



City & Guilds Neurodiversity Index Report 2025

Understanding the power of different minds and
creating environments for everyone to thrive

About the Neurodiversity Index

The City & Guilds Neurodiversity Index is a pioneering tool designed to understand trends and provide organisations with a comprehensive measure of neuroinclusive practice.

Now in its third year, the Index assesses current workplace strategies, policies, and cultures, offering insights into strengths and areas for development. It serves as a benchmark to drive meaningful change, ensuring that neurodivergent individuals are supported in ways that enhance both their well-being and productivity.

With insights from both employers and employees, this report provides practical examples of how organisations can be proactive and anticipatory in their support of neurodivergent people.

The principles and strategies recommended in this Index empower employers, educators, and policymakers to build a workplace culture that values neurodiversity.



"It's great to be partnering with DoIT Solutions again on this third Neurodiversity Index. We want to create workplaces and environments where people can thrive. This Index is full of practical recommendations that can easily be implemented by individuals and organisations to make the most of neurodiverse talent in the workforce."

Faiza Khan MBE,
Executive Director,
Corporate Affairs and Foundation,
City & Guilds

References

- [Access to Work](#)
- [City and Guild Neurodiversity Index 2023](#)
- [City and Guilds Neurodiversity Index 2024](#)
- [Disability Confident Scheme](#)
- [Do-IT Solutions](#)
- [Equality Act 2010](#)
- [European Accessibility Act](#)
- [Lever and Guerts 2016](#)
- [LinkedIn Neurodiversity 101](#)
- [World Economic Forum: The Future of Jobs Report 2025](#)
- [Website Accessibility](#)

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Foreword

City & Guilds

At City & Guilds, we are committed to helping people access and develop their skills. That purpose has remained the same since we were founded in 1878. We believe that everyone should have the opportunity to thrive in the workplace, and neuroinclusion plays a vital role in achieving this vision.



Kirstie Donnelly MBE
Chief Executive Officer,
City & Guilds



In 2023, we launched the Neurodiversity Index to track trends and measure the progress of neuroinclusion across UK workplaces. Now in its third year, it is encouraging to see growing engagement from a range of businesses who are both contributing to the survey findings and putting the report's recommendations into action. This year we received more responses to our survey than ever before, demonstrating continued, and growing, interest on this topic.

The findings in this report highlight both progress made and the challenges that remain. Awareness of neurodiversity at the senior leadership level is increasing, creating a growing consciousness in the workplace. This is creating a positive ripple effect throughout organisations. From organisations engaging in neuroinclusive practices, we have found that more individuals feel comfortable disclosing their neurodivergence at work and are receiving supportive responses. However, the two

biggest barriers to further progress – lack of knowledge and competing organisational priorities – remind us that there is still work to be done.

This report serves as a benchmark for change, showcasing what good practice looks like from both employer and employee perspectives. It also provides actionable recommendations for organisations to consider. We know that true inclusion is not just about opening doors – it's about redesigning workplaces and learning spaces so that everyone has the tools and opportunities they need to succeed.

It is our hope that the insights and recommendations within this Index will inspire leaders, employers and policy makers to create spaces where all minds can flourish. By embracing different ways of working and fostering inclusion at every level, we can empower neurodivergent individuals to reach their full potential, benefitting not only them but also the organisations in which they work.

Foreword

Do-IT Solutions

In today's workplaces, educational settings, and communities, neurodiversity is a vital consideration. Recognising, valuing, and supporting neurodivergent individuals is not just about inclusion – it is about enabling talent, fostering innovation, and creating environments where everyone can thrive.



Professor Amanda Kirby
MBBS MRCGP PhD
FCGI
Chief Executive Officer,
Do-IT Solutions



With talent shortages affecting many industries worldwide, attracting and retaining skilled individuals has never been more critical. Organisations that embrace neuroinclusion can tap into a wider, more diverse talent pool, ensuring they do not overlook individuals with unique skills and perspectives.

There is growing recognition that the skills needed in future workplaces globally require creativity, problem-solving, and innovative thinking – skills often found in individuals with 'spiky profiles.'

A spiky profile refers to individuals who excel in certain cognitive areas while facing challenges in others, some of which may be related to societal barriers. Rather than viewing these profiles as limitations, forward-thinking employers are recognising them as strengths that bring value and competitive advantage.

The first step in becoming a neuroinclusive organisation is understanding why it matters. This requires actively challenging biases and assumptions that may unintentionally exclude neurodivergent talent at different stages of the employment lifecycle – from recruitment and onboarding to retention and career progression.

In the UK, key legislation such as the Equality Act 2010 and the Health and Safety at Work Act 1974 sets the framework for workplace inclusion. At the same time, workplaces are seeing a significant rise in employment tribunals related to neurodiversity, demonstrating the growing awareness of workplace rights. Crucially, case law has shown that a formal diagnosis is not required for an individual to receive reasonable adjustments – a principle that is increasingly influencing employment practices globally.

By using this Index, organisations can move beyond compliance and towards true neuroinclusion, where differences are not just accommodated but embraced as essential to success.

Methodology

The analysis and insights in the Neurodiversity Index are informed by quantitative and qualitative data.

Survey

An online anonymised survey via the Do-IT platform included carefully constructed questions to capture both employer and employee perspectives.

The format allowed questions to be spoken according to participant preference as well as including other tools to increase accessibility. All participants were also offered help with completing the survey.

The data was gathered after promoting the study to a range of organisations and on social media platforms such as LinkedIn. HR Directors, senior leaders and managers were specifically targeted. Do-IT Solutions also has a large following on LinkedIn and runs a HR/EDI group on the platform and Professor Amanda writes a weekly Neurodiversity 101 newsletter relating to neurodiversity with 169,000 followers.

This approach allowed circulation to a wide range of organisations of all sizes and reach across the

neurodivergent community. To extend the reach further the survey was also circulated to City & Guilds networks and distributed through research consultants Censuswide to capture more information. In total, there were 1385 total respondents. Of this, 335 different employers and 814 employees completed the survey.

The data was collected from September 2024 to December 2024. This was a short collection time and represents a convenience sample.

Insights in action

Additional information was collected through case studies with Capgemini Invent UK and Harbour Energy which identified 'what works' approaches and feedback from HR & L&D managers on practical examples of success.

All the data was combined and analysed and the key trends are presented in this report.

1385

total respondents

335

different employers completed the survey

Of those reporting they were neurodivergent or considered themselves to be:

56% said they had ADHD

36% had ASC

26% had Dyslexia

18% had DLD

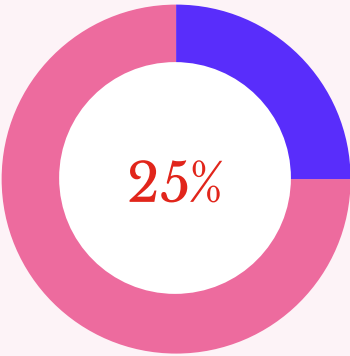
13% had DCD

10% had Dyscalculia

6% reported Tic Disorders

Individuals were allowed to select more than one condition.

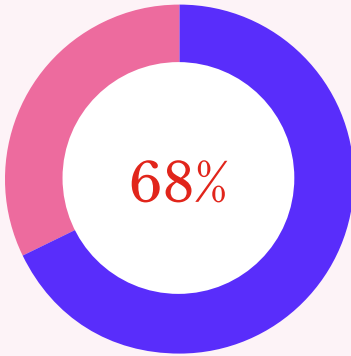
Twice as many males had DLD and twice as many females had DCD. There were relatively equal responses for the other conditions with slightly more males reporting Dyslexia than female respondents.



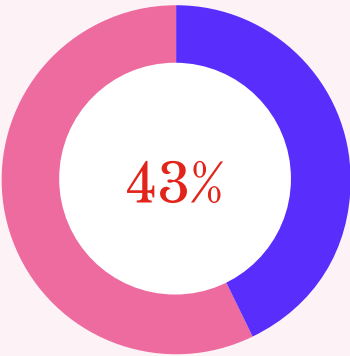
of employers were from the education and training sector and 23% were from banking, insurance and finance

814

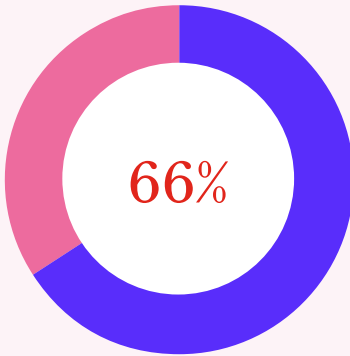
employees completed with representation from all age ranges, sexual orientation and ethnicity



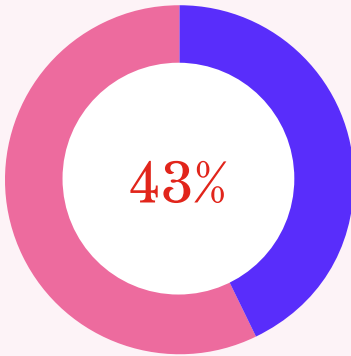
of respondents identified as female



of respondents reported having one or more neurodivergent traits or conditions

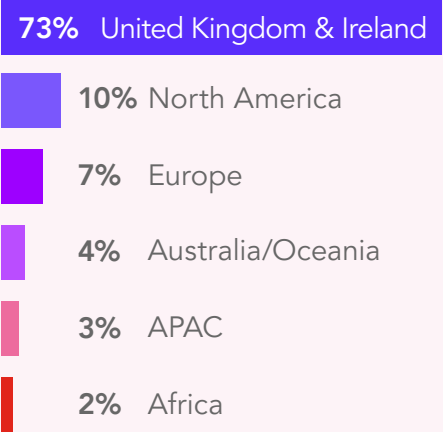


of respondents had a degree and/or postgraduate qualification

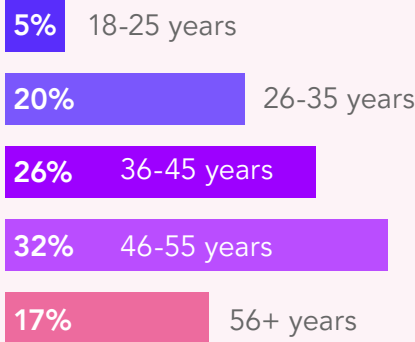


of employers were from organisations employing more than 250 people

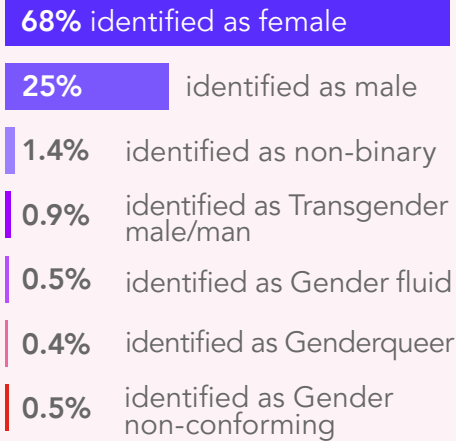
Where did respondents come from?



Age range of respondents:



Gender of the respondents:



The Results

How well are workplaces and organisations understanding neurodiversity today?

A drive from senior leadership

Neuroinclusive practices start with senior leadership sending a clear message that their workplace is one with a strong desire to be neuroinclusive.

There was a good indication that this year this is happening, with 44% of organisations reporting that someone in their senior leadership has expressed they were neurodivergent or they have family experience of dealing with neurodiversity.

Examples of how awareness was being raised include:

- Internal blog posts
- Discussing it directly with their team
- Through providing coaching support to others
- Closed session with HR
- Verbally communicated in meetings
- HR manager shares at induction stage
- Open and ongoing conversations about sharing strengths and challenges





Stating commitment

38%

of organisations reported they now have neurodiversity mentioned in their EDI policy document and 36% reported this year having a Neurodiversity Policy. However, 59% of respondents had not considered neurodiversity in the context of health and safety risks, which is an area that needs greater focus.

Employment tribunals

13%

of employers from the UK were involved in employment tribunals relating to neurodiversity.

For the first time we asked about organisations being involved with employment tribunals relating to neurodiversity. This is a marker we may need to watch in coming years. In the UK we have seen an exponential growth in this occurring with examples of challenges across the employee lifecycle.

Barriers to neuroinclusion

39%

of employers reported a lack of knowledge and 30% reported a focus on other priorities, as barriers to neuroinclusion. 25% said that cost was also a barrier. Some of the other options include time and lengthy processes within the organisation.

What training are we seeing?

Knowledge is key to confidence and this needs to start at the top of every organisation.

HR teams where present, are in an important position to guide the organisation in their hiring and retention policies and procedures and should be designing these to be as inclusive as possible to attract the talent that is available. We need to remember that many smaller organisations may not have HR specialists within their teams and other people may take on this function as part of several roles they have within the organisation.

Neuroinclusive practices can come too late in the employment lifecycle when challenges result in performance management conversations rather than taking a more positive and proactive approach to encourage talent attraction and progression.



43% Senior Leaders

41% HR/EDI

35% Managers

- Leaders in the sample have had some training
- HR have had some training
- Numbers have increased from 28% of managers in 2024 to 35% in 2025 but 37% were still reported as not having had any training.

While there is evidence of increased training there is also a need to understand the design, delivery and impact of the training that is taking place.

From this year's responses we can see that training comes in a wide range of formats and so it is difficult to ascertain the quality of the content and approach taken.

These ranged from a 4-week course, lunchtime sessions, and training as a part of onboarding processes, organising conferences specifically relating to neurodiversity, and on specific topics such as neurodiversity and menopause.

There were positive indications this year of some organisations having sessions relating to helping managers have better performance management conversations. One organisation described how they have ethical discussions relating to disability and neuroinclusion.

Challenges in training content

The types of training being offered in some organisations continue to be topic themed around specific conditions leading to the potential for siloed knowledge and over simplistic approaches to guidance.

This year we again see that Dyslexia (24%), Autism Spectrum Conditions (27%) and ADHD (28%) remain the conditions where there is higher awareness and more training taking place. At the same time conditions such as Developmental Coordination Disorder (also known as Dyspraxia) (17%); Developmental Language Disorder (DLD) (10%) and Dyscalculia (9%) are far less often being focused on in training despite DCD and DLD being more common than Autism Spectrum Conditions and ADHD. There was also very little combined training across mental health and a range of neurodivergent conditions.

Key summaries relating to training



1. Wide variation in awareness and support

The responses in this large sample of employers indicate that some neurodivergent conditions are being focused on more than others, with differing levels of training provided, leading to uneven patterns of knowledge, and resulting in inequity in workplace support.



2. One brain – mental health impact

There is a significant intersection between neurodivergent traits and mental health. We only have one brain.

There is research evidence that about 50% of adults with ADHD have co-occurring anxiety as well and more than three quarters of adults with an autism spectrum condition (ASC) who may have mental health challenges with a risk of depression being more common.



3. Intersectionality is often overlooked

Many individuals experience overlapping challenges. Workplaces might still be siloing support systems, rather than adopting holistic approaches to accommodate overlapping needs. Understanding the intersectional lens is so important. It may determine whether someone feels confident or safe to share information. It may also determine whether someone has gained support in younger years.



4. Progression pathways

There are some early indications that progression pathways for individuals who are neurodivergent is being considered in workplaces. 17% of organisations said there was full implementation and 16% reported partial implementation. This is an area that needs greater focus in determining how support and mentorship can aid talent progression.



Training that focuses on single neurodivergent conditions can lead to over-simplified assumptions about individuals. Overlapping traits are the norm, and a diagnosis often reflects access to assessment rather than a complete picture of a person's needs. Cultural, gender, and regional differences also shape how neurodivergence is identified and understood.

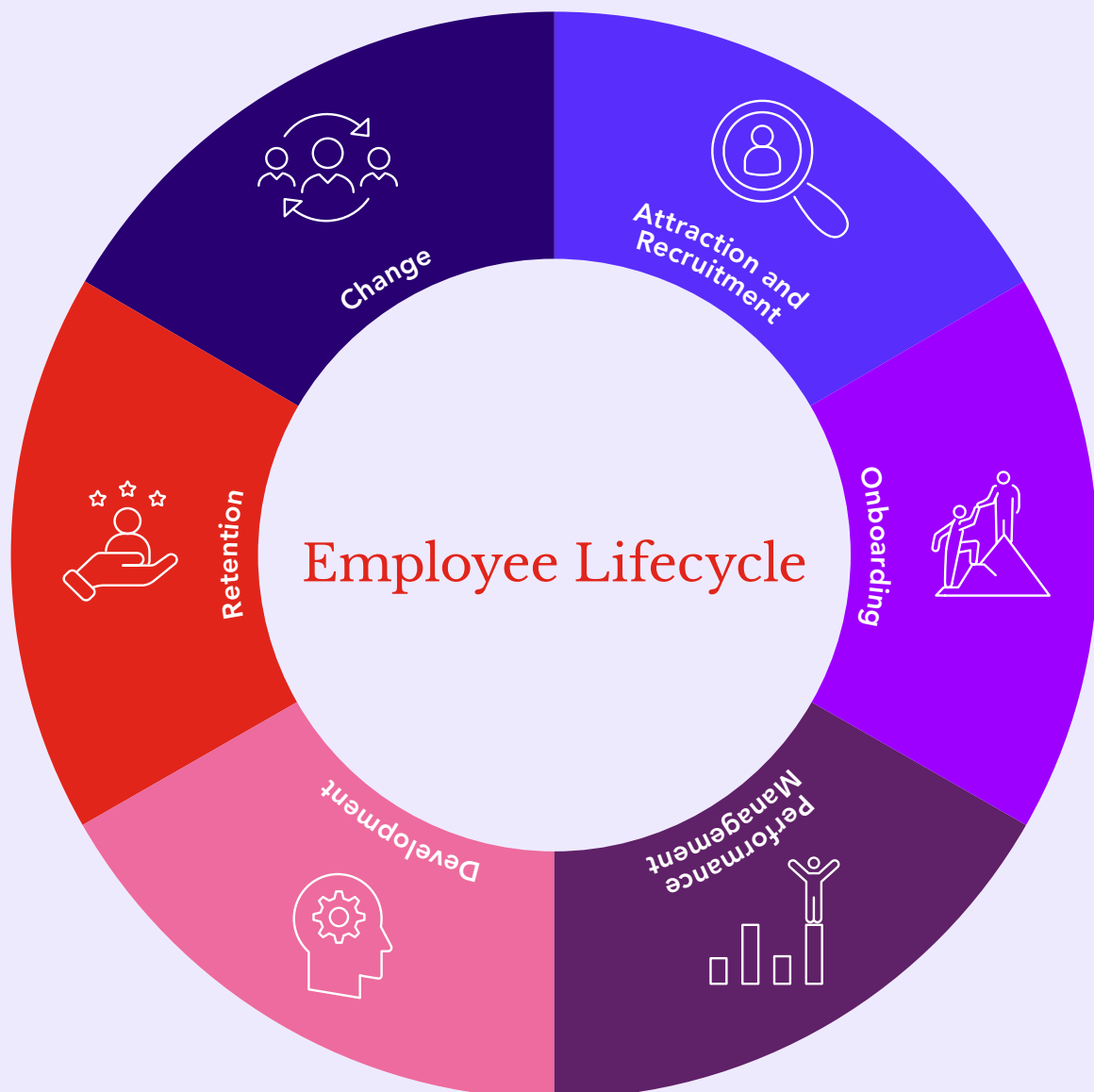
Managers should not be expected to be neurodiversity specialists. When training is overly condition specific, it can create uncertainty about how to support individuals with multiple diagnoses – despite this being more common than not.

Instead, managers need practical, accessible training that focuses on inclusive leadership, communication, and workflow adjustments rather than medical labels. They are often time-poor and under pressure, so training must align with business goals while fostering an inclusive environment. A neuroinclusive approach benefits both individuals and the wider team, ensuring greater productivity, collaboration, and retention of diverse talent.

What are we learning across the employment lifecycle?

The Employee Lifecycle

In the [City & Guilds Neurodiversity Index 2024](#) we began to explore the different aspects of the employment lifecycle to try to understand what organisations were doing to support individuals at each of the stages from talent attraction through to talent progression.



This year, organisations told us:

Accessibility of websites

Company websites or intranets are important tools to demonstrate a commitment to inclusivity. This year, 50% of organisations said that they had made their website accessible – this is in comparison to 35% in 2024. UK organisations need to also be compliant of regulations that require web accessibility.

Job description reviews

Job descriptions that use jargon or internally known words and phrases can result in applicants not considering applying for jobs despite them being potentially capable.

36% of organisations said they reviewed some job descriptions

25% said they had reviewed all their job descriptions

It would be interesting to gain a greater understanding how easy this process was and whether it has impacted on more diverse applications.

Alternative applications offered

Providing different ways to apply can result in more inclusive practices. Some Applicant Tracking Systems can be harder for some neurodivergent individuals to navigate and may result in someone being excluded despite the skills to do the job.

When it came to providing different means of applying for a job

34% of employers said they offered alternative applications

42% said they don't or are unsure if they could do so

This may indicate more training is required in ways to do this effectively such as via telephone or video formats.

Employee support

Use of external agencies for one-to-one support

Organisations report a variety of external agencies supporting neurodivergent people in work. Whilst it is promising to see a commitment to supporting those who need it, the range of providers may imply a lack of clarity on how to support individuals and the path to do so.

Some of their offerings and support may not always include support for all conditions such as for Dyspraxia (DCD) or DLD, or Dyscalculia.

Services offered



Employees' perspectives

Gaining a later diagnosis

49% of those responding who consider themselves to be neurodivergent, were only diagnosed as adults aged 30 years and older

16% were over 50 years when gaining a diagnosis or understanding that they may be neurodivergent

The most common conditions that people reported were ADHD and Autism Spectrum Conditions. This may be related to the pathways available for diagnosis and the greater awareness of some conditions compared to others.



Applying for jobs

The top 5 areas reported as problematic in order of degree of challenge are:

Job applications

Interviews face-to-face

Job searching

Creating a CV

Dealing with interviews on-line

Many of the challenges of gaining employment start with skills that need to be taught or supported upstream. This is a key area of focus while people are still in education or training. Changes in recruitment practices using online portals, video interviewing and applicant tracking systems may create more barriers for some neurodivergent people. There may be inbuilt biases excluding them along with a lack of confidence and skills to know how to best utilise some of these tools and systems.

A more nuanced approach needs to be considered at each of the differing stages of the employment life cycle. Until now most focus has been on raising awareness and not translating it to tangible and lasting actions.

A lack of clarity over what 'good' looks like and a lack of consistency in practices reflects that neuroinclusive practices are still at an immature stage especially for some sectors.

Steps in the employment lifecycle

Offering interview questions in advance

When we asked whether interview questions were provided in advance we got some interesting responses.

29% of organisations gave questions in advance if somebody requested it

23% of organisations gave questions beforehand most of the time

49% of organisations do not give out questions beforehand

Some people think that if questions are provided beforehand then they can generate a series of set responses. Signs of preparation for an interview may demonstrate true engagement and interest in the job. This does mean a person needs to have confidence in asking and know this is a possible option. It would be interesting to know how often these requests occur and whether there is a social or cultural bias in doing so. It may be if you are more junior entering the job world, you may have less confidence in doing so. We do know that some organisations (e.g. John Lewis) publish all interview questions beforehand so they are available for all to see.

Onboarding

46% of employers said they ask about neurodivergent traits/conditions as a part of data collection/recruitment/onboarding

35% of employers don't ask anything about neurodivergent traits/conditions as part of data collection/recruitment/onboarding



Disclosure

53% of neurodivergent respondents had shared information about themselves with their managers

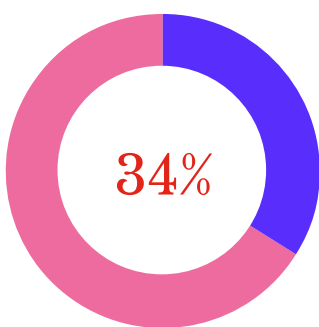
32% had shared information with their peers

29% had shared information with HR

Females were more likely to share with peers than males. Males were more likely to share with their managers.

41% had an OK or poor response when sharing this information with their managers (this is same as 2024)

One to one support using Access to Work



of respondents said they used Access to Work

This UK government programme can help individuals to get or stay in work if they have a physical or mental health condition or disability. This includes most neurodivergent traits or conditions. The support provided depends on level of needs.

Employee Resource Groups (ERG)

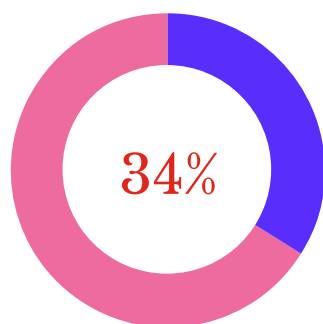
30% of respondents said they had some sort of employee resource group in place relating to neurodiversity

12% saying they were planning to do so

Not all organisations are creating specific neurodiversity networks, and this may be related to size and also what they already have in place. 8% of respondents said the ERG was part of other groups such as disability networks. 36% of respondents did say there were no ERGs in place.

The construction and engineering sectors had some of the lowest rates of neurodiversity networks with the manufacturing sector being reported as the second lowest.

Peer mentoring programmes



of respondents said they had some programmes running relating to mentoring neurodivergent colleagues

This may relate to a higher response from the educational sector where these programmes may be more usually put in place. Technology had the highest rates of peer mentoring programmes.



Neurodiversity Champions

A Neurodiversity Champion is someone who takes action to raise awareness of neurodiversity and helps others to appreciate the brilliance and importance of neurodiverse talent in their organisation. Neurodiversity Champions aren't expected to be experts in neurodivergent traits and conditions, or to diagnose them. Instead, they can provide a safe space to discuss the strengths and challenges of having some neurodivergent conditions and traits and the impact at home and/or at work.

21%

of organisations said that they had some sort of champions programme within the workplace and 17% were considering doing so in the next year

41%

of organisation said they had no neurodiversity resources or were not sure whether they did

This implies a lack of knowledge about what is available within an organisation and where to find this information. Signposting where resources, policies and procedures can be found is key for engagement as not everyone feels confident in asking for help and support.

Disability Confident government schemes

14%

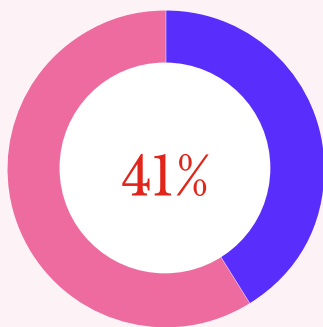
of organisations who were UK based had signed up to the Disability Confident Scheme

Disability Confident has been creating a movement of change, encouraging employers to think differently about disability and take action to improve how they recruit, retain and develop disabled people. Disability Confident offers organisations an opportunity to lead the way in their community as well. It was developed by employers and disabled people's representatives to make it rigorous but easily accessible, particularly for smaller businesses.

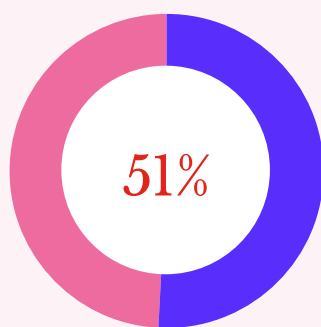
The challenges of sustainable employment

The top 4 responses for workplace challenges were:

- Balancing work and life
- Emotional wellbeing
- Being valued for the skills they have
- Time management.



of respondents said challenges impacted them on most days. This shows a degree of impairment and the need for employers to recognise this



of respondents said they had to take time off work because of this

The three key themes reported were:

- **Burnout:** Highlighting the impact of excessive stress and fatigue in the workplace.
- **Workplace conflicts:** "Issues with my manager causing dysregulation" – indicating the toll of strained interpersonal relationships on mental well-being.
- **Mental health needs:** "Taking FMLA (Family and Medical leave) for health issues" – showing how structured leave policies are utilised for medical or mental health reasons.

"Increased workloads with no warning."

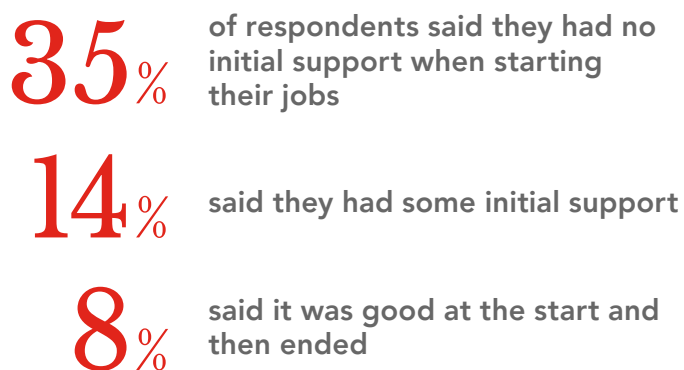
"Paid minimum wage while others had a 4% increase."

"I felt pushed out. My mental health has suffered, it is difficult to apply for work, I dread the same treatment."

"They refused me the opportunity to speak with HR before my first meltdown."

Onboarding

The onboarding phase of a new job is important to be able to understand the 'rules of the workplace' which will differ from organisation to organisation. These often can be the unwritten rules such as when to take breaks, when to arrive to get started for work, and how and where to ask for help if you think you need it.



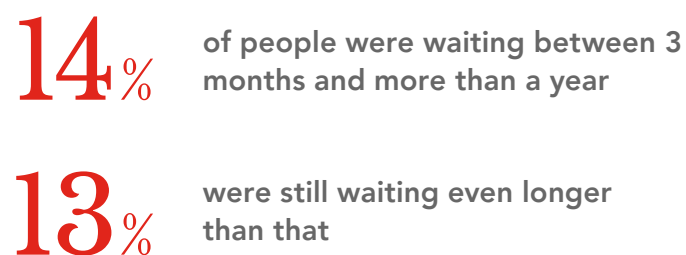
This highlights the reality of change in every organisation.



Gaining adjustments

Teams, tasks and people all change and dealing with these changes can be harder for some people.

It remains a challenge for many waiting to get adjustments to maximise their potential.

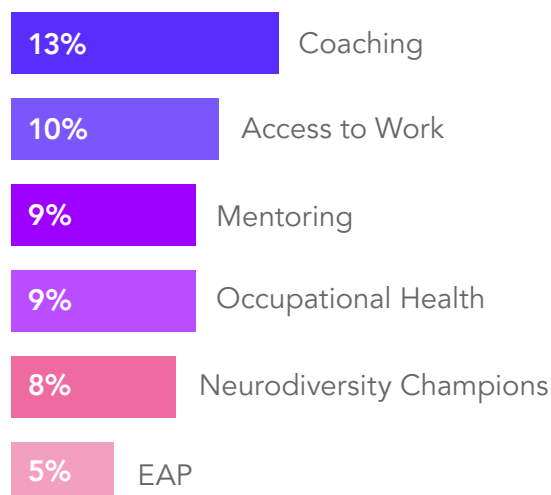


This can result in lost confidence leading to a lowered competence as a consequence. Nearly one in three people were not satisfied with the current support they are receiving.

However, some organisations are doing things well.



Many people reported seeking assistance and support from family and friends. The varying responses to support are reflected in the main types of support reported below.



Understanding barriers to progress

The top three reasons reported for not progressing at work were:

- Challenges maintaining the work/life balance
- A lack of support or opportunity
- Having a role as a parent and carer.

10% of people said they were happy where they were. It is important to recognise that not everyone wants to progress in their jobs and may be satisfied with the job they have

52% of respondents had applied for promotions but 35% said that they felt that opportunities for job promotions within the company were not equally accessible for neurodivergent employees and others

35% of respondents were not sure where to go for help and support



The workplace should be a place of opportunity, but for many neurodivergent individuals, significant barriers hinder their ability to progress. Drawing from real-world insights, below are some of the key challenges and what they reveal about creating more inclusive environments.



Bias and hidden barriers

One respondent described "bias, glass ceilings, sticky floors, hidden rules of promotion," which highlights the often invisible systems that prevent equitable opportunities. These barriers are rarely explicit but have a profound impact, particularly on neurodivergent employees who may already face challenges navigating unspoken workplace norms.



Stigma

Stigma around neurodivergence was another key theme: "Yes, stigma about neurodivergence, bullying follows." Despite growing awareness, stigma continues to create psychological barriers, discouraging individuals from seeking accommodations or openly sharing their needs.



Discrimination

Discrimination persists as a major obstacle, with one individual sharing the "constant need to change jobs due to discrimination." This reflects the exhausting cycle of seeking environments where people's differences are understood and valued. For neurodivergent employees who are also part of racial minorities, the challenges compound. Intersectionality where different aspects of identity overlap is a crucial lens for addressing workplace inequalities.



Mental health impact

A toxic work culture can exacerbate mental health challenges. "My line manager is a massive bully and targets me regularly," one response revealed. The intersection of bullying and neurodiversity is an area that urgently requires attention, as it can severely undermine confidence and performance.



In Practice

Case Study 1: Capgemini Invent UK

Capgemini group is guided every day by its purpose of “unleashing human energy through technology for an inclusive and sustainable future” to drive a positive impact for people, planet and society. By creating a vibrant and inclusive culture where our talent is empowered to build meaningful careers, we’re building a future where all talent can thrive.



Inclusion is not just policies - it's part of our DNA in how we train, develop and support our people. Within the Invent Institute (our award-winning graduate training programme), we want to showcase our embedded neuroinclusive practices and broader inclusion initiatives to give all our graduates the best start to their careers.

Creating a culture of psychological safety

From the moment our graduates step into Capgemini Invent, they know they are in a place that sees, values and supports them. Our induction sessions on neuroinclusion and from our employee networks provide a foundational experience designed to create a culture of openness. Emily Shaw who leads the induction session shared, *“I openly share my experience with AuDHD in the induction session. Our graduates respond incredibly positively, gaining inherent permission to share their own neurodiverse experiences and feel comfortable discussing their workplace needs.”*

Psychological safety is central to our graduate experience. We encourage voicing ideas, seeking support and embracing individuality.

We believe true inclusion requires talking about our differences and challenging each other to expand our perspectives daily. We continuously evolve our approach to keep neuroinclusion and inclusion at the forefront.

One key initiative is a bespoke ‘Get to Know Me’ profile introducing our graduates to their people managers. Coaches share their profiles first, and graduates then complete their own, outlining preferred working styles, accommodations, motivators, and any cultural considerations they would like to share. These profiles foster mutual understanding and psychological safety.

As part of their learning experience, graduates deliver short presentations on topics they are passionate about, including inclusion. We have had over 360 presentations on sustainability and inclusion from our graduates, bringing to life new topics and new perspectives, embedding a culture of curiosity and learning. The best presentations are often shared across the business, ensuring the conversation extends beyond the Institute.

To sustain this environment, all our coaches undergo neurodiversity and inclusion training, equipping them with the right knowledge and the right language to have positive conversations with our graduates. As a coaching team we challenge each other in this space, have difficult conversations and ensure we are always learning.

A lasting impact across Capgemini Invent

Our focus on authenticity and celebrating difference empowers our graduates to make their voices heard. We are proud that our graduates identified, designed and launched Graduate Neurodiversity and Wellness Communities which provide support, and highlight how important these topics are for our people and help keep them at the forefront of leadership conversations.

Our initiatives in the Institute are supported by market leading business-wide inclusion policies that allow our people to thrive, such as access to private neurodiversity diagnosis and treatment, and an extensive workplace accommodation programme. These investments emphasise that across Capgemini Group, our people are a priority.

The Institute's commitment has led to a 92.2% retention rate, a wellbeing score of 8.5/10, and increased client satisfaction due to the diverse perspectives and inclusive mindsets our graduates bring to their work.

But beyond the metrics, the real impact is seen in the confidence, engagement, and sense of belonging that our graduates experience. One graduate shared, *"The programme gave me more than just training; it gave me a network, a purpose and the confidence to succeed"*.

We all succeed when everyone feels like they belong

By embedding neuroinclusion and inclusion awareness into everyday conversations, coaching, and business practices, we have created an environment where all individuals can succeed.

For our graduates, it means stepping into a workplace where they feel heard, valued, and empowered to reach their full potential. For our organisation, it has created a culture of understanding, innovation, and inclusivity that permeates every level of the business. And for our clients, it has strengthened the way we collaborate, bringing diverse perspectives that drive real-world impact. Seeing this confidence and sense of belonging among our graduates reaffirms why this work is so important as when everyone is included, we all thrive.

"At Capgemini, inclusion isn't just a policy – it's who we are. From day one, you feel part of a family that truly values you."



Case Study 2: Harbour Energy

Harbour Energy is dedicated to creating an inclusive and supportive environment for neurodivergent employees and their families. What initially began as an effort to raise awareness has evolved into an initiative providing tangible support and resources for its employees worldwide.



Recognising a gap in awareness

In 2022, Harbour Energy recognised a gap in awareness and understanding of neurodiversity within the organisation. This realisation led Head of DEI Europe, Mavis Anagboso, to establish the company's first neurodiversity panel discussion in its Aberdeen office. The event featured experts, including the CEO of the Institute of Neurodiversity, company representatives, and individuals with lived experiences of conditions such as autism and ADHD.

Mavis explains, *"For some attendees this event was a watershed moment. It signalled the beginning of a process to confirm what they may have suspected all of their lives. It provided validation and encouraged some individuals to seek more information and support."*

Building an inclusive framework

Following this event, Harbour Energy took significant steps to increase education and support creating a dedicated Neurodiversity Employee Resource Group (ERG) with an executive sponsor advocating for neurodivergent

employees. The company also introduced various resources, including a neurodiversity guide for managers and access to free neurodiversity assessments for all UK employees and contractors – a benefit rarely extended beyond full-time staff in most organisations.

The organisation has integrated neurodiversity-friendly initiatives across its operations. These include:

Sensory rooms: Initially introduced in one office, sensory rooms have now been implemented in London, Aberdeen, and Jakarta, with further expansion planned for Europe, North Africa, and South America.

Neurodiversity-friendly workspaces: The company provides noise-cancelling earbuds to enhance workplace accessibility.

Training and resources: Employees and their families have access to books, guides, and training materials that promote understanding and acceptance of neurodiversity.

Inclusive recruitment practices: The organisation has adopted recruitment policies that accommodate neurodivergent candidates, ensuring an equitable hiring process.

External impact and advocacy

Beyond internal efforts, Harbour Energy has actively contributed to raising awareness in the wider community. The company has been the principal sponsor of the ADHD Umbrella Project in Aberdeen for three consecutive years. These umbrella installations across schools, hospitals, and offices serve as conversation starters, encouraging discussions on neurodiversity.

Harbour Energy is not only transforming its workplace culture but also influencing broader conversations on neurodiversity. The company's commitment ensures that neurodivergent individuals are empowered to thrive, contributing their unique strengths to the organisation's wider success and this is a brilliant example of best practice in this space.



“Harbour Energy is not only increasing awareness, understanding and support for neurodiversity in the workplace, but it is also influencing conversations in the broader community. The company's commitment ensures that neurodivergent individuals are empowered to thrive, contributing their unique strengths to the organisation's wider success.”

What makes people thrive in the workplace?

The top 3 responses of what would help people thrive in the workplace were:



Flexible working



Adjustments put in place



Attitudes of peers.

Other suggestions included:



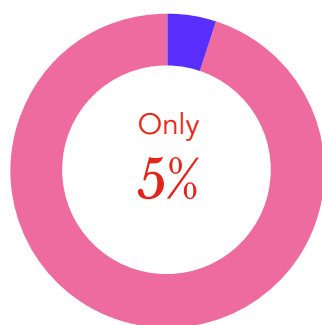
Having regular meetings with managers



Working from home for some or all of the time



Considering specific work environments.



said specific tools or software helps people to thrive in the workplace. This highlights the fact that many adjustments are free or very low cost and are more about engagement and greater understanding of the person.



Supporting the individual not the condition

"Helping individuals to understand their own needs: For example, I know I need to get up and walk about to improve my thinking. This causes others who are used to people sitting down for an hour long conversation to feel uncomfortable. I have learned to explain this to others, so that when I get up and move about in a meeting room, they are not questioning. Sometimes, I have had to say, can you give me 24 hours to give you an answer to the question, so I can create the space to pace around, and come up with a solution?"

Consideration and empathy

"I am very fortunate to have a line manager who is very knowledgeable, understanding and accommodating in terms of my specific neurodiversity. She is quite literally the reason I have lasted as long as I have within the organisation. Although I was misdiagnosed for many years, as soon as we suspected ADHD and autism I was able to make a lot of accommodation to working hours and ways of working to suit my needs. Even when I was considered just anxious and depressed, she showed immense understanding, patience and support in terms of me being a carer for my child who also shares the same diagnosis."

"There is a "one and done" approach to support and adjustments in my workplace. I would benefit more from regular weekly support to manage my workload and schedule my time."

The top 3 responses to progressing in the workplace reported were:

23% Line manager support

15% Access to training

11% Having allies

Additionally, having professional networks and mentorship (10%) and coaching support (9%) can make a difference as well.

Having allies and mentors can make a real difference not only to confidence but also having someone to help signpost you through the rules and processes in an organisation at all stages of your career.

The top 3 ways to help someone feel psychologically safe reported were:



An inclusive culture



A good line manager relationship



Not having to mask.

Additionally, when someone hears senior leaders talking about their own neurodivergent experiences, this is another indicator that this is a safe place for you also to share more about yourself and your experiences.

Recognising neurodivergence across the lifespan: challenges and opportunities

The sample of respondents in the Index this year clearly shows we are seeing an older workforce who are coming to terms with realising they are neurodivergent.



As we age, our brains and bodies evolve, and this intersection between ageing and neurodivergent traits brings unique challenges and opportunities – especially in workplaces. Neurodivergence, such as ADHD, autism, and DCD, often coexists with other conditions and amplifies difficulties over time, from social isolation to health disparities.

Older neurodivergent adults face shared challenges: reduced social connections, higher risks of mental and physical health issues, and executive functioning difficulties.

For example, ADHD can increase the risk of depression and smoking-related health impacts, while autism may lead to heightened sensory and communication challenges. DCD adds risks of falls and reduced mobility.

To address these, workplaces and policies must adopt a lifespan approach. Integrated care, inclusive employment practices, and proactive planning can improve outcomes. Early education, social support, and tailored health interventions are crucial to mitigate risks and promote healthier ageing.



Recommendations for workplaces

Neuroinclusive recruitment practice

Below are some examples of recommendations that can make recruitment practice more inclusive for neurodivergent individuals.



Job applications

- Simplify application forms and avoid jargon.
- Provide video or step-by-step guides for completing applications.
- Allow alternative formats, such as video applications or recorded answers.
- Offer support and clarification for all - no diagnosis or declaration required.



Face-to-Face interviews

- Train interviewers on inclusive practices checking neurodivergent biases.
- Provide sensory-friendly interview spaces with quiet areas and flexible lighting.



Creating CVs and job searching

- Teach CV writing as part of career education, focusing on strengths and achievements.
- Highlight tools like CV builders and assistive technology.



Online interviews

- Allow practice sessions to familiarise candidates with the format.
- Ensure platforms are accessible with clear instructions and technical support.
- Provide flexibility to turn off cameras or use captions during interviews.



Networking and sharing information

- Encourage structured networking events with clear expectations.
- Offer one-to-one networking opportunities instead of large group settings.
- Provide scripts or templates for self-disclosure of neurodivergence, ensuring candidates understand their rights.



Psychometric assessments

- Use assessments designed with neurodivergent accessibility in mind. Check for bias in design and delivery. Try to align the assessment with the skills wanting to be measured.
- Clearly communicate the purpose of assessments and provide practice tests.



Virtual application processes

- Ensure online platforms are compatible with screen readers and other assistive technologies.



Gaining adjustments

- Educate people on how to request adjustments. Create the confidence in positive sharing of skills.

Neuroinclusive workplace practice

Adjustments can be more than tools. They can be adjusting the way we communicate or change where we work to help us to be more productive. Below are some examples of accommodations that can make workplaces more inclusive for neurodivergent individuals.



Environmental adjustments

- Noise-cancelling headphones or quiet workspaces to reduce sensory overload.
- Adjustable lighting to minimise discomfort caused by bright or flickering lights.
- Flexible seating or work-from-home options to accommodate sensory needs.



Communication and interaction

- Providing instructions in multiple formats (written, verbal, visual).
- Allowing extra time for processing information during discussions or meetings.



Work schedules

- Flexible working hours or part-time arrangements to manage energy levels.
- Scheduled breaks to decompress from overstimulation.



Task management assistance

- Use of assistive technologies, like task management apps or speech-to-text tools.
- Breaking tasks into smaller steps with clear deadlines to prevent overwhelm.
- Priority management training or support for executive functioning challenges.



Managerial support

- Regular check-ins to discuss workload and support needs.
- Creating a neurodivergent-friendly culture, including staff training on neurodiversity awareness.
- Assigning a buddy or mentor to offer guidance and support.



Training and development

- Offering workshops on neurodiversity for all employees to foster understanding.
- Providing structured onboarding processes for smoother integration into the workplace.



Policies and benefits

- Access to mental health services or employee assistance programmes.
- Allowing adjustments without stigma or penalty or the need for a diagnosis.

Parents and Carers

Parents as carers

Last year was the first year we explored the experiences of being a parent or carer of a neurodivergent child or children and juggling the workplace.

This year we asked employers if the support or adjustments were available.

29% said they had none, and 20% said they had fully implemented a plan – this is in comparison to 17% last year

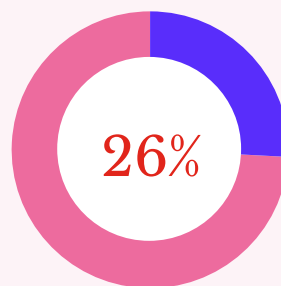
20% were starting to plan – this was 33% last year. These are interesting results given in the UK that carers have rights under the Equality Act 2010 and other legislation

For parents of neurodivergent children, balancing work and family life can be particularly challenging. Employers often overlook the unique difficulties these parents face, but with understanding and flexibility, workplaces can work to be more supportive.

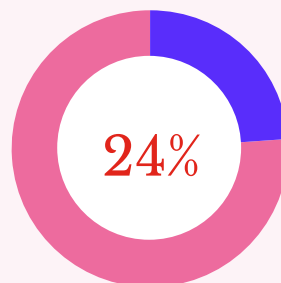
46% of respondents had a child with a diagnosis

7% were waiting for an assessment

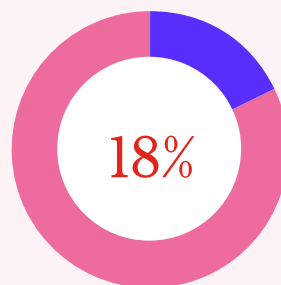
A staggering 26% also thought their child/children may be neurodivergent.



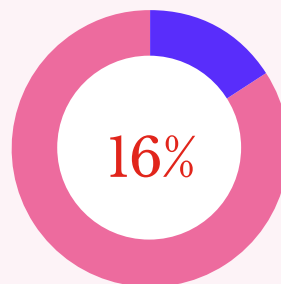
reported having no adjustments put in place relating to their caring responsibilities



said they need flexible working arrangements



of parents said they need to work from home



said they need the opportunity for hybrid working

Parenting or caring for a neurodivergent child

Being a parent is rewarding but demanding, and when you're balancing career progression alongside caring for a neurodivergent child, the challenges can feel overwhelming. Many parents face systemic hurdles, particularly as some companies shift back to office-based work. For women trying to progress in careers and support their child, this can be a double challenge.

The current workplace landscape

Flexible working has been transformative for many, offering a way to juggle responsibilities. For parents of neurodivergent children, it's often non-negotiable, allowing time for appointments, advocacy, and support. They often need to be at home when kids come back from school to let them talk about their day and have a safe place to unwind. A bad day in school can often mean a bad evening for all. Changes like the UK's right to request flexible working from day one that began in 2024 highlights the movement toward more inclusive work environments. But true change requires proactive steps by both organisations and individuals. In one survey from BUPA over half (51%) of employees reported that their career has been negatively impacted by caring responsibilities. [A poll from Totaljobs in partnership with the Fawcett Society](#), suggests that over a quarter (27%) of working mothers believe that their career progression has slowed as a result of taking parental leave – in comparison to 21% of working fathers. Around 18% went as far to say they had been left out of more exciting work projects.

The survey of over 3,000 working parents with at least one child under the age of four found that a third of working mothers (34%) lost confidence in their skills and abilities after returning to work from parental leave. Almost half (48%) said this was because the balancing act of juggling work and parenting commitments undermined their confidence.



Key themes

Flexibility

Parents of neurodivergent children frequently face unpredictable schedules. As one parent shared – *"Meltdowns on school drop-off had me late logging into work again. I wish there was more understanding that some mornings just don't go as planned."*

Recommendation: Providing flexible work hours or hybrid arrangements can help parents manage these unexpected challenges without added stress.

Time management struggles

Juggling therapy appointments, school meetings, and work deadlines is a daily reality for many parents. One respondent noted – *"Every day I'm not just managing my overscheduled day but also ensuring my child has what they need to thrive."*

Recommendation: Employers can assist by offering reduced or part-time hours, creating a culture of understanding, and encouraging open discussions about workload adjustments.

Lack of understanding

A lack of awareness and empathy from colleagues and managers is a recurring issue – *"Lack of understanding or empathy to support when I need time off is exhausting. It's not a choice to prioritise my child – it's a necessity."*

Recommendation: Employers can address this by providing training on neurodiversity and equipping managers with tools to support employees with caregiving responsibilities.

Recommendations for parents or carers of a neurodivergent child

Here are some practical steps to maintain your well-being, thrive in your career, and find a job that works for you:

1. Prioritise self-care

- Create non-negotiable time for yourself, even in small increments. Regular walks, mindfulness exercises, or creative hobbies can recharge your energy.
- Build a support network – friends, family, or peer groups of parents with similar experiences – to share insights and emotional support.

2. Advocate for flexibility

- Be clear about your strengths and what you bring to the job but also be transparent about your needs. A clear conversation with your manager about flexibility often leads to practical solutions. What can you offer to complete tasks or work around times when you need to be with your child?
- Explore hybrid working arrangements or job-sharing if full-time flexibility isn't possible.

3. Stay visible

- With confirmation bias, people tend to seek out and more readily see data which agrees with their current opinions. And with “recency error”, people tend to remember better and weight more heavily the experiences they’ve had most recently.
- It is hard for people to know what you are like when they don't spend time with you. Watercooler talk can sometimes form bonds. People tend to build stronger relationships with those they see and interact with most frequently. You have greater chance of knowing what makes the other person tick, about their day-to-day life and gripes. The less you know someone in contrast can mean they can assume things about you.
- Keep track of your achievements and share them with your employer to ensure your contributions are recognised, even if you’re working remotely.
- Take advantage of opportunities to upskill or participate in projects that align with your strengths.

4. Explore neuroinclusive workplaces

- Seek out organisations with robust diversity and inclusion policies, especially those with flexibility baked into their culture.
- What does a potential employer say about attracting talent and supporting carers and people who are neurodivergent? Check out their website - see what other people are saying.
- Use platforms like LinkedIn to connect with companies or mentors who value workplace inclusion.

5. Plan for the long-term

- Set clear career goals and work backward to identify skills, training, or roles that align with your aspirations.
- You may need to consider a 'squiggly career'. What training can you undertake to showcase skills? Can you demonstrate different ways of thinking, problem solving, and being creative from your home life as well as your work life?
- Consider roles or industries where flexibility is the norm, such as remote-first companies or sectors with a strong focus on work-life balance.



Wider systemic actions

Education settings:

- Incorporate employment skills into curriculum, tailored to neurodivergent learners to prepare them for moving from training settings to employment.
- Foster self-advocacy and help-seeking skills and confidence in requesting workplace adjustments.

Recruitment settings:

- Embed neuroinclusive principles in hiring processes and ensure that recruitment practices don't have any in-built biases that may exclude some talents.
- Appoint workplace neurodiversity champions to guide recruitment teams.
- Build long-term partnerships with neurodiversity-focused organisations.

Addressing these areas will help create equitable opportunities for neurodivergent individuals in both education and employment.

Barometer	2022	2023	2024
% of senior leaders receiving specific training in relation to neurodiversity in the last 12 months	28%	33%	43% ▲
% of organisations with websites that provide alternative application processes	35%	40%	34% ▼
% of organisations with websites that have accessibility features	37%	35%	50% ▲
% of employers that have adapted their recruitment processes to accommodate neurodivergent candidates	47%	52%	51% ▼
% of individuals who have disclosed their condition in the workplace with an OK or good response	58%	42%	55% ▲



Key Conclusions

To create a neuroinclusive workplace requires workplaces and policies to adopt a lifespan approach. Integrated care, inclusive employment practices, and proactive planning can improve outcomes. Inclusive workplaces benefit everyone.

The path to equity begins with acknowledging these barriers and working collectively to dismantle them. By fostering inclusive environments, we can help neurodivergent individuals not just to survive but also to thrive in their careers.

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