden het moeten zijn?

Van in het bedrijf, of van...Ik kan me ook wel weer voorstellen, dat ze niet alles naar buiten willen brengen naar bezoekers, dat is ook wel zo, misschien gewoon van projecten, die ze hebben gedaan, en zo. Plaatjes zeggen vaak meer dan tekst.

Je hebt het ook over de uitstraling van de website, die moet open zijn. Is er nog meer/ Hoe moet die uitstraling eruit zien?

Niet te officieel. Ik weet niet, het is natuurlijk wel zo, dat het bedrijf naar klanten toe er netjes uit moet zien. Dus dat is natuurlijk wel belangrijk, maar wel een beetje, dat ze zichzelf niet te serieus nemen, dat ze wel een beetje....Dat ze niet te nette taal en alles strak, alsof iedereen daar elke dag in pak naar zijn werk moet gaan. Dat idee.

Een beetje meer informeel.

Maar niet op een manier informeel, dat het een grote speeltuin is, maar dat ze ook gewoon, dat het ook niet te strak is.

Zijn er andere dingen, naast deze dingen, waardoor bedrijven jou zouden kunnen bereiken, of waar je dan echt op let?

Ik weet het niet, reclame of zo,...

Waar zou je die reclame dan vinden?

Ja, overall, affiches aan de muur, of posters. Ik vind altijd van die wc-reclames heel goed werken, omdat dat dan het enige is, wat je hebt. Dat zijn wel echt reclames, die ik lees. Je zit er een minuut of zo voor en dan moet je wel lezen, wat erop staat. Die QR-codes en zo, daar doe ik dan weer niets mee. Ja, posters kunnen ook wel helpen, maar dan moet er wel echt iets op staan, wat mijn interesse wekt, want anders vergeet ik het daarna weer. Het moet, zeg maar, motiverend genoeg zijn, want ik

moet de telefoon pakken en het webadres opslaan, dat ik dan ook nog weer terugdenk, om dat adres weer te bekijken, dus dat gebeurt niet zo heel vaak, dat ik uiteindelijk nog er nog wat mee doe, maar als er echt iets op staat, "Oh, dat is echt iets voor mij", dan ga ik wel kijken.

Zijn er nog meer dingen?

Nee, ik heb nu wel alles gehad, denk ik.

Zijn er specifieke dingen voor jou als vrouw, die jou zouden kunnen aantrekken?

Ja, het moet wel een beetje ingericht zijn voor vrouwen. Ik bedoel, je moet je wel welkom voelen als vrouw. Het moet niet zo zijn, dat je als vrouw eerst je plekje moet veroveren, dat is een beetje een ding...Maar ik denk, dat dat niet echt gebeurt meer. Ik weet het niet. Bij sportverenigingen, hoorde ik laatst, zijn er veel vrouwen, die geweigerd worden, want ze hadden geen toevoeging aan de vereniging. Ik dacht, dat dat soort dingen niet meer gebeurde. Ik was daar echt heel verbaasd over.ik dacht, dat dat soort dingen echt niet gebeurde, dat je als vrouw wel overal geaccepteerd wordt. Nu begint het toch een beetje meer een maatschappij te worden, waar vrouwen wat meer dingen doen, die eerst gezien werden als alleen voor mannen. Blijkbaar gebeurt dat nog steeds, dus ze moeten er echt wel voor openstaan, het moet niet zo zijn...Ik kan me ook wel denken, dat als ik de enige vrouw in het bedrijf ben, of zo, bij een klein bedrijfje, dat ze zich dan een beetje gaan gedragen van: "Oei, jij bent de vrouw", of weet ik wat. Af en toe mag dat wel, ik bedoel, misschien heb je ook iemand, die kaal is, en dan is dat de "kale". Het mag wel een beetje, maar je moet je wel een beetje welkom voelen en ook wel serieus genomen voelen.

Wat zou een bedrijf daaraan kunnen doen?

Jebedoelt qua uitstraling?

Hoe zouden zij daarop kunnen inspelen?

Als ik nog niet bij het bedrijf werk, maar dat van buitenaf zie. Het blijft er toch weer bij, dat het een open en sociale uitstraling zou hebben en dat mensen zich niet altijd te gaaf moeten vinden, of te belangrijk, want dat merk je wel vaak, als mensen, vooral mannen, zich als belangrijk inschatten, dat ze ook vaak inschatten, dat vrouwen minder belangrijk zijn of wat minder kunnen, dus gewoon, normaal mensen met een open houding.

Dus ze moeten ervoor zorgen, dat iedereen in het bedrijf een open houding heeft t.o.v. vrouwen?

Niet alleen t.o.v. vrouwen, gewoon t.o.v. mensen, dat ze geen vooroordelen vellen, ook niet over buitenlanders of homo's of elke groep, die maar in de minderheid kan zijn bij een bedrijf. Ik bedoel, je mag mensen best een beetje plagen, omdat ze iets hebben, wat jou anders maakt dan de rest, maar het moet wel gewoon bij geinen blijven, het moet niet zo zijn, dat mensen zich echt serieus beetgenomen voelen. Maar die mensen zul je er wel altijd tussen hebben zitten, want het is toch een globale houding, maar die beter niet te arrogant is.

Kan een bedrijf daar nog invloed op uitoefenen, denk je?

Ik vind gewoon, dat als iemand een presentatie komt geven, of weet ik wat, dan vind ik gewoon...Ik kan er heel slecht tegen, als bedrijven zeggen: "We zijn zo goed, want we maken dit en dat en andere bedrijven kunnen er niets van". Dat een beetje te erge stoerdoenerige en dat vind ik niet leuk.

Ze moeten een beetje een normale houding hebben.

Ja, precies. Ik weet niet, ik kan wel een voorbeeld geven: Ik ben een keer bij Nedap geweest, dat vind ik echt een superleuk bedrijf. Dat vind ik een voorbeeld van een leuk bedrijf. Dat is echt gewoon gezellig en...Ik kan het natuurlijk verkeerd hebben, want ik heb er nog nooit gewerkt, maar dat is echt een bedrijf, dat op mij een heel positieve indruk maakt. Het moet ook een klein beetje modern overkomen, wel. Ze hoeven geen design-meubilair te hebben, want dat valt dan weer in de categorie, vind ik, van jezelf iets te serieus nemen, iets te erg laten zien, hoe veel geld je hebt in het bedrijf, maar het moet ook geen oublige boel zijn. Een beetje jonge mensen, maar ja, misschien als ik zelf oud ben, dat ik....

Als je start, is dat wel belangrijk.

Ja.

Nog andere dingen?

Nee...ik zit te denken, wat zou je als vrouw graag willen bij een bedrijf wat een man niet wil? Ik weet het eigenlijk niet zo goed. Misschien zou het fijn zijn, als er ook andere vrouwen zouden werken.

Zolang ze maar de indruk geven, dat ze openstaan, dat ze het niet uitmaakt, of er één of tien vrouwen werken. In dat geval vind ik het niet erg, om de enige te zijn.

Wat zou een potentieel bedrijf moeten doen, om jou te behouden?

Goed betalen, nee, nee, dat is lang niet het allerbelangrijkste, hoor. Maar, dat zou ik wel mee...ja, natuurlijk. Nee, ik kan me echt niet voorstellen, dat als ik bij een superleuk bedrijf werk, dat ik dan weg zou gaan, omdat ik ergens anders wat meer kan verdienen. Ik kan me wel indenken, dat ik bij een bedrijf, dat ik niet zo heel leuk vind, blijf, omdat ik er veel geld verdienen. Dan zou ik zo iets hebben van: "Dat maakt mijn privé-leven beter." Dan heb ik het er wel voor over. ik denk, gewoon de dingen, die ik net zei: Hoe het bedrijf is, dat je je er gewoon lekker kan voelen. Als ik elke dag kan opstaan en kan denken van: "Oh, ik ga weer naar mijn werk," dan zou ik er wel lang willen blijven werken, denk ik. Ik moet me er gewoon prettig voelen, dat vind ik het allerbelangrijkste. En ja, prettig voelen, dat hangt natuurlijk samen met een hele hoop dingen, want... eh...dat hangt samen met gezellige mensen, de projecten, waarmee je bezig bent, leuk vindt. Het hoeft ook niet allemaal even leuk te zijn, als ik maar globaal het idee heb, dat ik het leuk vind, dat ik het leuk vind, om naar mijn werk te gaan. En ik moet er niet gestrest van worden. Een goede vriend van mij werkt al een tijdje en die moet altijd overwerken en elke keer heeft hij weer de indruk, dat zijn baas het niet goed vindt, wat hij heeft gedaan, want dan heeft hij weer iets onvriendelijks gezegd en ik kan echt niet begrijpen...Hij mag dan wel veel geld verdienen daar, maar ik kan echt niet begrijpen, dat hij daar blijft werken. Zulk werk zou ik echt niet willen. En als dan blijkt, dat het bij alle bedrijven zo werkt, in de branche, waar ik iets zoek, dan ga ik wel in een supermarket werken. Ik wil niet, dat ik gestrest ben en moet overwerken en dat het er op een gegeven moment op uitdraait, dat ik alleen met mijn werk bezig ben en niet eens met leuke dingen. Dus dat vind ik echt wel heel belangrijk.

Zijn er andere manieren, waardoor jij je lekker zou voelen in een bedrijf?

Ik vind het wel belangrijk, dat je gemakkelijk op je baas kunt afstappen. Dat niet alles in een vergadering moet worden besproken, of zo. Dat het via e-mail of via een tussenpersoon wordt gemaakt, dat je gewoon mensen direct kunt aanspreken. Dat schijnt in Twente heel gemakkelijk te gaan, dat je naar een hoogleraar of zo toe kan gaan, dat vind ik echt super. Dat zou ik in een bedrijf ook wel willen, dat je gewoon op de baas kunt afstappen. Ik hoor dan weer, in Japan of zo, dat kan echt niet. Als je dan iets wil vragen, moet je echt een vergadering opzetten, om met je begeleider te praten. Dat is allemaal erg met rangorde. Daar zou ik niet tegen kunnen. Ik wil gewoon iemand gewoon kunnen spreken, omdat ik die nodig heb en er dan op af kunnen stappen en niet via via van het kastje naar de muur. Dat vind ik ook wel belangrijk.

Andere dingen?

Ik weet niet. Ik kan wel dingen bedenken, die me leuk lijken, als een bedrijf die heeft, maar niet heel belangrijk. Iets van een kantine, of zo, waar mensen van het bedrijf met z'n allen kunnen lunchen en waar ze ook iets anders dan patat kunnen kopen. Fijne werkomgeving. Ik ben in Amerika bij Intel geweest, daar zitten alle mensen, hoe hoog ze ook opgeleid zijn, in cubicals; dat is echt een grote loods met allemaal schotten erin gezet en dan zitten mensen allemaal in hun eigen, kleine hokje. Zoiets, dat zou ik ook niet willen. Een beetje leuke, gezellige inrichting. Bij Intel was alles ook zo super vertrouwelijk, bij sommige mensen mocht ook niemand anders in de cubical komen, daar hing een ketting voor, want die waren allemaal met hoogvertrouwelijke dingen bezig, ze gebruikten ook geen whiteboards, want ze hadden al eens gehad, dat mensen het gebouw tegenover hun gingen huren en foto's gingen maken en zo. Ik zou het wel lastig vinden, om zo moeilijk te doen de hele tijd.

[00:31:24.00] Interviewer: En zijn er nog dingen, die jou als vrouw zouden kunnen behouden?

Ik weet niet precies, wat nou de dingen zijn, die ik specifiek goed vind, omdat ik een vrouw ben. Ik vind het een beetje een lastige vraag. Nee, dat kan ik echt niet bedenken. Wat ik bijvoorbeeld wel fijn vind, is, dat je wel rotzooi mag maken. Dat als je met een project bezig bent en je moet iets maken, dat dan niet van je verwacht wordt, dat je constant een nette werkplek hebt, want dat kan ik niet maken. Ik weet verder echt niets.

Maar vind je, dat vrouwen en mannen gewoon gelijk behandeld moeten worden? Kan ik dat daaruit opmaken?

Ja, natuurlijk, dat sowieso. Ik denk wel, dat vrouwen en mannen hebben hun specifieke dingen, of problemen of zo. Ik bedoel, een belangrijk punt bij een bedrijf is, dat op een gegeven moment vrouwen zwanger worden, dat ze daardoor ook denken: "We moeten geen vrouwen aannemen, want die zijn straks een jaar weg." Dus wat dat betreft kun je mannen en vrouwen niet gelijk behandelen. Maar op de gebieden, waarop dat wel kan, moet dat wel gebeuren. Maar ja, mannen en vrouwen blijven natuurlijk verschillen, dus dat moet ook weer niet gaan negeren. Dus niet helemaal gelijk trekken, maar daar, waar het mogelijk is.

Als ze dan bijvoorbeeld zwanger zijn, dat ze een jaar weg zijn, ze daarom niet aan zouden nemen...

Ja, ik weet niet, daar kan ik eerlijk gezegd niet helemaal ongelijk in geven. Het zou natuurlijk wel heel vervelend zijn en ik denk ook eerlijk gezegd, dat ik er ook over zou liegen bij een sollicitatie, als ze mij dat vragen. Dat zijn gewoon bedrijfsstrategieën en tactieken. Voor mij zouden ze mensen ook mogen selecteren op of ze roken of niet. Mensen, die roken, zijn meer ziek. Voor mij mag je daar ook op selecteren. Maar aan de andere kant, als iemand gehandicapt is, of zo, dan mag je daar, geloof ik, ook niet op selecteren. Ik weet niet precies, hoe dat werkt. Maar ik geloof, dat daar aardig wat compensaties voor zijn. Ik denk, dat dat ook wel goed is, dat dat vanuit hogeraf, de overheid, gebeurt. Want ik kan heel goed begrijpen, dat een bedrijf liever iemand aanneemt, die vooral capabel is. Hoe vervelend het ook is voor de mensen, die die nadelen hebben. Maar ik bedoel: niet alleen vrouwen hebben nadelen, heel veel mensen hebben nadelen en dat is altijd moeilijk in het vinden van een baan. Ik denk inderdaad, dat dat vanuit hogeraf moet worden gemotiveerd, dat daar subsidie of zo voor moet worden gegeven voor bedrijven.

Voor de vrouwen, of bij de specifieke dingen, die ze kunnen, hoeven de bedrijven niets in tegemoet te komen?

Ik geloof, dat er standaardregels zijn, toch? Over hoe lang je vrij moet krijgen en zo, als je zwanger bent? Meer kan ik me niet indenken. Vrouwen extra gecompenseerd, of zo, worden, of dat er extra rekening mee moet worden gehouden. Ik denk, dat dat goed is.

Wat zou een potentieel bedrijf moeten doen, om jou te ontwikkelen?

Dus dat ik beter word, in wat ik daar doe? Ik weet niet, ze zouden cursussen aan kunnen bieden. Het is altijd wel goed, om kennis up-to-date te houden, mensen op de hoogte te houden van nieuwe dingen. Vooral...Het gaat, denk ik, om techniekbedrijven, als je ziet, hoe hard de techniek tegenwoordig gaat, denk ik, dat het essentieel is, dat mensen af en toe een beetje worden bijgeschoold in van alles. En wat ik eerder al noemde, dat je gemakkelijk met collega's kunt overleggen en zo. Een beetje je kennis kunt delen. Ik vind zelf altijd, dat ik heel veel leer van praten over dingen. Dus dat vind ik zeker belangrijk, om dingen te leren. Dat je kunt praten over projecten, waar je mee bezig bent en...Maar dan niet per se in vergaderingen, of zo, want dan is het weer zo gedwongen; in pauzes of zo. Ik denk, dat sociale bezigheden met collega's heel belangrijk zijn, want dan ga je echt praten over de dingen, waar je echt van denkt: "Dit vind ik interessant aan mijn onderwerp en hoe denk jij er nou over?" In een vergaderingsfeer is dat meer gedoe en in richtingen geduwd en...Dus ik denk, dat dat heel belangrijk is, dat je daar veel van leert. Veel verschillende onderwerpen bezig laten zijn, of als je met hetzelfde onderwerp bezig bent verschillende posities in de projectgroep. Dus bijvoorbeeld, dat je eerst gewoon iemand bent, die...waarschijnlijk, als je er net binnenkomt, dat je iemand bent, die er nog bijhangt, die het nog moet leren, dat je daarna iemand bent, die misschien een sub-groep van het project leidt, dat je misschien daarna het hele project leidt. Ik denk niet, dat je binnen een veld-project de hele tijd moet gaan schuiven, dan worden dingen onduidelijk. Ik weet het niet, als je bijvoorbeeld de eerste versie van een product hebt gemaakt, dat als de tweede versie wordt gemaakt, dan zou je misschien die taken wat kunnen verwisselen, of zo, zodat iemand wel een beetje kan doorgroeien. Dat je in het begin, zeg maar, degene bent, die er niets vanaf weet en dat je aan het eind iemand bent, die echt expert is. Dat je ook zo wordt behandeld en ook die verantwoordelijkheden krijgt. Als je geen verantwoordelijkheden krijgt, dan word je ook niet gepusht, om je zo te gedragen.

Zijn er andere manieren, waarop het potentiële bedrijf jou zou moeten trainen?

Nee, eigenlijk niet. Ik heb wel eens college gehad met iemand, die vanuit zijn bedrijf werd gestuurd: "Ga maar wat vakken volgen, misschien kan dat nuttig zijn." Of dat je een keertje bij andere bedrijven mag meelopen, of op een universiteit, om te kijken, wat daar wordt gedaan. Dat vind ik ook wel leuk, dat je niet alleen maar fulltime achter je bureautje op je bedrijf zit, maar dat je ook af en toe uitstapjes hebt naar een ander bedrijf of een keer met z'n allen op cursus. Dingen, die wel met werk gerelateerd zijn, maar net een andere invalshoek geven. Dat is ook wel nuttig, denk ik.

En als je kijkt naar doorgroeimogelijkheden? Wat zou een bedrijf daar aan moeten doen?

Ik weet niet, het is wel fijn, als je een hogere functie kunt krijgen, want dat daagt je wel een beetje uit, dat je er voor kunt gaan, om een bepaalde functie te krijgen. Maar aan de andere kant zie je volgens mij ook wel veel binnen bedrijven, dat het heel normaal is, dat je doorgroeit en dat, als je dat niet doet, als traag wordt beschouwd. Ik denk, dat ik bij zo'n bedrijf wel zou kijken: "Is dit iets, waarin ik door zou willen groeien?" Dan zou ik er echt voor gaan. Als ik er niet in door zou willen groeien, zou ik naar een ander bedrijf gaan.

Zou een bedrijf jou in dat doorgroeien moeten stimuleren?

Het is wel interessant, als ze de mogelijkheid geven, maar ik vind niet, dat ze het als vanzelfsprekend moeten beschouwen.

En dan weer gericht op vrouwen: Hoe zou een potentieel bedrijf jou als vrouw moeten ontwikkelen, trainen? En met daarnaast het oog op doorgroeimogelijkheden?

Ik denk, dat de meeste vrouwen wel wat assertiviteitstraining kunnen gebruiken. Maar om dat nou speciaal meteen voor vrouwen in te zetten...Ik denk niet, dat je vrouwen daarmee blij maakt, in ieder geval, ik denk, dat ik me nogal beleidigd zou voelen. Nee, dat weet ik echt niet. Ik blijf het moeilijk vinden, om antwoord te geven op de vraag, wat nou specifiek voor vrouwen belangrijk is in een bedrijf. Dan moet ik voor een grote groep gaan spreken en bij die andere vragen gewoon voor mezelf antwoord geven. Dat vind ik een beetje moeilijk.

Vooral, omdat je ziet, dat vrouwen minder vaak doorgroeien, dat ze minder vaak in hogere functies zitten...

Ik weet het niet, ik ben niet zo'n persoon, die werk het allerbelangrijkste vindt. Ik vind het leuker, als ik later een gezin heb en dat ik daar tijd mee kan besteden. Maar misschien is dat ook echt een vrouwending, dat je dat belangrijk vindt, dat je gewoon niet alles wilt geven voor je werk.

Hoe zou een bedrijf daar dan op in kunnen springen?

Ja, dat ze geen te hoge verwachtingen hebben. Maar ja, ik blijf er weer bij: als je één iemand hebt, die bereid is, om 60 uur per week te werken in het bedrijf, dan kies je toch die. Dus wat dat betreft kan ik wel begrijpen, dat vrouwen niet zo...Tenminste als ze er allemaal zo tegenover staan als ik. Dan kan wel begrijpen, dat ze niet echt hogerop...dat ze dat niet zo belangrijk vinden. Ik weet niet, ik heb dat idee bij voorbaat al. Maar ik weet niet...Mijn zusje bijvoorbeeld heeft zo iets van: "Ik zou alles voor mijn werk willen geven." Terwijl dat ze dat vroeger niet had. Dus blijkbaar is er iets gebeurd, waardoor ze er in een keer voor wil gaan. Het is natuurlijk wel leuk, om met een groepjes ergens hard aan te werken. Ik denk, dat daarbij de teambuilding en het samen doen wel belangrijk is. Maar dan moet je ook weer uitkijken, dat een vrouw zich niet buitengesloten gaat voelen. Want aan de ene kant trekt zo'n team van: "Wij gaan met z'n allen vanavond doorwerken", dan kun je zo iets hebben van: "We gaan weer lekker doorslaan." Maar aan de kant is het ook wel moeilijk, dan voel je je alleen maar vervelender misschien, als je er niet aan mee kunt doen, dan voel je je buitengesloten, dus...Ik kan me wel indenken, dat als een bedrijf als doel heeft, om vrouwen hogerop te krijgen, dat dat een moeilijk iets is. Ik denk, dat je dat echt aan...als je denkt: "Deze vrouwelijke persoon heeft echt potentie, om verder te gaan", dat je dat echt per individu moet bekijken. Ik denk niet, dat je iets globaals kunt doen. Ik denk, dat dat het probleem is. Dat gewoon vrouwen vaker om hun gezin geven dan mannen. Maar dat is, wat ik denk.

Een bedrijf zou dan kunnen zorgen, dat het gewoon niet zo hoge verwachtingen heeft, dat er niet overgewerkt wordt. Zijn er meer dingen, waarop een bedrijf zou kunnen inspelen?

Wat ik dus zeg: Het is moeilijk, want het is heel tegenstrijdig. Aan de ene kant moet je worden uitgedaagd, maar aan de andere kant moet je ook de vrijheid krijgen om tijd voor je gezin te nemen. Want ik denk eigenlijk, dat als je zeg maar die uitdaging, dat je 's avonds zin hebt om aan het werk te

gaan. Je kunt het wel willen, je kunt wel het gevoel hebben: "Ik heb zin, om ervoor te gaan", maar dan kan het toch zijn, dat je je prioriteiten ergens anders hebt liggen en het dan niet doet. Dan kun je nog dingen doen, om iemand te motiveren. Als je niet weer wilt overwerken en dat soort dingen, dan is het wel moeilijk, om... Als je ergens voor wilt gaan, dan wil je wel af en toe dat extra beetje kunnen geven, wanneer het echt nodig is. Dat is... Minder hoge verwachtingen, dan word je misschien weer niet genoeg uitgedaagd, of zo. Ik denk, dat het zo'n beetje een tegenstrijdigheid is. Dus ik weet niet, wat je daar aan zou kunnen doen, eigenlijk. Ik weet niet, hoe ze mij daarvoor zouden moeten motiveren. Ik zou het fijn vinden, als ik het idee heb, dat het lukt in de tijd, die ervoor staat, maar dan denk ik, dat waarschijnlijk iemand anders het beter zou doen, omdat die er meer tijd in steekt. Ik denk, dat het moeilijk is, om dat probleem aan te pakken.

Welke soort arbeidsvoorwaarden zou een potentieel bedrijf, een potentiële werkgever, jou moeten aanbieden?

Ik weet niet zo veel van arbeidsvoorwaarden af.

Wat zouden ze jou moeten bieden?

Als ik ver weg woon: een vergoeding voor vervoer. Of anders: een goede fiets. Voor vrouwen met kinderen toch een mogelijkheid voor bijvoorbeeld een 36-uurige of parttime baan. Ik weet, of dat onder arbeidsvoorwaarden valt. Ik vind, dat overuren moeten worden uitbetaald, of dat je dat op een ander moment als vrije tijd op kunt nemen. Dat het niet wordt gezien, als... Die vriend van mij, die zo veel overwerkte, dat is dan aan het eind van: "Oh, je hebt het goed gedaan, jullie krijgen allemaal een I-Pad." Dat soort dingen. Dat vind ik... Ik vind gewoon, je werkt uren, dus daar moet je geld voor terug krijgen, of op een ander moment vrije tijd, maar dat soort van die gadgets geven, dat zou ik niet zo waarderen. Verder niet iets, maar ik weet ook niet, wat verder normale arbeidsvoorwaarden in het algemeen zouden kunnen, maar daar mag jij ook geen voorbeelden van geven.

En als je kijkt, wat ze jou zouden moeten bieden? Dan laten we de arbeidsvoorwaarden weg.

Misschien dingen als een verzekering of zo? Dat doen ze wel vaak bij bedrijven, geloof ik. Ja, een pensioenregeling. Verder weet ik echt niets.

Zijn er nog andere dingen, die je denkt te hebben gemist? Die jou aantrekken, behouden en ontwikkelen voor een diverse workforce?

Nee, eigenlijk niet. Ik heb toch al aardig wat verteld.

Heb je nog vragen?

Nee.

Heb je nog opmerkingen over het interview?

Nee.

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What is a good employer?

What is what..?

A good employer...

A good employer... That's hard. I think... the employer should give me the opportunity to grow in the company, you know. It is not like always the same thing to do, a dynamic job. And also that, I do not know, give some certainty about the employee, you know, like, I do not know, health insurance, the pay well... And yes, challenges as well, because I am motivated by challenge, so a good employer... yeah.

And why is it important to you that you have the opportunity to grow?

Because to in a stay, you know you only have these opportunities, if you are going to stay like this forever, it is no challenge, so it is not good. You have to be... You have some aims in life, so you can jump, and it is motivating you.

And... It is also for you important to have a dynamic job?

Yes, because to not to lose focus, you have different things to do, not always the same things. I do not like to do, like paper job and writing down stuff, so I prefer a dynamic job.

You would also like to have health insurance?

Yes, health insurance is like... just to be sure that, I mean, like if I get hurt during my job, I'm not alone you know, I have some certainty.

So security?

Yeah, security.

You also want to have challenges.

Yeah, challenges because it is what motivates me, and, I do not know, I do not like to be like always the same things.

Are there other things that make an employer good?

... I do not know. I told the most in the previous part...

No other things?

No, not that I can think of, no. I think a good relationship in all, like I can talk about my difficulties and they talk with me about what I'm doing wrong, if I'm doing good... In Brazil... I used to work in a company that, every six months, they gave prices to the best project and also reward, and it is a nice thing to give, because... I do not know how to say it in English.

Because it is motivating?

Yes, because it is motivating, yeah.

Other things?

Yeah, I do not know. I think that's it... O yeah, and a nice environment, you know, like... Yeah, the company should express that they care about the employees...

And why is that important to you?

Why... I do not know, maybe to feel more important to know that it is good to be cared of. Yeah, I think that's it.

And well, now we are going to talk about the attracting of a diverse workforce. What should a potential company do to attract you?

Show the job, you know, what my possibilities are inside the... yeah, the careers and... I do not know, maybe show these stuff that it is good and that they care. Yeah... I think that's most about what is the job about, and yeah, I think that's it.

And... Show the job possibilities, how should a company do that?

Like a company that is making shoes, and what as a chemical engineering, chemical engineer can do with shoes? Yeah, these kind of stuff, like with the material,... this stuff. Yeah, what is the job about... Yeah, I think that's it.

And... how can a potential company reach you? Like you haven't heard of the company yet, how can they reach you?

I think today it is all about internet. Maybe there is some, I do not know if it is common here, but in Brazil it is very common, some sites who arrange like you register yourself and they offer you "oh there is a internship here, a job here". I think these are very useful. And also media like Facebook... Twitter, I do not know, e-mail. These kind of things. And also... I do not know... Advertisements in other places that can reach you, like... the news or... yeah, to be all over I go, you know.

And do you have some specific places?

Here... I do not know... because it is different. In Brazil always news and there is like job... people who work try to find employees and everybody so... yeah.

You talked about posters...

Yeah, I think in the newspaper, or magazines, and television, maybe, you know, just to make the company, no. Because if I do not know as a... (?) or I do not know to work as well, so I think they are attached to each other.

And where do you look at, at those advertisements?

Information about what the company does, you know, like sell shoes, or make shoes, it is different. It is not 'shoes', but what, what can I do? Can I research, can I only be in the general process, this kind of things.

And what would interest you?

I think that's very difficult... because actually that is why I chose chemical engineering, because I do not have to mind what to do, because I can do an enormous amount of things. Yeah, I like the process, so it is kind of related to process, no matter what. I would like that.

Good. And when you go to the internet, what would you do if you start looking for a job?

The internet I guess is more like... you have to get tools to, I do not know... interesting sites... yeah... I do not know...

And at the website, where do you look at? What attracts you?

The website?

Yes, or in advertisements?

When it is easy to find like info and there is info about what they do, who are the company, what is the purpose of the company... and these kind of things... Yeah...

And what is important in this information?

I search to know the company and to know if... they have a nice relationship with other companies and if they... care about the environment. If they have strict rules, if... this kind of stuff I said before is important.

Okay, and are there specific things a company can do to attract you as a female?

... I actually do not think... as a female because maybe if they show that they have like a kindergarten, a health insurance to my family, and... I never really thought about this. Yeah, because, yeah... I think that...

[00:17:00.05] Interviewer: And when the company is abroad, what can they do to attract you as a foreigner?

Just give me the opportunities and I think that is enough I think. Show the advantages to live abroad and to the job, and... I do not know... What else... I like to live abroad, so for me it is an advantage just being outside my country. Yeah... I do not know what else...

Are there other things, like as foreigner you should be given opportunities. Are there other ways than what you told me before that foreign companies can convince you?

Convince me..?

Yeah, or how they can reach you. It is not that they are in your home country so...

I do not know... Like have partners in my country, you know. Other companies that not do the same, but that can reach me in Brazil so I can get to know about this company... Yeah... I think that's it. I do not see much... It is... Maybe clients outside the Netherlands and then they reach us as well. If I work in a company that... this company is the client of the company in the Netherlands, so I know... Yeah.

Are there other specific things you would look at if you want to apply for a company? Are there other things important to you, next to those things you already told me? Because you are going abroad?

Yeah... I do not know... Yeah, support, because I'm abroad and the company should support find a home, and a nice place, because I have no idea about moving, so it is a... It should be... (?)...I do not know... What else... Yeah... To help, the support.

Are there other ways? Like the support you told me, about finding a home. Other things?

Yeah... Yeah the support to know the country, to know the culture, to... help this first, when you go abroad and you find like a bit difficulties with the places and what you can do, what you cannot do, what is best to do, like these kind of stuff. Like I'm completely lost, I do not know how to work here and how things work, because it is a different culture so... Things like the culture and... Here in the Netherlands people do not really have lunch. They have a snack... In Brazil it is lunch. It is rice, beans,

pasta and salad, and... here it is just bread and cheese, and for me it is a snack. These kind of culture differences. To support or to get used to it, or to... how can you do your way, what is best to do, what is not. So I think that's a good thing for companies to think about. Because everything is completely new, so yeah you minimize this difference.

And do you have ideas about how a company could do that? How a company could support with that?

... It is not like the 'Kick-In', but the same idea of the 'Kick-In' here you know... Like to show and to have a special force to deal with foreigners, and... Yeah... I think that always gives some way, show the way for me to know the culture, you know. Provide the connection between the culture and me, and they leave me, they show the way. I think that's the, how I can think now. Organize stuff for me to know the things basically.

Well, we go further with the retaining of a diverse workforce. What makes you stay in a company? What should a potential company do to retain you?

... I do not know... If the job is interesting, and the salary is good, and the payment is good, and... I'm happy with my colleagues, and this stuff. I'm not that kind of person who goes "oh I'm never satisfied", if it is a nice place and it is a nice job, I will stay here. If it gets boring and if I have like... a fight with my co-worker, and I have to talk with him or her every day, or... I'm not staying in this company. But otherwise it is for me... If it is good it is good you know. There is not that much of "I hate the work here". For me, I'm working there for a long time. I like to be stable you know. Stability is good for me.

Are there other things next to an interesting job, a good salary, and just being happy at work?

Yeah, I think the possibility of doing something new... Not every day, but... If I'm doing the same job always, it is not good. If I can work in a project, do research and also do other stuff. If I can do... Yeah, I think, I feel that I can try myself to make a difference, that is good as well... Yeah... To make me feel important and that I can do the difference in my work.

Why is that important to you?

Why? Because I think everybody like to be like... known for what they do you know. I think it is good to be important. It is important to be recognized, and yeah... I do not know why, but I think it feels good... Yeah...

And do you think there are special things for females that would retain them in a company?

... I do not know if there is much difference between... I think there should not be difference between the ways that females and males are treated. I think the opportunities should be the same, the payment should be the same, the (?) should be the same... Because I think guys are care as much about family as females so... I cannot see that there is much difference and I think that should not be a difference. No different ways in which they should be treated. Yeah...

And what could a company do to support that equality?

I do not know... I have no idea what they can do... No, no idea... Yeah... I think maybe there are some places that... like when guys start to flirt a lot, that's not... you can talk to a person what is happening and talk... to help and to stop this if it happens a lot. I do not know what else... Yeah... I do not know what else.

Why is it important to you not to be treated differently?

Why is it important not to be treated differently... Because I think.... if we are not... if you want to be equal, you have to be treated as equal if you know what I mean. Then there should not be a difference between the way they are treated. Because it is all these things are about you should be able to do what males can do, so there is no difference, so there is no reason to be treated different you know.

And you as a foreigner. Are there special things a company should do to retain you?

Yeah, because always, there is always the willing to go back to Brazil and to stay near family and... So I think... It is always about the support and the opportunity to go there, to Brazil, to visit the family or to go to the home country.... To visit... Yeah... Yeah... I think it is this. Yeah, I do not know what else.

Only the support in having the opportunity to go to your home country, or are there also other things a company should support in?

... Yeah... I cannot think of... Yeah, I cannot say anything else... For me this is the... yeah... I have no idea what else...

Then we will continue with developing a diverse workforce. What should a potential company do to develop you?

... Provide courses, and... find like different lectures to attend to and to learn more about the process, the work, the technology and... What else... Yeah, I think courses and...

And where would you want to be trained in? What should a company offer you in training, next to the lectures and courses?

I worked at Petrobras, it is a big petrol company, and to get in you had to pass a test, so... everybody want to work there, and... They... One year they... People came all over the country and with different like I learned this more, and you this more, and they, the courses everybody took was the same. It is important to make sure everybody knows kind of the same thing. I know this much of this thing and you do not know anything about it, so we work together and it is not good because the level of knowledge is very different. So I think there is only, besides courses and lectures.... I do not know... Go to the meetings, so everybody can discuss about the problems and make the problems not only one person but always a group of persons to discuss. Yeah... I do not know what else.

You spoke about the trainings, lectures and courses should be about processes and technology...

Are there other things that you think are important to be trained in?

It is always good to be trained at relationships between the co-workers, I think... About the safety rules, not to make a stupid mistakes and turn of the light that a guy was working at. Know the safety rules, know how to behave in stress situations.... Yeah, because you are working at a fabric, I do not know, and there is a fire and you do not know how to behave in this kind of stuff, so you have to be trained to know... What else... I do not know what else. I think the basic administration, and... Yeah, I think that are the main things.

And if you look at growth opportunities. What should a company do to support you in that?

What?

Growth opportunities..?

Growth opportunities... I do not know... I do not know.

Should they help you?

Yeah... They should motivate me to grow, and they should show the opportunities, because I think maybe if I do not know I can grow, I will not do anything to grow and if they show me "if you do these than you can like go to that place, to a better job", and yeah... Yeah, I think it is to show the opportunities, to make me know about, and make me motivated to grow.

And should they help you grow? Are there other ways the company could help you grow?

Help me grow... Show the way how to grow... I do not know...

And if you look at developing?

Petrobras, they have like... a system that you gain points. You have points and if you have that points you can get a step higher. You start at this stage and you accumulate points and go to that stage and then accumulate points and you go to that stage. Yeah, I do not know, maybe it is a good way to do. Like... I do not know...

And what should a potential company do to develop females?

... No... I do not... I always used to think, like the same opportunities to males and females, so I do not know to develop me as a female is different.

If it is different in a company. How should they help you?

I, I do not know. Yeah... I do not know. Yeah... for me it is the only work I had, I cannot think of different opportunities. If there are different opportunities show me they are different, that suit me, so... Yeah, the same thing to make sure that I know it is different.

And for foreigners? Are there specific things a company should do to develop foreigners?

...

Develop, train... in that area.

Yeah... I do not know... Important for me to know is the language that I'm going to work in, Dutch is important. So they can develop, learn me the other languages and... treatment and these kind of culture things I said before. Because everything is different, so to make sure that I know what I'm doing.

Should only you be trained, as a foreigner?

No... I think it is good to develop staff also that works with me, know about my country, my culture, because they need to work with me, so they have to know me. And I think it is good if the company is part in this way. Not giving courses about Brazil, so like not this... I think, only giving the opportunity for the others to get to know me.

In which ways?

I do not know... maybe some meetings and, I do not know, and maybe to ask me to tell about where I live, the difference, providing lectures and opportunities for me to say what's different, what are the differences, I think. Yeah... To minimize the difference.

Are there other ways a potential company should develop foreigners, females..?

... I do not know... Besides these I cannot think about...

What kind of working conditions should a potential company offer you?

Working conditions... Like... The office is appropriate to stay there. I do not know, these kind of stuff? I do not know which kind of company, but if I have to stay time at the office, so it has to be calm and (?), so... There is a... I do not know... somewhere to have the meetings and apart the office. Because I do not know here, is it a lot of people together or is it just my office? But... I think it is important to get a room that I can explain and have a lot of meetings with... That I have like a computer to work, and to show the problem and... I do not know... If I'm working not in the office, so I have to have a room where I can rest, you know, if I'm working in that process. I can... not only stay in the process, I can relax in some place. I had one hour during the lunch, I had a proper way to relax in these hour, because it is an important hour for me... Yeah... Brazil... Here people use their bike a lot to go to the work and stuff, but in Brazil it is kind of impossible, because it is only you, so it is not... And the company should provide a way to go to my home to the company, if it is far or pay for my transport if it is not that far... Yeah... I think that's it.

Do you have other things you think that might be important for my research, about attracting, retaining and developing a diverse workforce?

... No... I think the company should know if they want foreigners, they should have this, they have to attract and they have to think how to attract so... to learn about the culture. Because you want to come to have Brazilian or Chinese, it is different the way they attract. Different cultures. So I think the company should focus on knowing the... Wherever they come from, I want a foreigner, I think this does not work, they have to focus on a group or... Not only Chinese, but Asians, so... Brazilian, not only Brazilian, but Latinos, so this kind of... Because we are not the same, but we are not that different as Asians and Brazilians and... We are very different. And you cannot attract an Asian with the same things that you attract a Brazilian. We want something different, you know. I do not know, I do not know what Chinese want, but I think it is different. I live with seven Chinese and the way they behave is different than mine, so I think what they pursue in a career is different. So I think the company should focus on culture and yeah... To know what to work. So you have to know what you want.

Other things?

... I think that was it...

Do you have any questions for me?

... I do not know... I think no. But if you need more help from me you can just ask me.

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What is a good employer?

... I do not know, I think somebody that is well organized. I do not know, for me being well organized is very important.

Why is that important to you?

I do not know, but, yeah, sometimes it happened to me for some other internships that like my boss was not so... not so clear and... about what they expected from me or what was the aim of what I was doing, so... Yeah, I think being organized and with clear ideas is really important if you have like an important position.

Do you have other things that you think make an employer good?

... Well, yeah, of course, being respectful with everybody... I mean, yeah, like, try to push, but not that much and not too much. Yeah, but just try to get the best from everybody. That's not really easy to get.

And why is that important?

... To, you mean?

To be respectful with everybody. Why is that important to you?

Yeah, I think that basically are the employers, they are supposed to know, I mean, which people have which skills and what can you ask from some people and what can you ask from someone else. You cannot expect the same from everybody. So it is also your role to like understand, this person is better for this things, so I will ask him to do that.

Do you have other things, that are important to be a good employer?

No, that are things that are coming into my mind.

Okay, if anything else pops up in your mind during the interview, you can just spill it out.

We start with the attracting of a diverse workforce. A diverse workforce in my research is a workforce with different nationalities, different gender. What should a potential company do to attract you?

... I do not know... First of all, propose a project that I like. I mean I really care a lot more than like about the working environment, about the project itself, so first of all that should be something interesting to me. And... Salary also. That is not the most important thing, but... yeah it is a component let's say... And... What else... Yeah, also the working environment is also important. I mean if there are like motivating people around and... I do not know if I can say it like this, but establish a good relationship with other people you work with. Not just during the working hours. For me that's also very important. You can work much better and enjoy it much more, if you, I mean, if you work with, surrounded by people that basically you like... Yeah, but I would say that the project is the most important thing.

And what would you look for in a project? What would be the most important things that would attract you?

I do not know, probably something, something I have experience with, so maybe something related to what I did in my study. I wouldn't like to start with something that is very different. So...

It should be related to your study?

Yeah.

And why is the working environment, the motivation and the possibility to establish relationships, important to you?

Yeah, because, basically I think that if you do not feel comfortable in your working environment, then you cannot do your best. I mean if it is like every day you have to work... again, I do not think that's a good attitude. It is really nice when you can also share your opinions with your colleagues. Like for example, "I did that, and do you have any advice for me?", maybe they have more experience, so I think that sharing is really important. Not only for the human part of view, but also for, yeah, for the working environment.

And are there more things that would attract you... What a company should do to attract you?

... If I... That... It depends... because when I'm looking for a job in Italy I wouldn't care this much about this component, but since I am here, yeah I would really appreciate it if the company is international and there are like a lot of international people around. But again, not in my own country so...

Do you have more things? Well, why is it important to you to have more international people around for example?

I do not know. I think that first of all, at the beginning it is nice to get in touch with international people than with Dutch people, because I know they already have their own environment so basically they do not need you... Yeah, and also because I think it is always nice to share different ways of doing something. Because, yeah, for instance, maybe I'm used to do something in a certain way, because my professor wants me to do that, and then realize it is not the only way to do that. It is always nice, you know, to speak with other people coming from completely different environments.

Are there other things, next to those things?

No...

What should a potential company do to reach you? Like you start looking for a job, and we are still in the attracting phase, how they reach you?

How do you mean how they can reach me?

Well, you do not know the company yet. How do you get to know the companies for example? How can they reach you?

I do not know, I think what they do I think they do it in university. Here for instance there is once a year a career day, where a lot of companies come with a stand, where you can apply or ask questions about what they do, and they also make some presentations. That is a very nice way I think. I mean if you are looking for employees, that's a nice way. I mean, I really enjoyed it a lot last year. I think they do it in every university. I do not know.

Interviewer: Are there other ways?

... I do not know... Maybe like having an easy to reach website. Because I was checking websites, and some of them are completely clear...

How should it look like? Well, what are the most important things on the website?

Like the, I do not know, I would say have a clear structure. So you open the website and you know immediately where you to go if you are looking for (?). And, yeah... And else I would say that it has to be specified, like which kind of role they are looking for example. Because for instance my housemate is looking for a job, but she is like calling a lot of companies, because basically she is checking websites, and she is calling, but sometimes it is not really mentioned what they are exactly looking for. And then she calls and it is like "No... you are not what we need"... So that is something I do not really like.

So it should be clear what they are looking for?

Yes, for instance on some websites was written that they were looking for engineers, and okay I'm an engineer, so I call and it is like "O no, but you are not electrical, so we are not interested in you". I do not know, that is a stupid detail, but...

Are there other ways they can reach you? For example, you cannot go to the website of the company, because you do not know the company yet.

Probably send e-mails. I do not know if they do that here, but they do that in Italy at least. After you graduate, basically a lot of companies send e-mails promoting themselves, inviting you at the university for a drink. Yeah, they explain a bit about what they are doing, and they say there will be this kind of primary interview, on this day, and if you want to you can just drop by and... I do not know if it is something they do here in the Netherlands, but I know they do it in my country. I think they asked the address of everyone at the secretary or something. So the day after you graduate, they start sending you mails. And, I mean, it is a nice way.

And are there other ways Dutch companies could get more known in for example Italy?

... That is something I do not know...

How can they reach the students?

I do not know to be honest. Because... I'm not looking for a job yet, so... I do not know...

And... Where do you pay attention to during those career days for example? What do you think is important?

Yeah, again, what they, explain what they are doing, and yeah, about the project there, what kind of role... they are looking for. So, I think... I would try to contact everybody who said they are looking for something I do.

Are there other things on the website you would look for?

No, you cannot see so much on the website, because it is also about the interaction, like inviting you for an interview, or... that you are directly in touch with the person there. I think the website should be just very clear in what they are doing, their vision and what they are looking for. And then if you are interested, you can just ask for more information, make an appointment... yeah, make an interview basically.

Okay, and are there other ways..? Like you said send e-mails after graduation. What should be put in that? You told me about what the company is doing and what they are looking for. Are there other things that should be in that e-mail?

No... Maybe a general, I do not know, just a general presentation of the company itself, because, yeah, sometimes there are huge companies where everybody knows more or less in what field they are, but sometimes there are like really small companies, so in that case it is, you know, better to have an overview, and saying we are at this moment working on this project and blablabla. Yeah, just something really short, just to present it.

And, are there special things you think would attract a female?

I do not know. To be honest, I do not feel there are so many differences between women, female and men. I mean that everybody basically is looking for the same thing, you know... yeah in the working environment. I would like to have some other females around, to be honest, because normally when you are an engineer or generally working in science it is really common that there are a lot of males around you. So, yeah, probably I would like that, but it is not a requirement, it is just something I would like to.

And... You said there are no differences. What do you think a company should do to make sure that there is no difference? Should they do something?

I do not think they should do anything special, I mean, as long as everyone has the same rights, and... I mean there is nothing special. I do not think we are, I do not know, I do not know how to explain this idea, but... I mean as long as you are a good engineer, it does not make any difference if you are a man or a woman. I mean, if you are, if people want to hire you for your skills then it really does not matter, so I do not think there should be special things for that required.

What should a potential company do to attract foreigners? What would attract you as a foreigner?

Yeah, an international environment, and then... probably, not for now, but maybe the possibility to go back to your country, because you know, some companies have like some offices there and then also some offices around Europe. And sometimes it is possible, I mean, just staying in the same company, but be able to go there to the other side. That might be something nice. I mean, I would really appreciate something like that. It is not like a real requirement, but, yeah...

Are there other things? Like why should it be international?

... I do not really know... I need your help...

You need my help, okay... What makes you come to another country? What makes you go to another country?

... Basically because you are looking for something better. I think that is the main reason. It is not that I do not like that country, but yeah, maybe for what they are doing it is better to go abroad. For me for instance I did not choose specifically the Netherlands. I just wanted to leave my country and applied to a lot of universities, and I was first accepted here, so... Of course, before applying I was checking everything and I applied to some other university in the Netherlands, and some universities in France, and yeah, I first made it through here, so I came.

Are there other things that make you... Well... What should a potential company do to get you here? To make you take the step?

Probably if you are, I mean if you already are here it is different, but if you are still in your country, just help with the accommodation, and everything, that is something really important. Because I know that, I mean, now I do not say that I have experience, because I do not, but I've been living here for one year, so I know more or less, but when you arrive it is very complicated. So, I think that is something really important, if you want to attract people from abroad to offer like accommodation, and for example the employees with families also to give some help to the children and wife, or whatever. And also the basic things like opening a bank account, or... something that is not something easy. If you do not know how to do it, sometimes it is not... Because sometimes little things have different procedures here or in another country.

We will continue with the retaining of a diverse workforce. So what makes you stay in a company. We will start with you again. What should a potential company do to retain you? What makes you stay?

... I think motivating is the most important thing. I mean, everybody is suppose to work, but I think if you do something good it is important that somebody can see that you did something good and then says "okay, really good job". Also the other way around. I mean, if you are not doing so well, it is good if people tell you that you should improve a bit. Yeah, I think motivating is something really important. Because otherwise you cannot work happily if you, if your work is not appreciated... And then... Yeah, and also again the working environment. I think it is something really important. But you cannot know that before, just after a while you work there. Yeah, that is really important.

And what is important to you, that makes you stay in the working environment?

I do not know, probably friendly people around. I mean, I do not say that you have to become friends with your colleagues, but at least share opinions, share feelings, and... if you need help, you know, you have somebody, those kind of things.

Are there other things, next to being motivated, being appreciated, and the working environment, that would make you stay in a company?

... I do not know. Motivation also from the salary point of view, because I think at least in my country it does not work like that. You start with your salary and if you do bad or you do really good, you basically get the same salary for, I do not know, a specified amount of years. It depends on the company you are working in. But, yeah, you can get a promotion after let's say five years, so it does not matter how you do during that time. And I think that's also, not that much, but just, to show that people are appreciating what you are doing. So I think that is also something important. Because, I mean, yeah, also to motivate yourself to do better.

Are there other things?

... I would say... I do not know, I would say like flexibility in the working hours... I do not think it is important for most of the people, but for me it is.

What kind of working hours would you like? What kind of flexibility in the working hours?

No... I just would like... I know that more or less the working hours, like here they work about eight hours per day, but sometimes, I do not know, you cannot always be at work at eight and leave at five so... Yeah, some flexibility in the sense that sometimes you have to go to an office you have to work there in the morning... otherwise you can have the possibility to start at ten, maybe and leave at seven, instead of five. That would be what I mean with flexibility.

Are there other things you would appreciate in a job? What would make you stay?

... Yeah, I mean, flexibility also in the sense that if you have a day off for a special reason, it is not that complicated to ask for it. Because I know sometimes it is.

Why is that important to you?

Because sometimes it may happen. I mean, especially if you are abroad it may happen for some reason you have to go to your country. I think it is nice if you can go without too many problems. Just a couple of days off.

Are there more things with flexibility, next to having a day off, or the working hours?

No... When I say they should offer a day off, that does not mean I'm a lazy person. I just want to go to work. But it is something in my personal situation.

--- private ---

That's something I would really want, especially if you are abroad.

And next to the motivation, the appreciation, the working environment, the flexibility, is there more that would retain you in a company?

No... no... I'm thinking... No, that's it I think, more or less.

And... Are there special things for females to be retained? Or what should a potential company do to retain you as a female?

I would like to work with people with the same behaviors, I mean not as if I was a man, or... You got the point. I mean, I do not want have any particular, special treatment.

Should a company do something to make sure that you are treated equally?

... I think sometimes it is nice to ask for some feedback...

So they should ask the females for some feedback?

No, not only them, but everybody in general. But yeah, I think it is very nice and useful. Like I would say, once every two months, or once month, a short meeting where you can give your feedback, or maybe even like a questionnaire, that you do not have to put your name on the end. But ask for feedback. That is something important I guess.

Are there other things next to the equal treatment and the asking of feedback? That would retain you as a woman?

No, not. Because as I told you, I think there are no special differences between...

And as a foreigner?

I do not know, maybe it is a really stupid thing, but for instance at the beginning I knew Dutch was not required, because everybody can speak English, but I would really appreciate it in a company if they care for paying, I do not know, some Dutch classes for me. Or helping me... Especially if you are planning to stay here for a long time.

Other things they should provide?

As a foreigner..? No... I mean, because the biggest step is leaving your country and decide to go abroad to work. But once you are already working and you feel a bit integrated, I think there are not many differences between a Dutch person and someone from abroad. So... I think, yeah, there are no special things. I do not know... I do not think there are special things.

We will start with the developing of a diverse workforce. What should a potential company do to develop you?

... That's a difficult (?) I think... Because I mean, I think it is not an easy thing. I do not know how to be honest how it is possible in practice to do that.

Should they help you develop?

Yes, because I think yeah it is good for me, and it is also good for the company. Because, yeah, I told you, it is also important to see in which way you can (?) someone. Because, yeah, it is also important to know which kind of fields you can try to improve skills and maybe for other things it is better to talk with someone else. But in... I do not know... practically, I do not know how it is possible to do that... Especially if you know the employer has a lot of people for him, and... I do not know.

And if we talk about training for example. What should a potential company do to train you?

... About training it is, I do not know, maybe it is a bit (?), because it is supposed to be at the beginning and yeah, that is supposed to put to everybody with the same level of knowledge and work. I do not know... Actually, I mean, in the way they do things in the company. So I think training is a bit, because it is not something specific, you can also give something for like a lot of people together, so I think it is much easier, but for the improvement of skills part it is a bit more complicated, because it has to be, in my opinion it has to be focused more on the person itself and not on all the group.

Do you have ideas about how a company should do that? Or could do that?

... I do not know. Maybe having like meetings with just the employer and one of the employees, separately. And, I do not know. To be said what the guy did during the weeks and what was okay and what can be improved... I do not know. That's complicated to do that, because you need a lot of time

to do that with everybody separately. But I think it is not something you do with everybody around. It is something you have to do separately , with an employee. That would be nice, to be possible to have enough time to do that with everybody.

Are there other ways?

Because, yeah, where I was working last year they did that, because there were not that many people, like only fifteen, so it was possible for our boss to have a short meeting every ten days with everybody and for me it is was really helping, because I could explain what I did and the problems I had, and it was really nice. Because sometimes, yeah... you... I do not know... you need some advice. It is maybe from someone who is more experienced than you, or... I do not know, these kind of things. But I think, I told you, it is complicated to do that if it is a big environment. So, I do not know, basically.

And what should a potential company do to help you grow?

... Maybe, I do not know, maybe give me a bit freedom, that I can... yeah, try a bit of different things and then decide what I want to really focus on... Yeah, and also to give me the opportunity to come up with my own ideas. And I do not now...

So more empowerment?

Yeah.

More things?

Yeah, basically, yeah. I would like to feel that I'm giving my contribution also...

Why?

Because... I do not know. I think it is... it is also really important to motivate yourself. To feel that, okay I'm doing something useful for example actually. I wouldn't like to work in a place where I have to do that for eight hours per day and then after that you can go and come back tomorrow, I wouldn't like to do that. I mean, I, of course you start from the beginning and then you can advance, but I would also like from the beginning to feel that I am doing something and yeah... I'm giving my own contribution. I do not want to feel special, but I want to feel that I'm doing something also for other people.

So that it is valuable for others and the company..?

Yeah.

Are there other things?

... No, that's it I guess.

Other things that could develop you? Like you can be trained in?

Maybe the possibility to go to like conferences or seminars. Especially if the company (?), because sometimes it is very expensive and you cannot afford it on your own... Other things... No... I'm thinking, but... nothing is coming to my mind... Nothing.

No? And are there special things that should be done to develop, train, help females, grow?

... I do not know, because, yeah, as I told you I think that there are not so many differences. So I think it is, I mean I wouldn't like people to have like a special thing because I'm a woman. So I do not think... so I do not think that it is something that you can do to try to improve the female skills.

And there are no trainings to help?

... What do you mean?

Are there things people can be trained in to stimulate equality?

... I do not really know...

Okay, and for foreigners? What should a company do to develop foreigners? For you as a foreigner? We already talked about Dutch classes for example.

Yes, that and those basically not to make... Because actually I think it is much easier to have discrimination, because you are a foreigner than because you are a woman to be honest. I think that's much more common. So, yeah, basically I would like to get the same treatment with people from the country. I think that's it.

What can a company do to...

--- Telephone call ---

Where were we... The same treatment...

Yeah, and also, I do not know I think it is something nice if it is possible to like mix together what you are learning in your own country or in your own working environment.

You mean culture, or..?

No, yeah, not just culture but a different way of doing things, like something more technical. The way we see people, the way we act, no really technical skills, because I know it sometimes is different, having a different approach. And I think it would be nice if it is possible to integrate. Because it is good for everybody to have also from people that are used to work in that environment to have a different contribution coming from outside. So, yeah...

Are there other things for foreigners, what a company should do to develop foreigners?

... No... Maybe the training required for foreigners in the beginning I think it has to be a bit more extended...

What should they?

I do not know, more... I do not know, I (?) to stay longer, because maybe it is something kind of obvious for Dutch people, it is not obvious in the same way for people from abroad. So I think it is important, yeah, in order to, like let everybody start with, you know, the same level, have the same ways to give, like an introduction about how is generally the... you know, all the job related things, or in this country...

Other things, you think can think of?

... No, not really.

And what should a potential company offer you? What kind of working conditions for example?

What kind of working conditions?

Like when you start working.

Like working hours, or physical, or non-physical things?

All, but let's start with physical.

Nothing special I would say... No... An office where you can work... And... yeah some common areas, just to have a break or have a coffee or meetings with other people in the company. And, yeah, an office to do theoretical work, and also have a lab. The labs should be well equipped.

A good balance between theoretical and practical stuff?

No, I mean, I do not know, if you are also required to do something practical, which you are often required to do, I think for me it is really important to see that, you know, the lab is well equipped, that all the instrumentations are in a good condition... Sometimes I have been in some labs and there were a lot of things that were bad...

And are there more things a company should offer you?

...

Apart from the physical stuff, so non-physical?

... Yeah, again working hours. And also... maybe it is something stupid, but to have like some facilities for cooking or at least warming up your meal.

That's not stupid, there are no stupid things. I think it is a good thing.

I mean, not actually for cooking, but just that you can bring your own meal because you do not want to spend a lot of money in the canteen every day. You have the possibility to... have a microwave or a fridge to store your food and then warm it up.

Other things? We now have for physical, an office, common areas and the possibility to go to a laboratory which is well equipped, and non-physical we have the flexible working hours, the facilities to store your food and to heaten it up in a microwave. Are there other things that the company should offer you?

... No, I think like comfortable things in your working environment, like, I do not know, I would say good light, especially if you have to spend a whole day behind your computer, and... like good chairs, that you do not have to suffer from back aches when you come home... But I think that's pretty much it. Those kind of things. I mean for me these are important.

Do you think we have things we missed out on?.. In the attracting, retaining and developing?

No...

So what attracts you in a company is like a project you like, having a good salary, a good working environment and an international environment.

I would also look to the location where the company is situated.

The location as well... Where do you look at, at the location?

I do not know, I can move from Eindhoven, I do not care. But I wouldn't like for instance working at a small village. That's something I wouldn't like. So, yeah, I can move, it just has to be in a city. Maybe people have a different opinion, but in my condition I wouldn't want to live in a small place. I need some facilities around me, so, yeah, I need to be in a city.

And are there other things that could attract you?

No... I think... I really mentioned it all.

What would retain you would be that you feel motivated, that you feel appreciated, also the salary again, and the flexibility of working hours or having a day off. That are the main things. Are there other things?

No.

And like in development, you think it is hard to say "okay these skills should be trained or developed", but you think it could be done by meetings with the employer like separately. And in the beginning you could have a training to get all on the same level, and you should also be given freedom so you can develop yourself, so you can try out different things...

Yes, that's it basically.

And you would also like have the possibility to go to seminars or conferences. Overall you do not think there are difference between men and women, and there should not be, as well in a company. And... yeah, foreigners could have Dutch classes, there should not be discrimination...

What could a company do to avoid the discrimination? Do you have any ideas about that?

... I do not know, apart from giving everybody the same opportunities, in terms of, I do not know, like salary, or... I think there is nothing special a company can do in order to... Also the same salary for women of course, and also the opportunity to go to a conference and there is a limited amount of places... Just give the same opportunities.

Before we started the interview you also told me that it was important to you that people do not speak the national language during lunch?

No, for me that's different actually. I do not really, I do not know, of course I would prefer to speak in English, but I do not, I do not really care. As long as they are nice with me, I mean everybody is very nice and helping me a lot. I do not care if they want to speak their own language during the lunch break, I mean, they would understand if I would do the same. That's fine.

But they should be able to speak English?

I do not want everybody to speak English, just because I'm around. I know they are not saying anything bad about me, so it is fine. If I want to say something... It is not a real problem for me.

Do you think we have things we missed out on?

No, I do not think so.

Do you have any questions for me?

I'm curious which way you want to elaborate your data. Can you maybe send me the report when you are finished? I'm really curious.

Of course.