

# Increasing neurodiversity in the workplace

City & Guilds Neurodiversity Index Report





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**Across City & Guilds  
we want to champion  
and advocate  
for inclusion and  
diversity so that all  
people have more  
opportunities.**

**Kirstie Donnelly MBE**  
Chief Executive Officer,  
City & Guilds



## Foreword by City & Guilds

City & Guilds is all about helping people to develop their skills to succeed, and we created the City & Guilds Foundation in 2019 to deliver and amplify our purpose, focusing on supporting those who face significant barriers.

The current education and employment ecosystems mean that not everyone fits in or can engage, use and develop their talents fully. As a society therefore, we are all missing out on the value delivered by genuine diversity. Whether it's diversity of race, gender, socio-economic status, or diversity of thinking and acting, every perspective is invaluable in creating better solutions and generating better ideas.

Unfortunately, people with neurodivergent conditions still encounter challenges when it comes to accessing learning and getting

into work, and yet those with such traits represent a significant portion of our society<sup>1</sup>.

Across City & Guilds we want to champion and advocate for inclusion and diversity so that all people have more opportunities to access skills, training and employment.

The aim of this Neurodiversity Index is to find a benchmark that is helpful for organisations to use and to consider what actions they need to create a more inclusive workplace for all, and ultimately a society set up for everyone to thrive.



**The challenge remains that for many there is still a low level of appreciation of differences and the talents and skills we can gain if we ensure a more inclusive approach to both education and employment.**

**Professor Amanda Kirby**

MBBS MRCGP PhD

Chief Executive Officer, Do-IT Solutions



For twenty years I have championed and researched neurodiversity. As well as being neurodivergent myself, I am the parent and grandparent of neurodivergent children. It has long been a passion of mine to make changes in society to increase the chances of showcasing talent, particularly at work.

The challenge remains that for many there is still a low level of appreciation of differences and the talents and skills we can gain if we ensure a more inclusive approach to both education and employment.

This index is not only about capturing the views of employers, but gaining an understanding from employees working in all sizes of organisations of their current lived experiences (whether neurodivergent themselves or not), and help their voices be heard. It is essential that their views are at the forefront as we seek to create a more neurodivergent-friendly workplace.

I'm delighted to partner with the City & Guilds Foundation on this first Neurodiversity Index which will hopefully support many organisations on their quest to become more inclusive.



# What do we mean by neurodiversity, and why does it matter?

Neurodiversity describes the different ways that we all think, move, hear, see, understand, process information, and communicate with each other.

The word 'neurodiversity' is credited to Australian sociologist Judy Singer<sup>2</sup> and the US journalist Harvey Blume<sup>3</sup> who were both using it at around the same time in the late 1990s. Blume described neurodiversity as: 'being as crucial for humans as biodiversity is for life in general'. Such thinking moves us away from defining people by what they cannot do, towards defining them by what they can do.

We all interact with the world in our own unique way. When education and employment are approached in a way that appreciates difference, so many talents and skills can be unlocked and widespread benefits are delivered.

## Why is this important for organisations?

Studies and research from the likes of McKinsey<sup>4</sup> have shown that diversity correlates with better financial performance, and Deloitte<sup>5</sup> describe neurodiversity of thinking as the new frontier.

However, there is a lack of more nuanced information about what specifically organisations need

to do to genuinely become more neurodiverse.

In the past 3-5 years we have seen growing interest in neurodiversity in workplace settings – which is a first step in the right direction to tangible change.

Great examples include Ernst & Young Global Limited<sup>6</sup> establishing a 'Neurodiversity Centre of Excellence' and the ADHD Foundation<sup>7</sup>, holding specific conferences and launching "a Neurodiversity Friendly Award' for employers. The Institute of Neurodiversity<sup>8</sup> (ION) has also been set up internationally to support employees with neurodiverse traits.

Crucially, as employee awareness about neurodiversity increases, there are a number of things for

employers to think about. The first is to recognise the gains an organisation can make if they have a neurodiverse workforce. The reality of course is that most workforces will have some neurodivergent employees. Secondly, to understand the impact of not being inclusive and what this means for attracting and retaining talent.

There is a huge amount to be gained from diverse thought in all parts of an organisation and this Neurodiversity Index brings into sharp focus the opportunity for employers big and small to get this right, and the implications when they get it wrong.

## About the Index

Unlike many other types of diversity where organisations are required to capture and share data, there is not a clear benchmark to guide employers about what they should be doing to better support neurodiverse staff in the workplace, and employees about what they should expect from their employer.

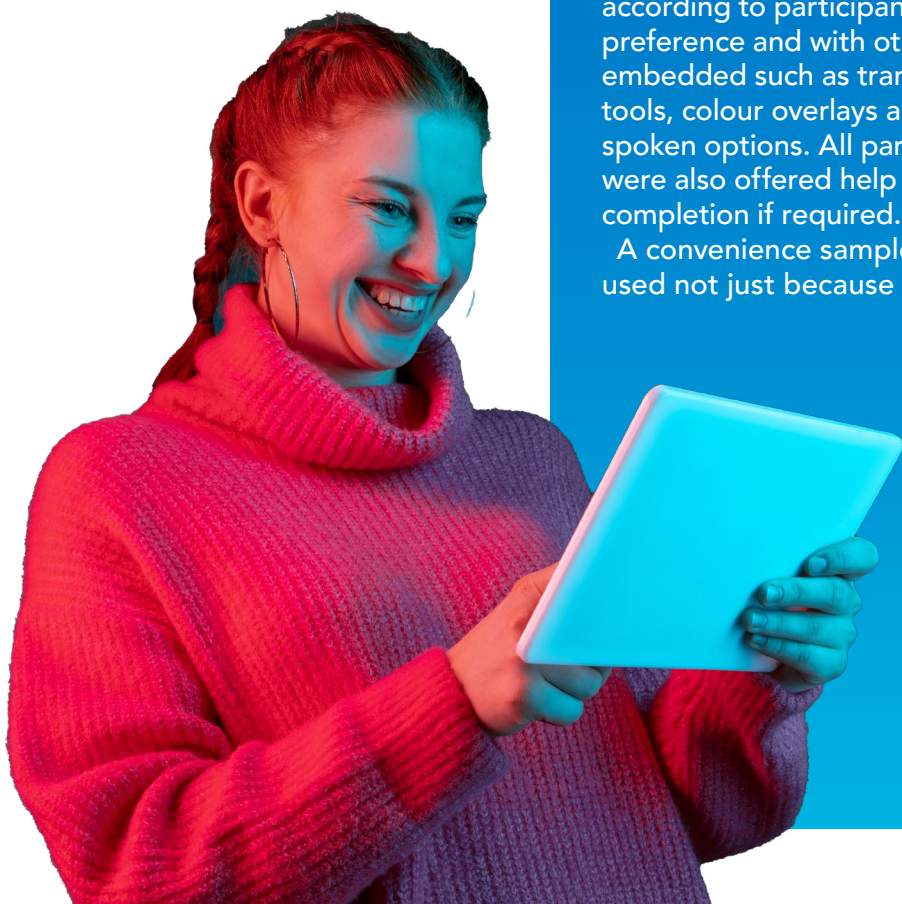
City & Guilds and Do-IT

**Neurodiversity is as crucial for humans as biodiversity is for life in general.**

► Solutions came together with a collective ambition to start to plug this gap. As a first step, we wanted to gain a picture of what's going on currently to embrace neurodiversity in the workplace. So we decided to compile an index, gathering data from 1000 employees and employers working both in the UK and globally. It was critical to have strong representation from both groups, with many different backgrounds and across a range of sectors and sizes, to be able to draw clear recommendations that would be valuable to all.

This initial work is designed to be a provide a starting point for a benchmark that organisations can use to:

- **determine how well set up they are to unlock the power of neurodiverse talent**
- **learn more about the experiences of their neurodiverse staff**
- **get inspired about how to become a more inclusive and equitable place to work.**



# Methodology

Questions were carefully constructed to capture both the employer and employee perspective. A list of some of the key questions asked can be found in the appendices of this report.

Data was collected from August 2022 to December 2022 through online anonymised survey delivered on the accessible Do-IT Solutions platform. This allowed questions to be spoken according to participant preference and with other tools embedded such as translation tools, colour overlays and spoken options. All participants were also offered help with completion if required.

A convenience sample was used not just because it is easy

to use, but because it also has other research advantages. This approach allows the researcher to obtain basic data and trends to build a picture of the current situation.

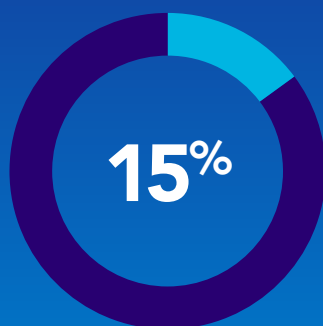
The study was promoted to a range of organisations and on social media platforms such as LinkedIn and Twitter. Do-IT Solutions has a large following on LinkedIn and the weekly newsletter relating to neurodiversity has more than 75,000 followers. This allowed circulation to a wide range of organisations of all sizes and reach within the neurodivergent community.

The study was also promoted amongst the City & Guilds Foundation networks including Charity Partners (working with individuals facing barriers such as prison-leavers, refugees, and unemployment), Princess Royal Training Awards alumni and internal City & Guilds colleagues.

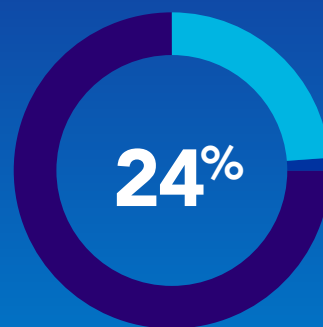


# 161

DIFFERENT  
EMPLOYERS  
COMPLETED  
THE SURVEY



of employers were  
in the Charity and  
Not-For-Profit sector



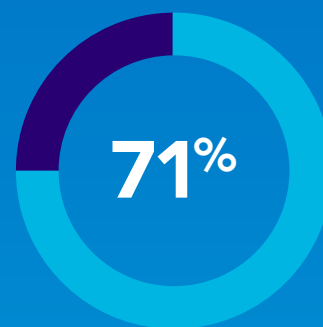
of employers  
were in Education  
and Training



of respondents  
were from large  
organisations  
(employing more than  
250 employees)

# 817

RESPONDENTS ACROSS  
EVERY AGE RANGE,  
SEXUAL ORIENTATION,  
AND ETHNICITY



of respondents  
identified as  
female

## Employer perspective

From an employer perspective, 155 different employers completed the survey; 15% were in the Charity and not for profit sector and 24% in Education and Training - with a wide spread of other

sectors included. Half of the respondents were from large organisations (employing more than 250 employees) with the rest evenly split between micro businesses employing up to 10 people, and SMEs with less than 50 and less than 250

members of staff.

We had 817 respondents who identified as employees across every age range, with a large proportion (71%) identifying as female. There was also representation from all sexual orientations, and ethnicities.

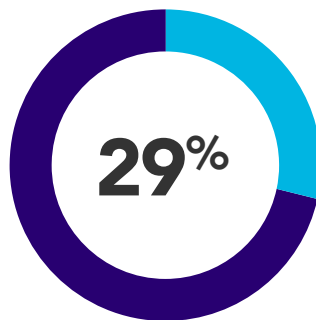
# How well does the workplace understand neurodiversity?

The first step to becoming neuroinclusive, is that decision makers are aware of and understand what it means and the impact it can have.

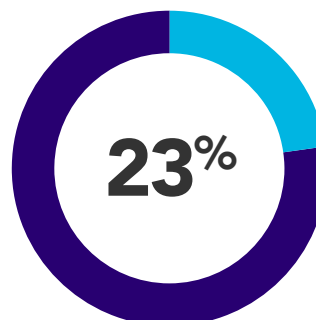
Just 29% of senior leaders told us they'd had any sort of training relating to neurodiversity. The types of training being delivered ranged from in-depth focus on specific conditions, general awareness sessions and some online courses.

Where the organisation had a separate HR function, the responses were that only 23% had received any training relating to neurodiversity in the last 12 months. Comments included the lack of consistency in delivery. Organisations described 'lunch and learns', policy sessions, meetings, and training sessions with occupational health providers, as well as neurodiversity awareness training within disability awareness training. Some organisations reported specific training relating to ADHD or Autism.

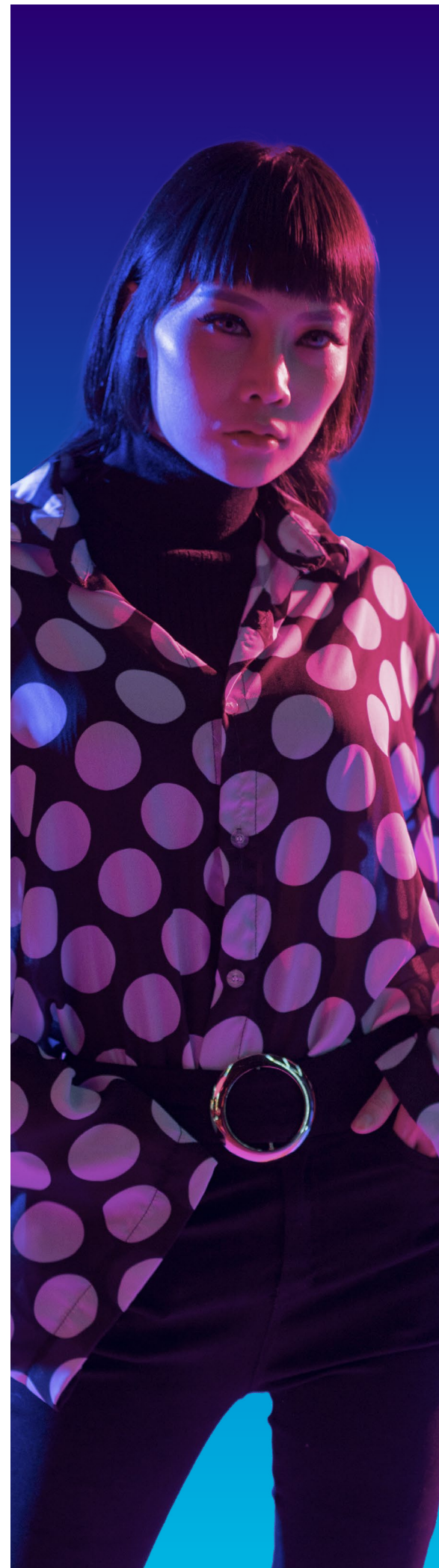
20% of companies confirmed that their HR, EDI Leads or L&D Managers have had any specific training relating to neurodiversity in the last 12 months. 66% said no or not sure.



of senior leaders  
have had any  
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relating to  
neurodiversity  
in the last 12  
months



of HR respondents  
have had training  
relating to  
neurodiversity in the  
last 12 months



# Is the *w*orkplace set up to attr*a*ct and *r*etain talent?

By being neuroinclusive in the recruitment and interview process, organisations of all sizes can help to ensure that all candidates are evaluated fairly, based on their qualifications and abilities. There were a number of aspects to this that needed to be explored.

## Recruitment

41% of HR managers had adapted some of the recruitment processes in the last year with 35% offering alternative application processes. 53% of employers have not adapted recruitment processes to accommodate candidates with neurodivergent traits. This highlights the need for further training of interview panels and also HR training staff to ensure neuroinclusive processes are in place.

## Advertising

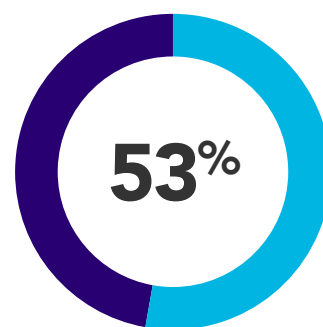
Reviewing job descriptions for inaccessibility of terms or bias is important because it can help to ensure that a company's recruitment process is inclusive and fair to all potential candidates. Inaccessibility of terms can refer to the use of language or terminology that may be difficult to understand or may exclude certain groups of people.

For example, using jargon or acronyms that are specific to a certain field or industry can make

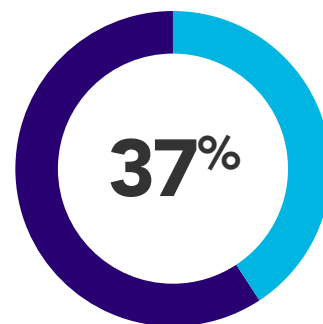
it difficult for people who are not familiar with that industry to understand the job description. Similarly, using gendered language can bias the recruitment process in favour of one gender over another.

In terms of presentation, websites in the UK should be compliant with the Web Content Accessibility Guidelines (WCAG) 2.1, which provide a set of standards for making web content more accessible disabled people. This includes ensuring that text can be resized, that the site can be navigated using a keyboard, that images have alternative text, and that the site works well with screen readers. Websites should also be tested for accessibility by people with disabilities to ensure that they are usable for everyone.

Our research showed that only 37% of respondents said their website has accessibility features. Only 30% of employers said that they had reviewed the content of any job descriptions in the past year to make them more neuroinclusive.



of employers have not adapted recruitment processes to accommodate candidates with neurodivergent traits



of employers said their website has accessibility features

### ► Application process

Providing alternative ways of applying for jobs is important for ensuring that all individuals have an equal opportunity to apply, promoting diversity and neuroinclusion within the recruitment process, and reducing biases in the hiring process. Alternative application processes are in place in some organisations but it remains relatively low at 35% of respondents.

### Interview

Alternative interview options for potential candidates can also help to increase the diversity of the applicant pool. For example, individuals who may have difficulty travelling to an in-person interview should ideally be offered alternative options (if the role allows). For some neurodivergent individuals travelling to a new and different location may foster greater anxiety and fatigue resulting in a poorer performance, despite them being capable of doing the job.

Alternative interview provision can also help to reduce biases in the recruitment process, as some individuals may feel more comfortable or perform better in

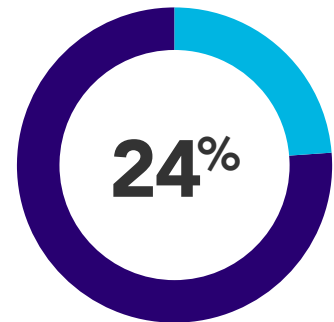
alternative formats such as phone or video interviews, as opposed to in-person interviews. The person can set up their home environment for an interview that works for them and be more prepared, reducing anxiety and enhancing performance and responses.

### IN SUMMARY

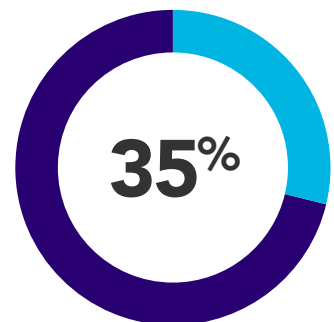
**In summary, being inclusive in designing recruitment and interview processes is important for ensuring that all individuals have an equal opportunity to apply, promoting diversity and inclusion within the workforce, reducing biases in the hiring process, and creating a positive and productive work environment.**

### Retention

At the present time there is little knowledge of how well individuals are staying or progressing in organisations or leaving because they have been dismissed or 'quietly quitting'. While the statistics in the report highlight areas of challenge faced by employees in some settings, they may be wary to disclose or share they are neurodivergent which will have an impact on the results here.



of respondents said the biggest challenge with applying for a job was with face-to-face interviews and completing job applications



of organisations provide alternative application processes

**"HR don't appear to have any understanding or expertise in the needs of neurodiverse staff and applicants in my organisation. They put the onus on individuals to request specific adjustments instead of reaching out and ensuring that any potential barriers are identified and addressed."**



# What *n*eeds to happen to create a neuro*i*nclusive workplace?

## Raise awareness

The responses indicate that there is a need for more training relating to neurodiversity among leaders to increase their understanding and ensure legal compliance. The methods of delivery varied, and further understanding is needed of the approaches that work to reduce the recruitment and retention barriers that still exist and consider what progression currently looks like for neurodivergent individuals.

## Improve recruitment

It is pleasing to see alternative application processes taking place in some organisations, but it remains relatively low at 35% of respondents. Alternative ways of applying for jobs are needed to ensure that all individuals have an equal opportunity to apply and be considered for a position, regardless of their abilities or circumstances.

For example, some individuals may have difficulty submitting a traditional application form, such as those with difficulties reading or completing a paper application or online form because of handwriting, literacy or digital skills, or

organising information. Others may struggle to understand the wording being used in application forms or in job descriptions and require clarification.

Providing alternative ways of applying, such as a phone or email options for submitting an application, or allowing people to apply using assistive technology, can help to remove these barriers and make the application process more accessible to everyone.

Additionally, alternative ways of applying can also help to increase the diversity of the applicant pool. For example, individuals who may have difficulty travelling to an in-person interview or who may not have the means to submit a formal application, may have

an opportunity to apply and be considered if alternative options are available.

At all stages of the recruitment process knowing there is support available is important for all. This is not just for those considered 'disabled', as many neurodivergent people will not have a formal diagnosis or may be wary saying they are neurodivergent because of poor past experiences.

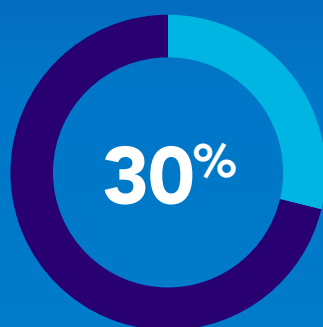
It's important to be inclusive in designing recruitment and interview processes because it can help to ensure that all individuals have an equal opportunity to apply and be considered for a position, regardless of their abilities or circumstances. Inclusive recruitment and interview processes can help ►

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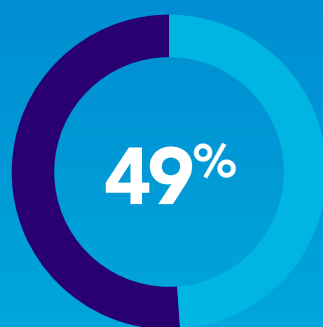
**"My differences are not understood - how can someone understand that another person's experiences of the world are radically different to their own - when that person looks 'normal'. Colleagues need to be taught about how neurodivergent people experience the world - and the challenges 'normal' workplace environments and practices present."**

- ▶ to create a more diverse and representative workforce, which can bring a variety of perspectives, experiences, and skills to the organisation.

Additionally, neuroinclusive recruitment and interview processes can also help to create a more positive and productive work environment. When employees feel that they are valued and that their contributions are recognised, they are more likely to be engaged and motivated in their work. This can lead to higher levels of job satisfaction and employee retention, which can benefit the company as a whole.



of employers have reviewed the content of any job descriptions in the past year to make them more neuroinclusive



of organisations have neurodiversity champions or mentors

Inclusive recruitment and interview processes can also help to reduce biases in the hiring process. Biases can occur unconsciously and can be based on multiple factors such as race, gender, age, or socio-economic status, as well as neurodivergent traits. Without consideration, this can lead to the exclusion of qualified candidates from neurodivergent backgrounds.

Overall, providing alternative ways of applying for jobs is important for ensuring that all individuals have an equal opportunity to apply, promoting diversity and inclusion within the recruitment process, and reducing biases in the hiring process. There is a hidden pool of talent that can be accessed through simple steps to benefit all employees by just being aware of where you might not be acting in an inclusive manner. Similarly, you might be preventing your in-house talent developing or being nurtured by not offering them the space to grow.

### Examples of what 'good' looks like

- Publishing an Inclusion of Diversity Statement
- Providing information about the recruitment processes so that candidates know they may need adjustments
- Asking at each stage of the interview about adjustments that are required
- Staff training about neurodiversity to reduce biases
- Encouraging recruiting managers to disregard spelling mistakes in applications
- Implementing training for managers undertaking

interviews to underline the need to avoid jargon, abstract questions and allow adequate time for candidates to respond

- Giving interviewees a choice in face-to-face or online options
- Providing interview questions in advance
- Ensuring a suitable amount of preparation time ahead of the interview
- Allowing cameras to be off during the interview process

### Retain and support staff

Neurodiversity champions can help in workplaces by promoting and supporting the inclusion of neurodivergent individuals. They can serve as advocates and allies for neurodiversity, helping to raise awareness and understanding of neurodiversity within the organization.

Think about how you can introduce champions in your workplace to:

- Understand what is currently occurring in your organisation
- Identify and find ways to remove barriers to inclusion for employees Drive a culture of inclusion and belonging
- Signpost information and support within the organisation and external information
- Create allies and build networks
- Deliver awareness raising activities
- Help with Employee Resource Groups

# An employer's perspective

How St Giles is committing to investing in neurodiverse talent

Lisa Owens is a Team Leader at St Giles, a charity helping those facing the greatest adversity to realise a positive future. It was only in this role, after almost 20 years of employment, that Lisa felt psychologically safe enough to recognise, accept and talk about the strengths and challenges that come with her own diagnosis of being neurodivergent.

St Giles actively recruits those with lived experience including former prison leavers. It recognised a need for a space for employees to feel safe and free from judgement and Lisa was tasked with establishing a support group forum alongside her day-to-day role. Her remit includes ensuring that St Giles

is inclusive and she undertook neurodiversity training through the City & Guilds Foundation as part of the learning process. She explains:

'We need to be as inclusive as possible from the moment someone sees a job advert through to when they leave the charity and at every single stage in between. This takes a huge level of understanding and commitment from staff across the whole organisation.'

The support group is open to all and includes employees diagnosed with a neurodivergent condition, those going through diagnoses, and allies who want to understand how to best support their colleagues. In the 15 months



since it launched, the forum has initiated a policy that all interview questions will be shared with applicants in advance of their interview to ensure a more level playing field for all candidates.

St Giles is currently in the process of recruiting a paid lead to continue the work around recruiting and retaining neurodivergent talent. Lisa sees this investment as 'real validation that St Giles is committed to being a truly inclusive employer.'

## Neurodiverse champions



# What is the experience of neurodivergent individuals in the workplace?

Having awareness, attracting and recruiting are considerations to get right; but what happens when you get employees in?

We wanted to understand how well-supported individuals felt, how employers felt about the levels of support they were providing, and what the impact was. 41% of individual respondents had a neurodivergent trait or condition. 32% had not disclosed their condition. Of the 68% who had, 58% reported an 'OK' or 'good response' to their disclosure and 10% reported a poor response.

## Workplace challenges experienced by neurodivergent individuals

When respondents were asked about their greatest challenges in sustaining employment, 12% said work/life balance and 11% answered time management. This could reveal the impact of work and home on day-to-day functioning for someone who is neurodivergent. Time management support could be very significant in making a difference.

Themes of feeling different and being valued also emerged,

with 'Being valued for the skills I have' and 'emotional wellbeing' and 'feeling different' each being reported by 9% of respondents.

### Onboarding:

29% of respondents did not ask for any adjustments when first starting a position. Sadly 27% reported having waited more than 6 months for support to be put in place.

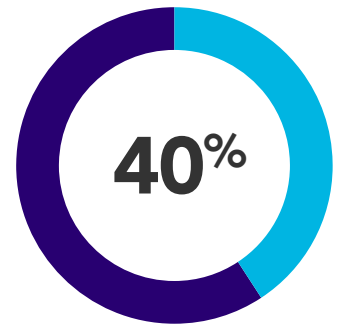
35% of respondents said they had no guidance or support at all when they first started in their current role and 20% said they had initial support.

When asked how satisfied respondents were with the support they received in their current work setting, 36% were quite or very satisfied with the support that they had.

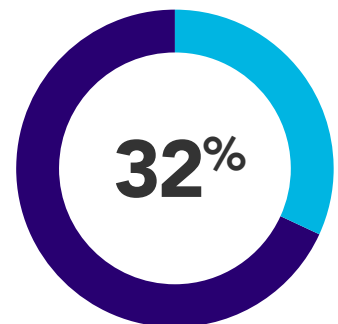
### What makes a difference:

When asked what would individuals most to thrive in their current role, the most common responses included flexible working (10%), attitudes of line managers (9%), improved communication (8%) and coaching (7%).

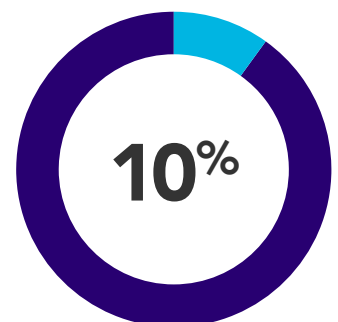
Sharing information about neurodivergent strengths and



40% of neurodivergent respondents say that they're impacted most days in the workplace by their condition



32% of neurodivergent respondents haven't disclosed their condition in the workplace

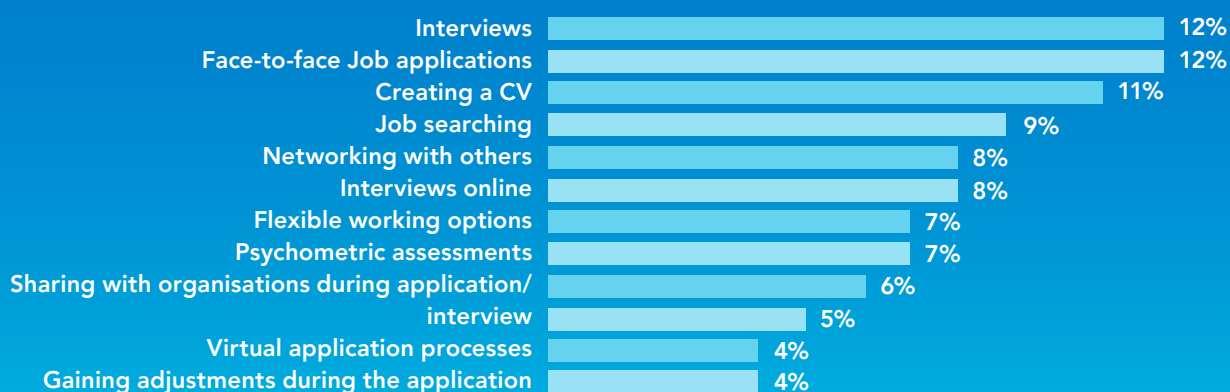


10% of neurodivergent respondents were met with a poor response when they disclosed their condition

## Greatest challenges sustaining employment by %



## Greatest challenges in the workplace by %



"I have told my manager and HR that I have ADHD, they don't really care as I am good at my job, so they don't see any issue. But I am tired, really tired, and I need support for time management and focus issues. I asked for that, but they see me cope and think I am doing ok but I am not really - I'm not excelling which I know I could with better care."

challenges did vary by age and there may be different reasons for this which include:

- Fear of discrimination or negative impact on career prospects
- Lack of accommodations or adjustments in past or current

### settings

- Stigma or misunderstanding by others relating to neurodiversity
- Personal preference for privacy- this is important as not everyone should have to reveal parts of themselves if they prefer not to do so

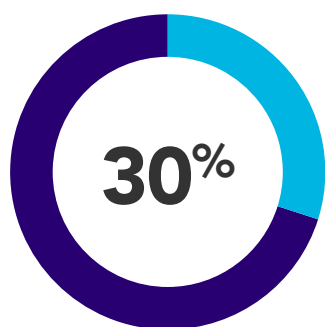
- Unawareness of their neurodivergent status. There is evidence that some people coming from some socio-economic backgrounds may have had less opportunity to navigate systems and so have not had neurodivergent traits considered

- • Belief that disclosure is not necessary or relevant to job performance.

## Gender equality & parents of neurodivergent children

Neurodivergent females face numerous challenges juggling work and home, especially those in their mid-career. The need to have flexible working arrangements is important for managing home life alongside specific challenges relating to neurodivergent traits. This needs to be considered if we want equity of opportunity to progress and not lose a valuable talent pool. Too many female respondents mentioned their feelings of burnout. Those reporting neurodivergent traits along with mental health challenges had the greatest impact.

Neurodivergent respondents were more likely to report having neurodivergent children. 41% of respondents reported family dependents with a diagnosed neurodivergent condition. This is not a surprise as we know there is a genetic basis for most neurodivergent conditions. It is important that we recognise the additional every day challenges some parents will face. One of the greatest challenges often relates to



of parents of neurodivergent children have said it's had an impact on their work.

navigating the education system and ensuring children are getting the help that they need.

The reality for many working parents when flexible working options are not in place is that choices must be made between attending appointments with their child and doing their job. This has serious financial implications for families where parents either stop working or reduce their working hours to negotiate the systems and supports for their children.

In recent times we have seen organisations encouraging a move back to the workplace rather than home working but this may have particularly negative

**"My son is autistic and goes to a specialist autism school. His needs are high and managing them as well as trying to maintain a work/life balance can be very challenging"**

consequences for females and parents, and especially those who are both neurodivergent and have neurodivergent family members to care for.



# Next *steps* to creating a *neuro*inclusive organisation

## EMPLOYERS CAN SUPPORT WITH:

- Seeing the value and real necessity for flexible working to retain talent at all levels of the organisation
- Accessing and signposting to support networks
- Creating diverse boardrooms with those who are parents and/or neurodivergent
- Having better conversations with line managers leading to more person-centred solutions

### Awareness and education:

Ensure that all employees are aware of neurodiversity and the benefits neurodivergent thinking can bring to the workplace. By focusing on creating a safe environment that considers the different communication approaches we may all have can allow us all to have better conversations. An open, respectful, and enquiring attitude towards each other can build better understanding for all.

### Hiring practices:

Promote and encourage neuroinclusive practices in all parts of the hiring process. The most effective way of doing this is to 'bake' the processes into all practices rather than retrofitting. For example, a job description that reflects the actual job and is less ambiguous helps everyone. Questions provided for all before the interview allows each person

to prepare and reflect on their answers and doesn't preclude those who may be highly anxious in this setting but amazingly good at their job.

### Accessibility:

Ensure that physical, technological, and communication accommodations are in place to support all employees including those with temporary or more permanent challenges. (See BSI Guidelines that were launched in October 2022).

### Support and mentorship:

Offer support and mentorship programmes for neurodivergent employees to help them succeed and progress in their careers. Provide appropriate training where there are skills gaps or a lack of confidence.

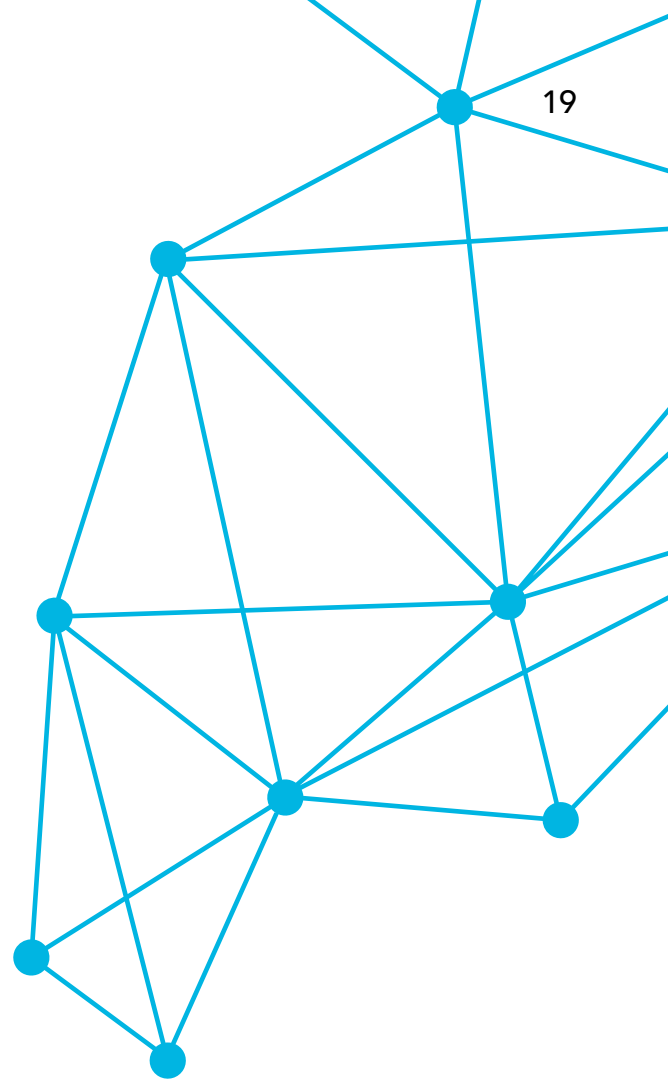
### Inclusive policies:

Review and update all policies

to eliminate barriers and create a welcoming and inclusive environment for all employees. Listen to honest feedback from ability groups/employee resource groups to hear what is working already (or not!). Make sure these policies are visible for all to access. A great place to start is recruitment, retention, EDI and wellbeing processes and policies to ensure neurodiversity awareness and/or training is integrated to create an inclusive workplace for all.

### Diverse representation:

Encourage and support the representation of neurodivergent individuals at all levels of the organisation. Discuss with your C-suite/Senior Leadership Team to see how diverse it really is.



# Neuro d iversity Index Barom m eter

Based on the six measures below taken from our report, the level of ‘best’ is detailed below according to our statistics, giving the current picture to act as an exemplar of activities being done.

% of senior leaders receiving specific training in relation to neurodiversity in the last 12 months	<b>29%</b>
% of HR staff that have had training relating to neurodiversity in the last 12 months	<b>23%</b>
% of organisations that have neurodiversity champions or mentors	<b>49%</b>
% of organisations with websites that have accessibility features	<b>37%</b>
% of employers that have adapted their recruitment processes to accommodate neurodivergent candidates	<b>41%</b>
% of neurodiverse individuals who have disclosed their condition in the workplace with an OK or good response	<b>58%</b>

## Limitations

This study used convenience sampling. This may have resulted in the individuals who participated being more interested and more engaged in promoting neurodiversity. Additionally, more females than males responded to the survey, and this has been noted in other research work. However, this has allowed us to gain a more in depth understanding of the workplace challenges faced by mothers who are neurodivergent and/or have neurodivergent children. It is also important to note that, in terms of employer representation, employers may have been more likely to come from more engaged organisations. It is likely that the reality is that many organisations would be at a lower level of engagement than many have reported here.





## APPENDIX A: Sample of survey questions

### Employer Survey

1. What is your role in the organisation?
2. Have you undertaken any general awareness training relating to Neurodiversity in the last 12 months?
3. Have you had any specific initiatives in your organisation relating to Neurodiversity?
4. If you have HR/EDI/ L and D leads in your organisation has there been any specific training relating to neurodiversity for them?
5. Have you put in place any adapted recruitment processes in place for neurodivergent candidates?

### Individual Survey

1. What is the length of time in your current job?
2. If you are neurodivergent or consider yourself to have a disability have you 'disclosed', shared that this in your current work /training setting what was the response by your line manager?
3. What has been most challenging for you in sustaining employment?
4. Have you had any additional assistance/support outside employment which has helped you in your present job?
5. What support have you had to aid your progress in your organisation?

## APPENDIX B: References

- <sup>1</sup> It is estimated that 1 in 7 people in the UK, nearly 15%, are neurodiverse (Mental Health at Work)
- <sup>2</sup> Singer, J (2016) NeuroDiversity: The birth of an idea, Kindle eBook
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- <sup>4</sup> McKinsey (2020) Diversity wins: How Inclusion Matters, <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversitywinshow-inclusion-matters#> (archived at <https://perma.cc/KF67-BVWB>)
- <sup>5</sup> <https://www2.deloitte.com/us/en/insights/topics/talent/neurodiversity-in-the-workplace.html>
- <sup>6</sup> EY (2021) EY launches first Neuro-Diverse Centre of Excellence in the UK to boost client innovation ([https://www.ey.com/en\\_uk/news/2021/07/ey-launches-first-neuro-diversecentre-of-excellence-in-the-uk-to-boost-client-innovation](https://www.ey.com/en_uk/news/2021/07/ey-launches-first-neuro-diversecentre-of-excellence-in-the-uk-to-boost-client-innovation))
- <sup>7</sup> ADHD Foundation (2022) Neurodiversity Friendly Award. <https://www.adhdfoundation.org.uk/training/training-for-business>
- <sup>8</sup> Institute of Neurodiversity (2022) <https://ioneurodiversity.org>

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## About City & Guilds

Since 1878 we have worked with people, organisations and economies to help them identify and develop the skills they need to thrive. We understand the life changing link between skills development, social mobility, prosperity and success. Everything we do is focused on developing and delivering high-quality training, qualifications, assessments and credentials that lead to jobs and meet the changing needs of industry.

We work with governments, organisations and industry stakeholders to help shape future skills needs across industries. We are known for setting industry-wide standards for technical, behavioural and commercial skills to improve performance and productivity. We train teams, assure learning, assess cohorts and certify with digital credentials. Our solutions help to build skilled and compliant workforces.

## About the City & Guilds Foundation

The City & Guilds Foundation amplifies the goals and activities of the wider City & Guilds charity, focusing specifically on high-impact social investment, recognition, and advocacy programmes.

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