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# Neurodiversity at work

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## Introduction

Approximately one in seven of us is neurodivergent,<sup>1</sup> yet the world around us has been designed with ‘neurotypical’ people in mind.

Neurodiversity refers to the different ways a person’s brain functions, processes information or interacts with the world around them. It’s often used as an umbrella term to define neurodivergent differences, thinking styles or alternative learning styles such as autism,<sup>2</sup> attention deficit hyperactivity disorder (ADHD), dyslexia, dysgraphia and dyscalculia.

We’re seeing a positive shift in the way people think and talk about neurodiversity. Instead of focusing on the challenges faced by people with a cognitive difference, the focus is on finding ways to work with their strengths and enable them to reach their true potential.

The CIPD Neurodiversity at Work 2018 guide highlighted that only 10% of organisations factored neurodiversity into their HR policy. But more recently, REBA and AXA Health’s Employee Wellbeing Research 2022 report showed 47% of employers planned to strengthen their support for neurodiversity in the next two years.

This guide focuses on supporting neurodiversity and specific learning differences<sup>3</sup> in the workplace. For more about some of the terms used, see the [glossary](#) at the end of this guide.

Approximately  
**1 in 7**  
 of us is neurodivergent<sup>1</sup>

## About the authors

### AXA Health

The landscape of work and health is changing. At AXA Health, we’re committed to supporting the wellbeing of your whole workforce with access to effective healthcare services that meet the needs of your employees.

### Assessment and initial support

With an increase in NHS open referrals and waiting times for a neurodiversity assessment often long and stressful<sup>4</sup> too many people aren’t getting the support they need. Now, together with ProblemShared, we’re able to offer you the option of a corporate healthcare benefit that connects your employees, and their eligible family members to assessments and early support.

### Workplace needs assessments

As part of our occupational health provision, we can help you support employees who are neurodivergent so they can flourish at work. We work together with Lexic and their team of in-house psychologists to offer specialist workplace assessments and management advice on how to make work better for neurodivergent people.

### ProblemShared

ProblemShared is a clinician-led, CQC-regulated online mind-health provider working with a community of expert practitioners to deliver online talk therapy, neurodevelopmental assessments and post-assessment care and support.

ProblemShared is focused on digital innovation to help improve diagnosis and support for people who are neurodivergent.

<sup>1</sup>Aston University, [Neurodiversity Guide](#), 2020

<sup>2</sup>Also known as autism spectrum disorder (ASD) or autism spectrum condition (ASC)

<sup>3</sup>Specific learning difference (SpLD) refers to a difference or difficulty a person has with a particular aspect of learning, which affects the way they understand and process information. Literacy, memory, coordination, and the manipulation of letters and numbers can be affected, with varying degrees of severity or significance, and can appear across all ranges of ability.

<sup>4</sup>[ADHD assessment system ‘broken’ with five-year waiting times](#), BBC, 2020 and [Autistic children wait up to five years for an NHS appointment](#), The Guardian, 2022



## Why is neurodiversity important?

The world is adapting to new technology and facing significant challenges, like climate change and sustainability. How we tackle these issues will depend on people who think differently and solve unprecedented problems. So, as society has started understanding the value of neurodiversity, the workplace is beginning to recognise the power and potential that neurodivergent talent could hold.

According to the World Economic Forum's Future of Jobs Survey 2018, the skills of the neurodivergent thinker, such as analytical thinking, complex problem solving, innovation and empathy, will be in high demand as we head into the fourth industrial revolution and a more automated future.

Many major employers, including SAP, Microsoft, EY, JPMorgan Chase and Ford Motor Company have implemented neurodiversity hiring programmes. They recognise the unique talents neurodivergent colleagues bring to business.

Research suggests that teams with neurodivergent talent in certain roles can be 30% more productive than those without them. Inclusion and integration of neurodivergent colleagues can also boost team morale.<sup>5</sup>

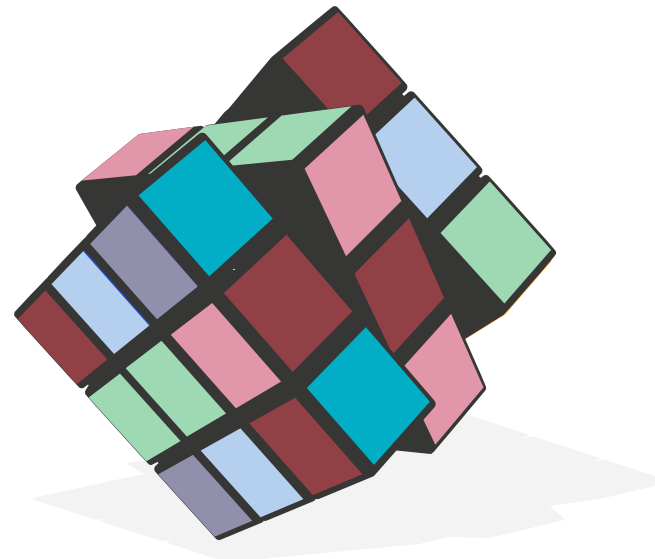
While neurodiversity makes business sense, our primary motivations for strengthening neurodiversity support should always be inclusion, equity and equality. To create equality in the workplace, we must consider neurodivergent people and accommodate their needs.

**Many major employers, including SAP, Microsoft, EY, JPMorgan Chase and Ford Motor Company have implemented neurodiversity hiring programmes.**

At work, neurodiverse talent can offer unique skills, including:

- analytical thinking
- complex problem solving
- creativity
- new perspectives
- innovation
- empathy.

Some of the greatest minds of all time, including Einstein, Newton and Eddison, are thought to have been neurodivergent. And, according to Steve Silberman in his book, 'NeuroTribes: The Legacy of Autism and How to Think Smarter About People Who Think Differently,' the internet was built by autistic people in Silicon Valley.



<sup>5</sup>Robert D. Austin and Gary P. Pisano, [Neurodiversity as a competitive advantage: Why you should embrace it in your workforce](#), Harvard Business Review, May–June 2017



## Today's reality

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While positive change is underway, there's still a lot of work to do.

The National Autistic Society estimates that only 32% of autistic adults are in paid work. The impact of unemployment can be severe for autistic individuals, while employment can improve their quality of life by reducing social isolation and increasing cognitive performance.

Meanwhile, the British Dyslexia Association states that the number of individuals with dyslexia in the UK is around 10%, with 4% at the severe end of the scale. In a report by the BBC in July 2019, 52% of people diagnosed with dyslexia claimed to have experienced discrimination during an interview or selection process.

**10%**

of people in the UK have dyslexia

**52%**

of people with dyslexia have faced discrimination

According to the ADHD foundation, people with ADHD often cite lack of support from their employer as a reason for leaving a job. But, with support, understanding and some small adjustments to harness their strengths or overcome difficulties, they could be a great asset to any organisation.

For many businesses, an assessment is usually helpful to provide guidance on what adjustments can be made. This is something we'll explore in more detail later on, but one of the key issues facing neurodivergent people in the UK is that access to diagnosis is often challenging and the process can be prolonged.

NHS guidance for people seeking diagnosis support outside of work is to first speak to a GP, a health visitor (for children under 5), a healthcare professional, or a special educational needs coordinator (SENCO) at their child's school. If they think it's a good idea to refer an individual for an assessment, this would need to be done by a specialist, but national availability is a challenge. Following assessment and diagnosis, access to further support can be hard to navigate and availability varies depending on the location.

## Strengths and challenges

We all have different strengths and we all face certain challenges, but neurodivergent people tend to have more exaggerated, ‘spiky profiles’ than their ‘neurotypical’ peers. This means they can have above-average strengths in certain areas, and challenges in others.

For example, an autistic employee may be a brilliant problem-solver, but not enjoy small talk. Someone with dyslexia could be a visionary 3D thinker, but have below-average literacy skills. A person with ADHD might be a big thinker with hundreds of good ideas, but have auditory processing or short-term memory challenges that cause them to forget their boss’s name.<sup>6</sup> It’s important to get an understanding of each employee’s profile to understand where they may need extra support.

When an individual’s challenges are adequately supported in the workplace by managers and colleagues, they’re able to work on a more level playing field and better realise their true potential.

### Autism

While everyone is different, some common autistic strengths include accuracy, attention to detail, creativity and passion, excellent long-term memory, strong research skills, and character strengths such as honesty and loyalty.

One of the most common challenges for an autistic person is ‘fitting-in’ socially within the workplace. They may have their own unique style of communication, or struggle with things like too little or too much eye contact, small talk, meetings and difficulty following vague instructions.

Masking is a common way for autistic people to overcome these social challenges, which can involve putting on a metaphorical mask to fit in with neurotypical colleagues. This can have a detrimental impact by causing burnout or chronic exhaustion, which take time to recover from.

Sensory issues triggered by noise, light, smells or movement in the workplace are other common challenges for autistic people and can cause involuntary reactions or burnout.

### ADHD

Employees with ADHD may have a variety of skills and abilities beyond those of their neurotypical counterparts. These may include hyperfocus, resilience, creativity, conversational skills, spontaneity and abundant energy.

There are three core features of ADHD that can be challenging. These are inattention, impulsiveness and hyperactivity, and they affect people to differing degrees. An employee with ADHD may therefore struggle with time management, organisation, keeping to a schedule, staying on top of workloads, following instructions, starting tasks, procrastination, speaking out of turn and controlling their emotions.

They can be easily distracted and restless, so may find open-plan offices and sitting at their desk for extended periods challenging. Short-term memory issues are also common, so employees with ADHD may have difficulty remembering names, deadlines, and verbal instructions. They can also suffer from burnout as a result of hyperfocus or channelling all their energy into their work without taking breaks or switching off.



<sup>6</sup>Please note, these descriptions are examples designed to illustrate the concept of the ‘spiky profile’ and not to introduce or encourage stereotyping.

## Strengths and challenges (cont.)

### Dyslexia

Dyslexic employees can be brilliant 3D and big-picture thinkers, with the ability to make connections their neurotypical peers may miss. Typically outgoing and sociable, with good problem-solving skills and narrative reasoning, dyslexic thinkers can be a valuable asset to any team.

LinkedIn now cites 'dyslexic thinking' among the talents its users can claim. The new label seeks to destigmatise dyslexia among employers and the wider public as part of a campaign by the charity group Made by Dyslexia. To support the effort, Dictionary.com has also redefined the term as 'strengths in creative, problem-solving and communication skills'.

Challenges for dyslexic individuals can include difficulties with structuring a document and spotting spelling errors. They may take longer to read through documents and process information than their colleagues.

Dyslexic employees may also experience challenges with their memory, leading to difficulty remembering appointments or bringing the right paperwork to meetings. Dyslexic people may also need more time to read and fill out forms and may experience more challenges when it comes to their organisational skills. If these challenges are misunderstood, the individual may appear inefficient and disorganised which, in turn, could make them feel self-conscious or cause them anxiety.

### Dyscalculia

People with dyscalculia can be fast problem solvers, with the ability to think outside the box and reflect on past experiences. This provides unique insight and methods for solving problems. People with dyscalculia often have a talent with words and can be exceptional at reading, writing and spelling.

Dyscalculia affects the ability to understand mathematics and basic arithmetic. Numerical processing, interpreting mathematical signs and symbols and performing accurate or fluent calculations is not a strength for this neurominority. Numerical challenges can usually be supported with the appropriate software.

### Dysgraphia

Those with dysgraphia may have good listening skills with a good memory and the ability to recall details. They're often sociable and can be great storytellers.

Dysgraphia affects the ability to recognise and decipher written words, and the relationship between letter forms and the sounds they make. As a result, writing, spelling and forming words can be challenging for someone with dysgraphia.



## Creating a level playing field

The starting point to supporting all your employees is to create an open culture, where line managers are accessible and able to have supportive conversations. In the case of neurodiversity, those conversations should be collaborative and explore how best to tap into strengths as well as how to overcome challenges.

Many neurodivergents are likely to meet the legal definition of disability under the Equality Act 2010 and may therefore be classified as having a 'protected characteristic'. This means they're entitled by law to 'reasonable adjustments' within the workplace to help them work equally alongside their 'neurotypical' colleagues.

The [Social Model of Disability](#) centres on barriers that make life harder for people with these protected characteristics. These barriers include their physical environment, other people's attitudes, communication problems or the way an organisation operates. By addressing and removing these barriers at work, we'll be able to create equality and offer more independence, choice, and control to our neurodiverse colleagues.

**“When a flower doesn't bloom you fix the environment in which it grows, not the flower”**

– Alexander Den Heijer



“It's important to think holistically about how to support employees. If an employee or employer is not sure what the best adjustment strategies are, then an occupational health referral can be very useful to give managers and individuals specialist workplace advice. Be sure to give any new adjustments time to work.”

– Dr Yousef Habbab, Chief Medical Officer,  
Health Services AXA Health

**“The power of digital technology to conduct high quality remote neurodevelopmental assessments has enabled more families than ever to access a service from the comfort of their own home”**

– Ellie Greenhow, Neurodevelopmental  
Clinical Lead/Occupational Therapist, ProblemShared





## Taking a person-centred approach to neurodiversity

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It's important to note that neurology differs from person to person and different neurominorities frequently overlap. They also often occur alongside mental health conditions like anxiety or depression. When a person fits into a single neurominority, that is the exception rather than the norm.

Up to 80% of autistic people are estimated to also have ADHD,<sup>7</sup> while up to 40% of people with ADHD are dyslexic.<sup>8</sup>

So, rather than putting people in boxes, it's more effective to work on a case-by-case basis and take a person-centred approach when supporting your neurodivergent people. Speak to the individual about what they might need and, if they're not sure, make an occupational health referral for advice and help.

**“When you meet one person with autism,  
you’ve met one person with autism”**

– Dr Stephen Shore

<sup>7</sup> National Library of Medicine

<sup>8</sup> Journal of Neurodevelopmental Disorders



# Reasonable adjustments

Reasonable adjustments are changes that an employer must make to ensure a neurodivergent employee is not at a disadvantage at work compared to others. As outlined, it's important to take a person-centred approach, specific to the individual's strengths and challenges, while considering the workplace and the work an employee is expected to do.

For some these changes will be known to the individual having had an assessment or lived with their neurological difference. If changes are easy to identify and agree, then that's great – however it can be helpful to get an expert to conduct an assessment. Expert assessors have experience and knowledge of equipment, technical and other workplace adjustments that can overcome specific challenges for neurodivergents.

## Communication – spoken and written

Neurodivergent employees may have unique communication styles that they're more comfortable with. Below are some examples of adjustments that can be made to help avoid misunderstandings at work. Some could benefit everyone, but it's important to be pragmatic and not assume all will work for everyone:

- Be clear and logical about rules and your expectations of the employee.
- Write and communicate any instructions or policies clearly and accurately.
- Use direct and precise explanations.
- Don't make assumptions.
- Give clear and detailed instructions for tasks along with specific deadlines.
- Provide written as well as verbal instructions.
- Check with your employee that they've understood you.
- Make sure any feedback you give is both sensitive and direct – a neurodivergent employee may not understand body language or implied guidance.
- Provide clear and specific information that is broken down into bite-size pieces to aid the processing of written and verbal instructions.
- Provide information in alternative formats, such as audio, video, drawings, diagrams and flowcharts.
- Allow the use of screen-reading software and scanners.
- A 'reading pen' may be useful for unfamiliar words.
- Keep operating instructions next to office equipment.
- Demonstrate and/or supervise tasks if required – dyslexic and neurodivergent individuals are often visual learners.

## Sensory processing

Neurodivergent employees can be easily triggered by noise, bright lighting, strong smells and movement in the office, which can cause involuntary meltdowns, fatigue and burnout. Here are some suggestions to help make your neurodivergent employees feel more comfortable at work:

- Provide a quiet space, free from environmental distractions – open plan offices can be too noisy and brightly lit.
- Flexible working may be helpful. Allow your employee to come in earlier or later, or to work from home when possible, to help reduce stress and fatigue by providing relief from a busy environment.
- Allow extra breaks to enable relaxation and concentration, and to avoid overwhelm and meltdowns.
- Provide noise-reducing headphones if noise sensitivity is an issue.
- One-to-one meetings and training sessions may be beneficial to reduce social clutter and distraction.
- Respect personal space and use verbal praise instead of physical contact.

## Organisation

Challenges related to executive function are common for all neurotypes. The following adjustments may help with difficulties related to executive functioning, such as organising, planning, decision making and initiating tasks:

- Make tools available to assist work organisation. For example, visual timetables, organiser apps, alerts and alarms.
- Multi-tasking may be difficult, so allow your employee to focus on one job at a time as this could lead to greater productivity.
- Use a wall-planner that visually highlights appointments, deadlines and daily tasks.
- Set reminders for important deadlines and have regular reviews of priorities and projects.
- Provide timetables, mnemonics and mind maps if these help with prioritising work and meeting deadlines.
- Colour code items in the workspace.
- Allow for unforeseen circumstances by factoring in extra time for tasks and projects.
- Break down tasks into manageable chunks.
- Build planning time into each day.
- Provide templates for detailed work, such as reports. Mind-mapping software, such as Inspiration and Mind Genius may be useful.
- Provide a visual representation of routes and visible landmarks for those with directional challenges.



## Reading and writing

Reading and writing challenges are common to dyslexic thinkers but they can easily be supported with simple adjustments. Here are some examples:

- Make text-to-speech and speech-to-text software available.
- Support the use of digital recorders.
- Allow extra time for proofreading work.
- Allow extra time for reading.
- Allow meetings to be recorded and send notes beforehand if possible.
- Provide a list of work-specific words and acronyms where appropriate.

## Memory

Short-term memory issues are common for many neurodivergent thinkers, with busy brains and distracted minds. Here are some adjustments that can help benefit these employees:

- Use mnemonic devices and acronyms.
- Use diagrams and flowcharts to organise information.
- Use multi-sensory learning techniques, such as recording material so it can be played back while being read.
- Use appropriate computer software, such as program menus and help features.
- Keep incoming phone calls to a minimum if possible.
- Encourage your employee to jot down the key points they need to cover before a phone call.

## Concentration and focus

Working in a busy environment can challenge a neurodivergent employee's concentration and focus. Here are some adjustments to help them get through the day:

- Allow for regular, short movement breaks throughout the day, especially if the job involves sitting at a desk for a long time.
- If specific tasks require a greater level of concentration, support your employee by giving them a quiet space to work at or encourage co-workers to not disturb them.
- Employees that don't like sitting for too long can benefit from chairs that have a wide range of movement or an adjustable desk that enables them to work standing up.

## Managing anxiety

Many neurodivergent employees thrive through routine and schedules at work. They can take time to adjust to any change in their circumstances, which can also trigger anxiety. Here are some suggestions to minimise anxiety at work:

- Agree to fixed hours rather than variable shifts if applicable.
- Agree a clear routine and work schedule and make sure these are stuck to where possible.
- Provide individual support where schedules are unavoidably disrupted and when changes are introduced.
- Allow the individual to follow their own regimented schedule to reduce anxiety.
- Supply a permanent personal workstation if the employee prefers to have their own desk in a 'hot-desking' office.
- Provide information about any changes well in advance.

## Personal career development

Appraisals and catch-up meetings with managers can be a worrying time for neurodivergent employees. Here are some suggestions of how to alleviate stress for neurodivergent individuals:

- Only use objective criteria for assessment or promotion reviews.
- Provide your employee with the option to bring someone to the meeting if it helps them feel more comfortable.
- Allow adjustments to the way assessments are carried out.
- Suggest short and frequent performance reviews instead of longer monthly meetings.

## Culture

It's really important to get the culture right to promote kindness and create an inclusive environment without any bullying. Here are some considerations for more neuro-inclusive attitudes at work:

- Show respect for differences.
- Be aware of individuals' particular strengths, difficulties and needs.
- Make sure everyone feels included.
- Provide a relaxing quiet space or 'sensory room' in the office.
- Make it easy for employees to access information about neurodiversity and support services.
- Make sure managers and colleagues are properly educated on neurodiversity to reduce stigma and misunderstanding.
- Include neurodiversity in harassment and bullying policies, so managers or employees who discriminate against neurodivergent workers are dealt with appropriately.

**“To cultivate a truly diverse and inclusive workplace, all staff should understand how neurodiverse minds work and that everyone is different. There's a role for workshops and training in driving broader awareness”**

– Jan Vickery, Wellbeing Lead, AXA Health

## Inclusive interviews – best practice

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The pressure and anxiety that job interviews can stir up are often much more challenging for neurodivergent jobseekers. They may need more time to prepare for interviews, process information, answer questions or organise and structure their thoughts.

Interviews typically place an emphasis on conversational ability, social skills and body language. This doesn't always come naturally to neurodivergent candidates, so reasonable adjustments need to be considered to give them a fair chance.

### Before the interview

To help candidates prepare and set themselves up for success before the interview starts, here are some things to consider:

- Ask the candidate if they would like any reasonable adjustments for their interview.
- Provide clear directions to the interview, including photographs of streets and stations.
- Provide clear instructions on what they should wear and do on arrival.
- Share any interview questions in advance and allow them to bring reminder notes.
- Allow adequate time for replies during the interview.
- Let them know the name and role of anyone they'll be meeting during the interview beforehand.
- Provide a timetable for what will happen in the interview. For example, 'we'll spend the first ten minutes talking about you, then spend ten minutes talking about your technical experience'.
- If possible, provide access to a quiet space where your candidate can avoid auditory, visual or social stimulation before and after the interview if required.
- Ask your candidate if they'd like to be accompanied by someone they know during the interview.

**The pressure and anxiety that job interviews can stir up are often much more challenging for neurodivergent jobseekers.**





## Inclusive interviews - best practice (cont.)

### The right environment

Neurodivergent people often experience sensory issues. They may be distracted by noise, lights and the surrounding environment, so if you're hosting an in-person interview, it may be beneficial to ensure the interview room is as distraction-free as possible.

Here are some other suggestions for getting the setting right:

- Provide a notebook in case your candidate wants to make notes. This can help them organise their thoughts when giving detailed answers.
- Invite them to move around during the interview, or factor in short breaks, if your candidate finds it difficult to sit still for periods of time.
- Don't expect eye contact. Neurodivergent individuals may find this uncomfortable or it may impact their concentration.
- If possible, provide fidget toys or stress balls to reassure your candidate. This could help them feel more comfortable in the setting and with you as an employer.

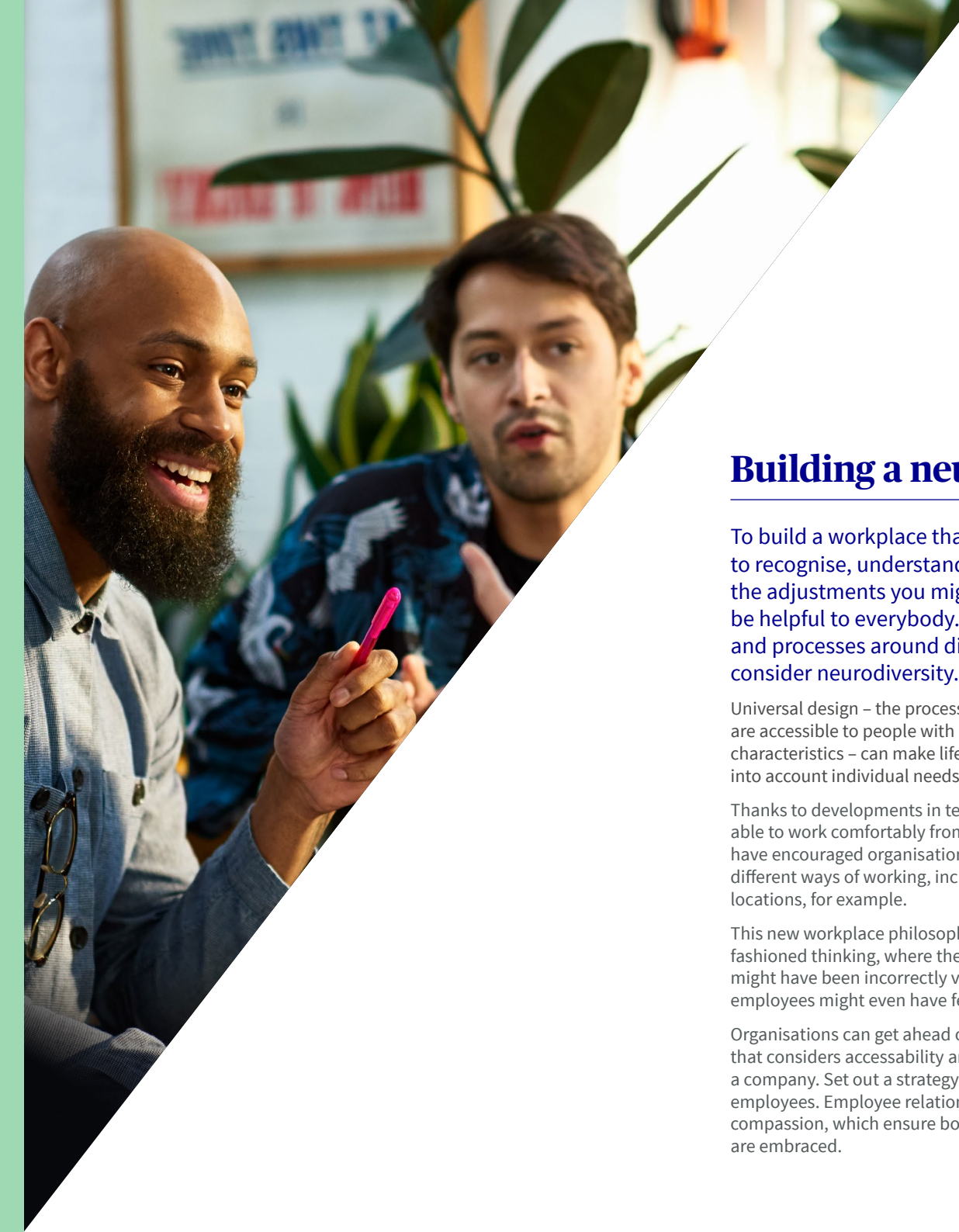


### Fair questions

Neurodivergent candidates can struggle with open-ended and hypothetical questions, and with switching between formal and informal tones. It may also take them longer to process questions. Quick thinkers can talk rapidly and get distracted, so they may stray off topic.

Here are some suggestions when preparing interview questions for neurodivergent candidates:

- Be specific with your questions. For example, 'what information governance processes did you use in your last job?' may elicit a better response than, 'what would you do to look after people's data?'
- Consider asking focused questions rather than generalised ones. For example, ask for specific examples instead of saying 'can you give more detail?'
- Be prepared to accept literal responses. For example, if you ask, 'how did you approach your last role?' you may get a literal answer like, 'by bus and then I walked.'
- Try to avoid long questions that contain multiple clauses. Your candidate may have difficulty focusing and waiting for the question to be finished, especially if they struggle with processing information.
- Multiple choice and psychometric tests can be discriminatory. It's much more beneficial to provide an alternative style of assessment.
- For written tasks at interview, 25% extra time is a reasonable accommodation to allow for processing and answering questions.
- Be prepared to prompt your candidate or repeat your question if you need more information, and let them know when you have enough information.



## **Building a neuro-inclusive workplace**

To build a workplace that's inclusive to all employees, you need to recognise, understand and support neurodiversity. Very often the adjustments you might make for a neurodivergent person can be helpful to everybody. It's important to look at existing policies and processes around diversity and inclusion, making sure they consider neurodiversity.

Universal design – the process of creating products and environments that are accessible to people with a wide range of abilities, disabilities and other characteristics – can make life easier for everyone at work, but must also take into account individual needs and preferences.

Thanks to developments in technology and design, people are increasingly able to work comfortably from anywhere. Recent events, like lockdown, have encouraged organisations to be more open-minded when it comes to different ways of working, including flexibility around working hours and locations, for example.

This new workplace philosophy marks the beginning of a shift away from old-fashioned thinking, where the reasonable adjustments that we've talked about might have been incorrectly viewed as burdensome or unfair. Neurodivergent employees might even have felt vulnerable.

Organisations can get ahead of the curve by adopting an inclusive approach that considers accessibility and support throughout an employee's journey with a company. Set out a strategy and build a culture that includes neurodiverse employees. Employee relations groups are an invaluable source of expertise and compassion, which ensure both the needs and talent from neurodiverse people are embraced.

# Glossary of terms

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## Neurodiversity

Neurodiversity is the diversity between human minds. The infinite variation in neurocognitive functioning within our species that determines how we think, act, feel, process information, and experience the world.

## Neurodivergent (or ND) and neurodivergence

Neurodivergent means having a mind that functions in ways that diverge significantly from the dominant societal standards of 'normal'.

## Multiply neurodivergent

A person whose neurocognitive functioning diverges from dominant societal norms in multiple ways. For instance, a person who is autistic, dyslexic and epileptic can be described as 'multiply neurodivergent'.

## Neurodiverse

A group of people is neurodiverse if one or more of them differ substantially from other members, in terms of their neurocognitive functioning where multiple neurocognitive styles are represented.

Many people mistakenly use 'neurodiverse' where the correct word would be 'neurodivergent'. For example, "I'm neurodiverse" instead of, "I'm neurodivergent". While the former expression is grammatically incorrect, it's ultimately up to the individual as to how they would like to identify.

## Neurotypical (or NT)

Neurotypical means having a style of neurocognitive functioning that falls within the dominant societal standards of 'normal'. Neurotypical can be used either as an adjective, "He's neurotypical" or a noun, "He's a neurotypical".

## Neurominority

A population of neurodivergent people that all share a similar form of neurodivergence, which is largely innate and inseparable from who they are, and to which the neurotypical majority tends to respond with some degree of prejudice, misunderstanding, discrimination, and/or oppression (for example, by classifying that form of neurodivergence as a medical pathology).

Examples of neurominority groups include people with autism, people with dyslexia, and people with Down syndrome. The word 'neurominority' can function as either a noun, "autistics are a neurominority," or an adjective, "autistics are a neurominority group".

## Neuro-inclusive or neuro-inclusion

The meaning for this term is taken from the neurodiversity paradigm and applied to the workplace. Neuro-inclusion means everybody's cognitive differences, unique functioning and experiences are embraced and supported equally to create a level playing field.

# Useful references and resources

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## Organisations

- [British Dyslexia Association](#)
- [International Dyslexia Association](#)
- [Dyslexia Foundation](#)
- [Dyspraxia Foundation](#)
- [National Autistic Society](#)
- [The Future is ND](#)
- [Disability Rights UK](#)
- [Disability Rights Commission](#)
- [The National Attention Deficit Disorder Information and Support Service](#)
- [AADD-UK](#)

## Government resources and information

- [Information hub for disabled people](#)
- [Access to Work](#)
- [Discrimination: your rights](#)
- [Disability rights](#)
- [Equality Act 2010](#)

## Online articles and studies

- [Neurodiversity at work](#) – CIPD guide, 2018
- [Government must tackle the autism employment gap](#) – National Autistic Society, 2016
- [Specific Learning Difficulties \(SpLDs\)](#) – University of Oxford
- [The Future of Jobs Report 2018](#) – World Economic Forum, 2018
- [We need to talk about dyslexia at work](#) – BBC, 2019
- [The Business Case for Neurodiversity](#) – Raconteur, 2019
- [Neurodiversity - let's embrace our 'spiky profiles'](#) – Professor Amanda Kirby, LinkedIn, 2021
- [Social Model of Disability: Language](#) – Disability Rights UK
- [15 Great Mindmapping Tools and Apps](#) – SpyreStudios, 2010

## Blogs and magazines

- [ADDitude](#)
- [The Mathematical Brain](#) – Professor Brian Butterworth

## Tools:

- [Grammarly](#) – AI-powered typing assistant
- [Ghotit](#) – dyslexia writing and reading assistant
- [Ginger Software](#) – AI-powered writing assistant
- [Claro Software](#) – assistance with reading
- [Focus Booster](#) – reminders for deadlines and appointments
- [Mind42](#) – note-taking and mind mapping
- [Mind Meister](#) – mind map app for iOS and Android
- [Balabolka](#) – text-to-speech software
- [PowerTalk by Full Measure](#) – automatic speech for PowerPoint presentations
- [Universal Password Manager](#) – store usernames and passwords in one place, protected by one master password

## Articles and insight:

- [ADHD in the Workplace](#) – WebMD, 2020
- [Top Ten ADHD Traps in the Workplace](#) – HealthyPlace (originally published in Attention!® Magazine)
- [Employing people with autism: a brief guide for employers](#) – The National Autistic Society Northern Ireland, the Department for Employment and Learning, the Equality Commission for Northern Ireland and Employers for Disability NI, 2011
- [Five Secrets to Workplace Success for Adults with Asperger's Syndrome](#) – Dr. Kenneth Roberson, 2013
- [In the workplace](#) – British Dyslexia Association's online resource hub
- [Employment Support](#) – Dyslexia Foundation

## Job boards and employment support:

- [Access To Work](#)
- [National Autistic Society job board](#)
- [National Autistic Society's Autism at Work Programme](#)

## Further reading:

- [National Library of Medicine](#)
- [Journal of Neurodevelopmental Disorders](#)
- [NeuroDiversity: The Birth of an Idea](#) – Judy Singer, 2017
- [Neurotribes: The Legacy of Autism and the Future of Neurodiversity](#) – Steve Silberman, 2015
- [Neuroqueer Heresies: Notes on the Neurodiversity Paradigm, Autistic Empowerment, and Postnormal Possibilities](#) – Nick Walker, 2021



# Supporting neurotalented workplaces

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## Education, adjustments and guidance

Together with Lexxic, we're dedicated to supporting organisations to develop environments where neurodiversity can flourish via quality workplace needs assessments, management advice as well as education, training, and more.

## Initial assessment and support

Together with ProblemShared we can connect your employees and family members to assessment and early personal support as part of your corporate healthcare benefit. Support that goes beyond clinical diagnosis.

**Speak to your intermediary or  
AXA Health account manager today.**

**For new business enquiries contact  
[wellbeing@axahealth.co.uk](mailto:wellbeing@axahealth.co.uk)**



Health

together with



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