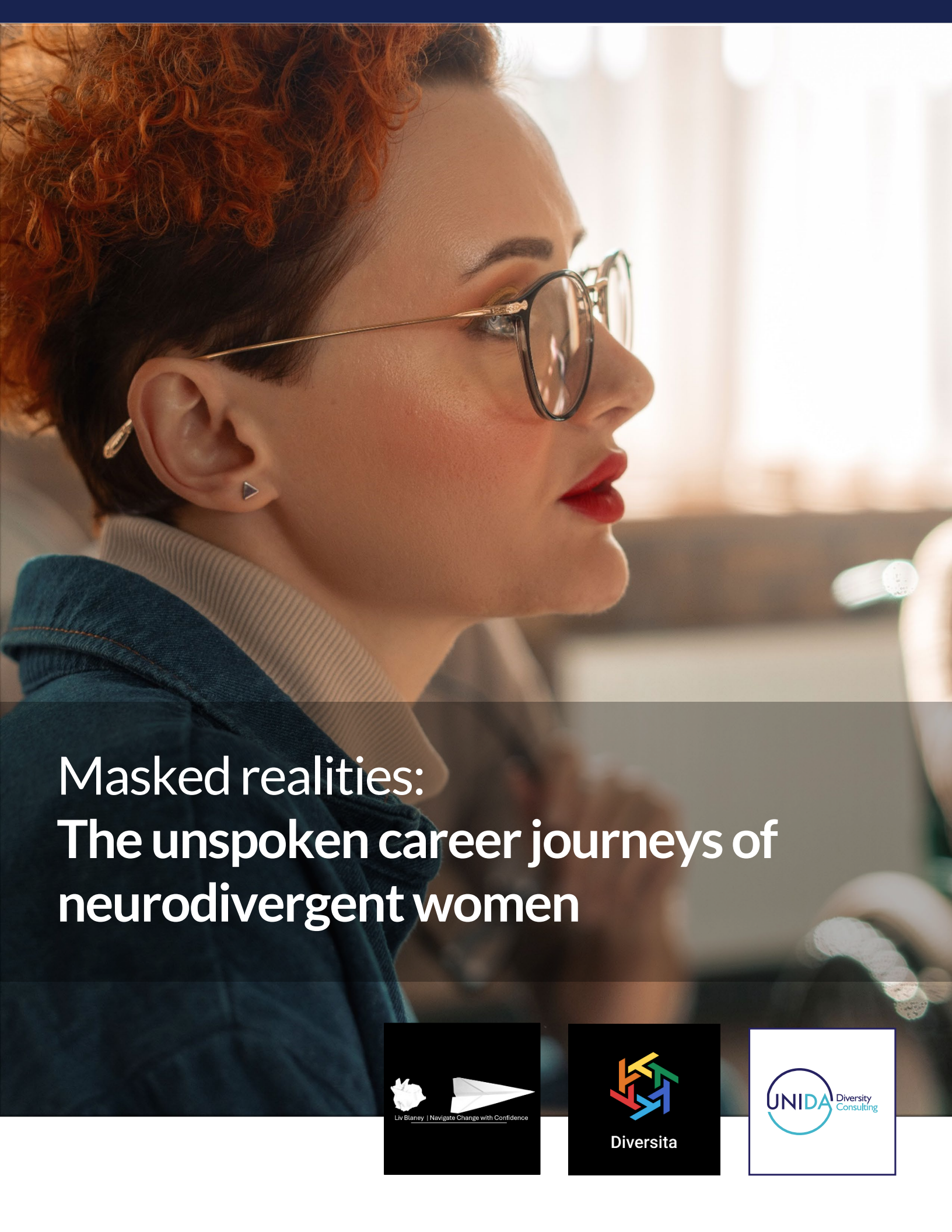


A close-up, profile shot of a woman with curly red hair and glasses, looking out a window. The background is softly blurred, showing light coming through the window. The woman is wearing a dark blue jacket over a light-colored turtleneck.

Masked realities: The unspoken career journeys of neurodivergent women



Liv Blaney | Navigate Change with Confidence



Diversita



FOREWORD

As I sit down to write this foreword, I'm humbled by the profound personal and professional journey that has led me to this moment. My role as a People Leader, building the Neuro-Diverse Centre of Excellence at EY in the UK, opened my eyes to the myriad of challenges neurodivergent women face in the workplace.

Yet, it's not just my professional experience that shapes this perspective—it's my own lived experience as a woman with late-diagnosed ADHD, navigating the corporate world for over two decades.

"Masked Realities: The Unspoken Career Journeys of Neurodivergent Women" is far more than a compilation of data and recommendations. It's a mirror reflecting the experiences of countless women, myself included, who have grappled with the complex intersection of neurodiversity and gender in their careers. This report gives voice to our collective struggles and triumphs.

As you delve into these pages, you'll uncover insights that may resonate deeply if you're neurodivergent or illuminate a new perspective if you're not. You'll discover the unique strengths neurodivergent women bring to the table, as well as the often-invisible barriers they face. It explores how factors such as masking, imposter syndrome, and mental health challenges intersect with gender and neurodiversity to create unique hurdles for these women.

But this report is not just about identifying problems—it's about proposing solutions. It offers concrete, actionable recommendations for organisations to create more inclusive environments where neurodivergent women cannot just survive, but truly excel. From revamping recruitment processes to fostering supportive leadership and implementing flexible work practices, these strategies can help unlock the full potential of this valuable talent pool.

I want to extend my heartfelt gratitude to the authors— Liv Blaney, Marc Crawley, Giulia Guida-Crawley, Sandra Guzman and Nathalie Mawdsley — who created the safe spaces for people to share their stories and invested countless hours analysing data and documenting findings. To those interviewed, your courage in sharing your experiences has been invaluable. Your vulnerability in opening up about personal struggles and successes in the workplace will undoubtedly touch lives and spark meaningful change. Your contributions form the backbone of this report and stand as a testament to the power of collective voices in driving progress.

To those who are like me—neurodivergent women navigating the complexities of the corporate world—I want you to know: you are not alone. Your experiences are valid, your challenges are real, and your potential is immense. This report is for you, to validate your journey and to show that there are people working tirelessly to create better, more inclusive workplaces.

To leaders, colleagues, and allies, we invite you to engage with this report with an open mind and a willingness to challenge preconceptions. This is your opportunity to make a difference - to understand, to empathise, and to act. The insights and recommendations within these pages have the power to transform workplaces, elevate careers, and ultimately, create a more equitable and innovative business world for all. The future of work is neurodiverse, and by embracing this diversity we all stand to benefit immeasurably.

As we move towards a future where diversity in all its forms is not just accepted but celebrated, let this report serve as both a mirror and a window—reflecting the experiences of neurodivergent women and providing a clear view into the changes we must make. Together, we can create workplaces where everyone, regardless of neurotype or gender, can bring their whole selves to work and truly thrive.

Tania Martin, Neurodiversity Consultant and Founder – PegSquared

EXECUTIVE SUMMARY

In recent years firms have come to realise that diversity in leadership isn't just a nice to have, it drives innovation and helps create an inclusive environment where everyone has an opportunity to achieve their potential. There are a myriad of programmes and initiatives set up to help individuals from historically underrepresented minority groups. However, it won't come as a surprise to hear that organisations are struggling to attract and develop ND talent, particularly women, and despite the increasing amount of research about the challenges that neurodivergent individuals face in society and at work, the ND community (all sexes) are still not receiving the type of support they require to achieve their full potential in the workplace.

“

*I don't see many neurodivergent female leaders.
I know I'm not standard when I walk around the
office*

”

The partnership of Diversita, Unida and Liv Blaney combines lived experience of neurodiversity, expertise and experience of the challenges that women face in the workplace, as well as expertise in coaching and managing neurodivergent individuals. Our goal in producing this report is to define the path forwards for companies wishing to support their ND talent. To do this we conducted 1:1 interviews with 40+ neurodivergent individuals (of which 82% identified as women), about their individual journeys, exploring the factors that have influenced their decisions to join or leave organisations and what would have made a difference to them along the way. Our findings are backed by a wider survey with contributions from 110+ individuals (55% identified as women).

This report spotlights the key challenges that ND employees are still experiencing and use their words and stories to create a four-pronged approach to help organisations address these challenges, whilst recognising the balance required between having some structure in place and flexibility to accommodate individual needs. Some of the recommendations may seem obvious – and some may already exist, but we seek to help organisations understand why existing policies and processes are not helping the very employees that they are designed to assist and how to make it better.

The report also highlights the need for leaders to play a more 'active' role in supporting ND women and almost everyone we spoke to felt that they'd got to where they'd got to through grit and resilience and very little advocacy. Those few fortunate enough to have a formal sponsor or mentor relationship in place commented that having a trusted relationship with a leader is one of the main reasons that they remain at their firms. We include 12 practical actions for leaders to create a better relationship and gateway to success for these women.

Only 51% of the ND women surveyed were optimistic about the future, with most of those being cautiously optimistic. Themes coming out in the interviews were around the role of tech accelerating inclusion, the need for senior ND role models and shifting societal perceptions (for good and for bad!).

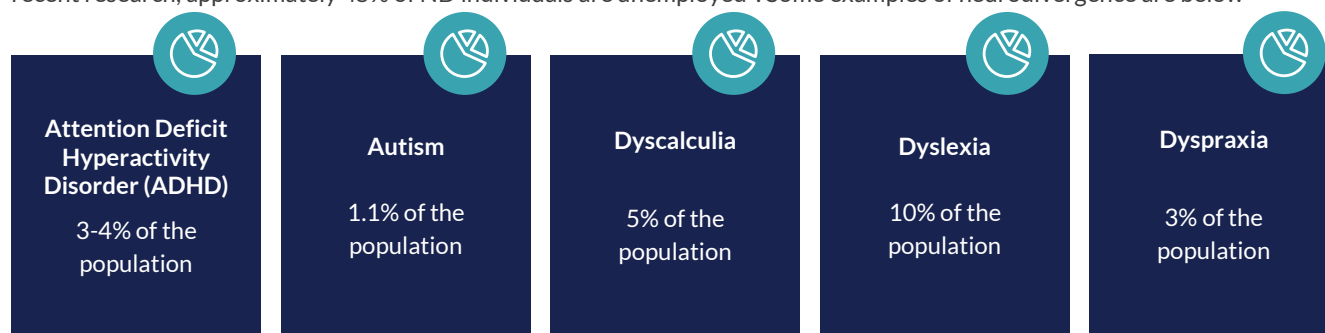
Whilst we recognise that there are societal norms, such as unwritten rules which organisations alone cannot solve, there are changes that organisations can make that will make it more manageable and rewarding for ND talent in the workplace. This report focuses on some of the practical steps firms and those in a position of influence can take today to help their ND employees navigate the corporate landscape whilst ensuring that their wellbeing is not compromised.

CONTENTS

FOREWORD	2
EXECUTIVE SUMMARY	3
CONTENTS.....	4
WHAT DO WE MEAN BY “NEURODIVERSITY”?	5
WHERE ARE WE CURRENTLY?.....	7
Personal Themes: Masking.....	8
Personal Themes: Imposter Syndrome.....	9
Personal Themes: Mental Health	10
Interpersonal Themes: Disclosure	11
Interpersonal Themes: Bias.....	13
Interpersonal Themes: Advocacy	15
Interpersonal Themes: The Role of Leaders.....	16
Systemic Themes: Education.....	17
Systemic Themes: Family Support.....	18
Systemic Themes: Diagnosis.....	19
Systemic Themes: Career Paths.....	20
Systemic Themes: The Rise of Technology	21
THE FOUR FOCUS AREAS FOR ORGANISATIONS.....	22
Talent Development	22
Systems and Processes	22
Support structures.....	23
Cultural Change.....	23
12 RECOMMENDATIONS FOR LEADERS.....	24
WHO WE ARE	26
ABOUT THE RESEARCH.....	28
ACKNOWLEDGEMENTS	29
BIBLIOGRAPHY.....	30

WHAT DO WE MEAN BY “NEURODIVERSITY”?

Neurodiversity is a concept that recognises and embraces the natural variations in human brain function and behavioural traits. ADHD, autism, dyslexia, and others aren't disorders, but rather different ways of thinking and processing information. Neurodiversity advocates for celebrating these differences and creating environments that accommodate and support individuals that identify as neurodivergent. It's estimated that 15-20%⁷ of the UK population are neurodivergent and, based on recent research, approximately 45% of ND individuals are unemployed⁸. Some examples of neurodivergence are below^{4, 6, 13}.



Language is also increasingly important within the ND community and while the use of language varies from individual to individual, examples of phrasing are below.

Neurodiversity

Neurodiversity is a universal concept; each of us possesses a unique brain and the term “Neurodiversity” reflects this neural diversity. Our thoughts and behaviours vary as widely as our individual personalities.

Neurodivergent

Neurodivergent (ND) refers to individuals whose brain's function, learn, and process information in ways that differ from what is considered "neurotypical" or "typical." Neurodivergence encompasses a wide range of variations in cognitive styles, abilities and behaviours.

Neurotypical

While this term is evolving all the time, for now neurotypical refers to individuals whose brain's function, learn and process information in ways that are considered typical or standard within a given society or culture.

Their cognitive styles, abilities and behaviours generally align with what is expected and commonly observed.

Comorbidity / Co-occurrence

Comorbidity in neurodivergent individuals refers to the presence of two or more co-occurring conditions or diagnoses. This concept is relatively common among ND individuals as certain conditions tend to share underlying genetic or neurological factors.

“

The Neurodiversity label is like a black box, when you say neurodiversity to people, they want to categorise it so that they know how to work with it. However, whether diagnosed or not, we are all in different places and it goes broader than a diagnosed labels captures because everyone thinks differently, like billions of brains on the planet and they all are wired slightly different. It's just that some are wired in a way that allows us to categorise more easily than others

”



Disclosure

Disclosure in the context of neurodiversity (ND) refers to the act of sharing one's neurodivergent status with others. This can involve revealing a formal diagnosis, such as autism or ADHD or simply explaining that one thinks and learns differently from the neurotypical majority.

Disclosure is a personal choice, and there's no right or wrong time or way to do it. Some individuals choose to disclose early on in a relationship, while others may wait until they feel comfortable and trust the person they are sharing with.

Masking

Masking refers to the conscious or subconscious act of hiding or suppressing one's neurodivergent traits to fit in with neurotypical expectations.

Masking can be a survival strategy for neurodivergent individuals in environments that don't understand or accept their differences. However, it can also be exhausting and lead to burnout, anxiety and depression. It can also hinder the development of a sense of self and identity.

Rejection Sensitive Dysphoria (RSD)

RSD is characterised by intense emotional pain and sensitivity to perceived or actual rejection, criticism or disapproval. Although not a formal diagnosis it is often linked to conditions like ADHD.

Individuals with RSD may experience strong emotional reactions disproportionate to the situation including feelings of shame, inadequacy or anger. These intense feelings can significantly impact their self-esteem, relationships and overall well-being.

Spikey profile

A "spikey profile" within neurodiversity (ND) refers to a pattern of strengths and weaknesses where an individual excels in certain areas while struggling in others. This distribution of skills and abilities is often seen in neurodivergent individuals who may have exceptional talents in specific domains but face challenges with other skills that are considered "typical" for their age or development.

Summary

Neurodiversity is a vibrant tapestry of human cognition embracing the unique ways each of us thinks, learns and interacts with the world. ADHD, autism, dyslexia and others are not deficits, but rather variations in brain function that contribute to a rich diversity of talents, perspectives and skills.

Embracing neurodiversity means fostering inclusive environments where individuals can thrive and celebrate their unique strengths. By recognising the distinct challenges that some neurodivergent individuals may face, we can create supportive spaces where everyone feels valued and empowered to reach their full potential.

The evolving language around neurodiversity reflects a growing understanding and acceptance of neurological differences. By engaging in open dialogue and promoting awareness we can break down stigma, encourage empathy and celebrate the incredible diversity of the human mind.

WHERE ARE WE CURRENTLY?

Since the term “Neurodiversity” was coined in the late 1990’s, significant progress has been made in the understanding and awareness of conditions such as autism and ADHD. With this improved awareness has come an increasing number of individuals who have been diagnosed or are seeking diagnosis. For example, in the UK, one study showed a 787% increase in autism diagnoses between 1998 and 2018¹⁰, and other recent studies have shown that there has been an increased amount of diagnosis of women and girls since then¹¹.

The increase in women getting diagnosed is partly driven by changing perspectives on how neurodiversity presents itself between the genders. While dyslexia, for example, has historically been picked up at school age and has generally been seen as equally diagnosed across the sexes, the historical stereotypes of the “disruptive schoolboy” or “socially awkward geeky boy” have reduced the rates of diagnosis of ADHD and autism respectively in women. Historical views that autism and ADHD were conditions that were generally for men have started to be revisited and reset. Over the last 5 years, Google searches for “ADHD in women” have increased at eight times the rate of the term “ADHD in men”, showing how public interest has increased. For autism and ADHD, this means that we are now seeing a wave of requests for adult diagnoses in the UK, with those seeking diagnosis for ADHD needing to wait up to 8 years¹. However, despite the public interest, the research space has yet to catch up with the shifting societal views, and there remains a gap in terms of research into the experiences of neurodivergent women.



This paper seeks to go some way to redress that balance, by focusing on the unique experiences of neurodivergent women through their careers. Understanding how the intersection of being female and being neurodivergent plays out in the workplace can help companies to create inclusive environments that allow everyone to thrive. Research has shown that making workspaces more neuroinclusive can reduce turnover for firms, but only 22% of firms have a DEI policy that specifically includes neurodiversity⁹. This report defines actions for companies to complete to move their companies forwards in this space.

To lay the groundwork for those actions, we first articulate some of the themes that we identified from our in-depth interviews and survey analysis. These themes indicate that, as attitudes have shifted and companies have become more aware of inclusion and psychological safety as commercial imperatives, there remains a significant amount of work to be done to facilitate the inclusion of neurodivergent individuals.

Personal Themes

Masking
Imposter Syndrome
Mental Health

Interpersonal Themes

Advocacy
Bias
Disclosure
The Role of Leaders

Systemic Themes

Education
Family support
Diagnosis
Career paths
The Rise of Technology

Personal Themes: Masking



Our study has shown that masking is an ongoing challenge in the workplace with 86% of women surveyed saying they mask at work with the percentage being as high as 93% for autistic individuals. Masking contributes to poor mental health, low energy levels and burnout amongst our participants, ultimately limiting the contribution that some feel they can make to the workplace.

Key Findings

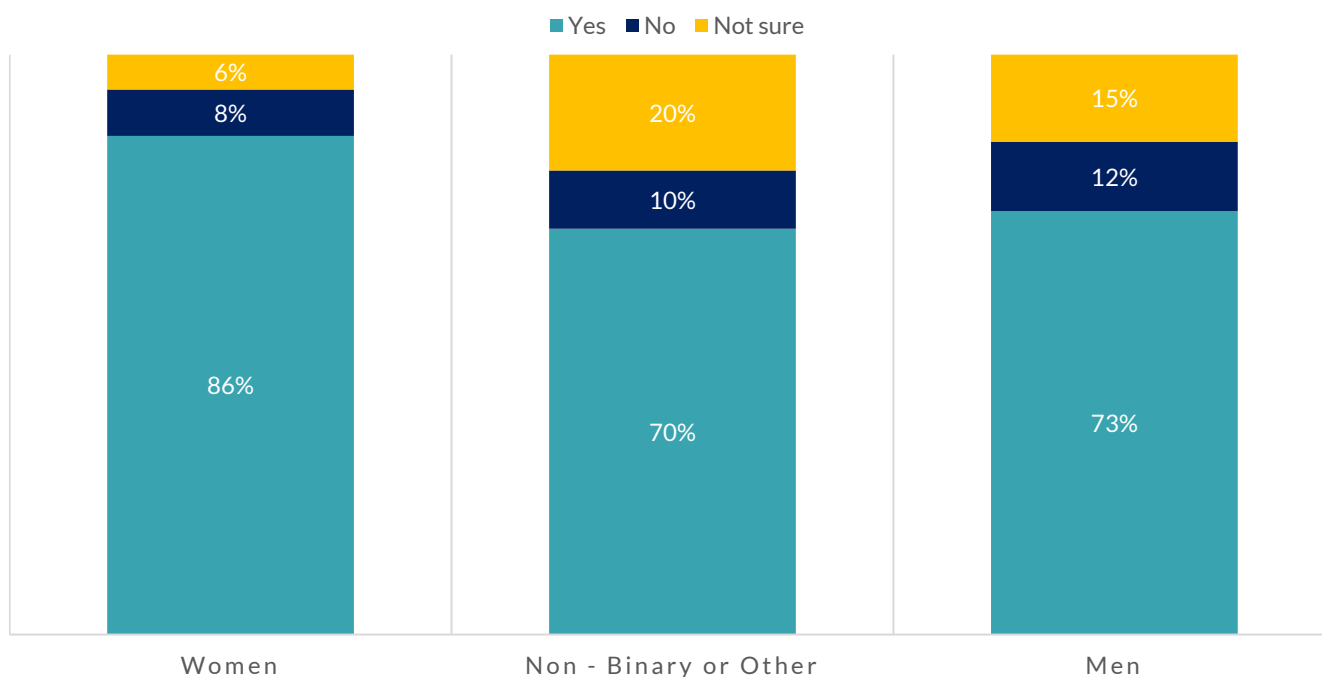
- ▶ **Pressure to conform:** Participants reported feeling a strong desire to be themselves but feared discrimination, anti-ND bias and career repercussions if they did. This constant self-editing had led many participants to exhaustion, burnout and a feeling of inauthenticity in the workplace. A number of participants articulated how working from home helps reduce the amount of masking they needed to do.
- ▶ **Subconscious masks:** Several of our female participants spoke about “subconscious masking”, the realisation that they had been masking all their lives but that a formal diagnosis had allowed them to realise that that is what they had been doing – and in turn allowed them to select opportunities at work to unmask.
- ▶ **Drive for authenticity:** Often, women disclosed in order to be more authentic at work, as sharing their disclosure allowed them to unmask in certain workplace situations.

“

I mask the absolute life out of myself. You see the duck gliding in the water, but you don't see the mental costs it takes

”

Do you mask at work

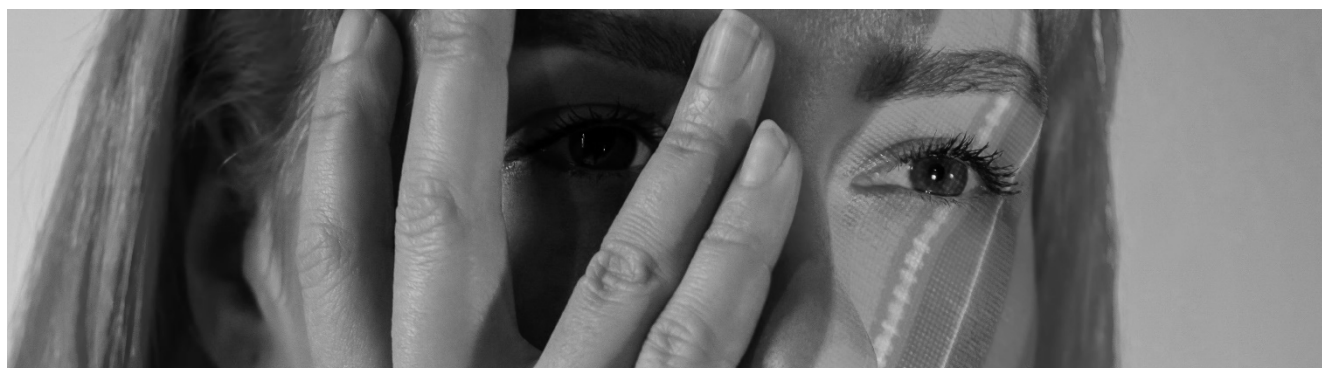


Personal Themes: Imposter Syndrome



Neurodivergent women in the workplace frequently experience imposter syndrome, which was defined by Audreya Irvin, a renowned psychologist, as a chronic feeling of inadequacy, fraudulence and incompetence despite objective success.

Imposter syndrome impacts participants career progression, relationships with colleagues and in some cases leads to an unsustainable need to prove themselves through excessive working hours impacting both their mental wellbeing and family dynamic.



Key Findings

- ▶ Missed opportunities as a result of imposter syndrome: All but a handful of our participants experienced imposter syndrome. Some of our participants articulated how their imposter syndrome intensified when they were asked to move into roles that were out of their comfort zone, and how ultimately this prevented some from taking on more challenging roles that could accelerate their careers.
- ▶ Fear and overwork: Fear of failure and feelings of inadequacy drove several of our participants to over-compensate by working excessive hours to try and prove themselves, often leading to stress and burnout.
- ▶ Recognition of achievements: This was cited by several of our participants as the reason imposter syndrome eventually subsided.

“

I always just felt like I was someone who just couldn't cope in the way other people could, and I was just wrong and not good enough

”

“

I felt very much like I wasn't good enough and that sooner or later they'd find out that I wasn't brilliant and therefore my kind of perfectionism and over working went into overdrive for pretty much the whole 12 years I was there, I was working ridiculously long hours, and doing way more work than anybody else

”

Personal Themes: Mental Health



Our study has highlighted the many struggles that neurodivergent women face in the workplace and the impact these have taken on their mental health and well-being. Our survey showed that 73% of those surveyed had taken time off work for mental health reasons. Undiagnosed neurodiversity, masking behaviours, misdiagnosis, imposter syndrome and a lack of workplace support have all been cited by our female participants as reasons for their mental health challenges.

Key Findings

- ▶ High prevalence of mental health issues: The majority of participants reported mental health struggles, with anxiety and depression being most common. Participants also spoke about how previous traumatic experiences, Borderline Personality Disorder, PTSD and Rejection Sensitivity Dysphoria had negatively impacted their mental health and well-being.
- ▶ Misdiagnosis and masking: Our participants spoke about their experiences with misdiagnosis and how ineffective treatments had impacted their neurodiversity journey. The pressure to "fit in" and the effort some participants took to suppress their neurodivergent traits caused burnout, exhaustion and a chronic overwhelm, exacerbating their mental health challenges.
- ▶ Impact on well-being: Unrecognised neurodiversity and a lack of support especially in the workplace significantly impacted mental and physical health. Many had sought diagnosis for validation and as a means of getting the support they needed in the workplace. Several of our participants told us how a job coach often obtained through Access to Work³ had proved invaluable. Specifically, those participants who had had undiagnosed ADHD displayed hyperfixation and people-pleasing tendencies, which led several to work excessive hours leading to burnout and an eventual need to seek a diagnosis.

“

I just cry like unconsolably for however long it takes to kind of reset myself, really. It's just a chronic, absolute overwhelm. And my brain's going, you've worked too fast. Now your brain's gone too fast. I'm going to shut your brain down and then it starts up again

”



Interpersonal Themes: Disclosure



Despite the potential benefits of transparency, perceived negative consequences many still hold people back from disclosing their neurotype. Employees often fear career repercussions, discomforting colleagues or not receiving the expected support. This creates a gap between the theoretical benefits of openness and the actual experiences of many neurodivergent individuals. 74% of our female survey respondents who have disclosed were concerned about the impact on their careers.

Key Findings

- **Motivations to disclose:** Disclosing a neurodivergent condition was often driven by several different reasons but triggered by one specific experience. For example, 41% of our participants disclosed in order to gain workplace accommodations, even though of that group, 30% still did not have accommodations in place. Disclosure often occurred after a negative experience, such as burnout, stress or mental health challenges. However, one of the most frequent drivers for disclosure was the ability for our participants to bring more of themselves to work, the main barrier to that overwhelmingly a lack of understanding of neurodiversity.
- **Benefits of disclosure:** Several of our participants cited that disclosure had led to positive connections with other often more senior ND colleagues. These connections had proved invaluable in removing potential promotion bias as often promotion processes and evaluations were setup to favour neurotypical individuals.
- **Fear of disclosure:** That same lack of understanding of neurodiversity, often rooted in out-of-date, negative attitudes towards ND also contributed to a reluctance to disclose. As a result of these negative attitudes, 74% of individuals felt concerned for the overall impact on their career from disclosure, with 36% of them very concerned about the impact.

“

If I don't openly disclose at my level of seniority, what does that say to the rest of the organisation? What does that say to the juniors? So, it wasn't really something to help me. It was more to make a sort of a statement for them.

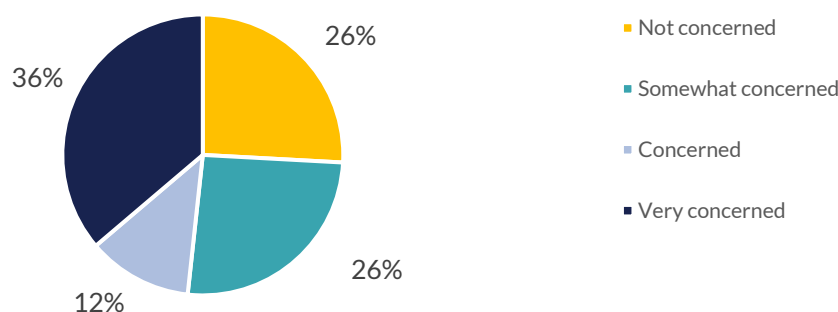
”

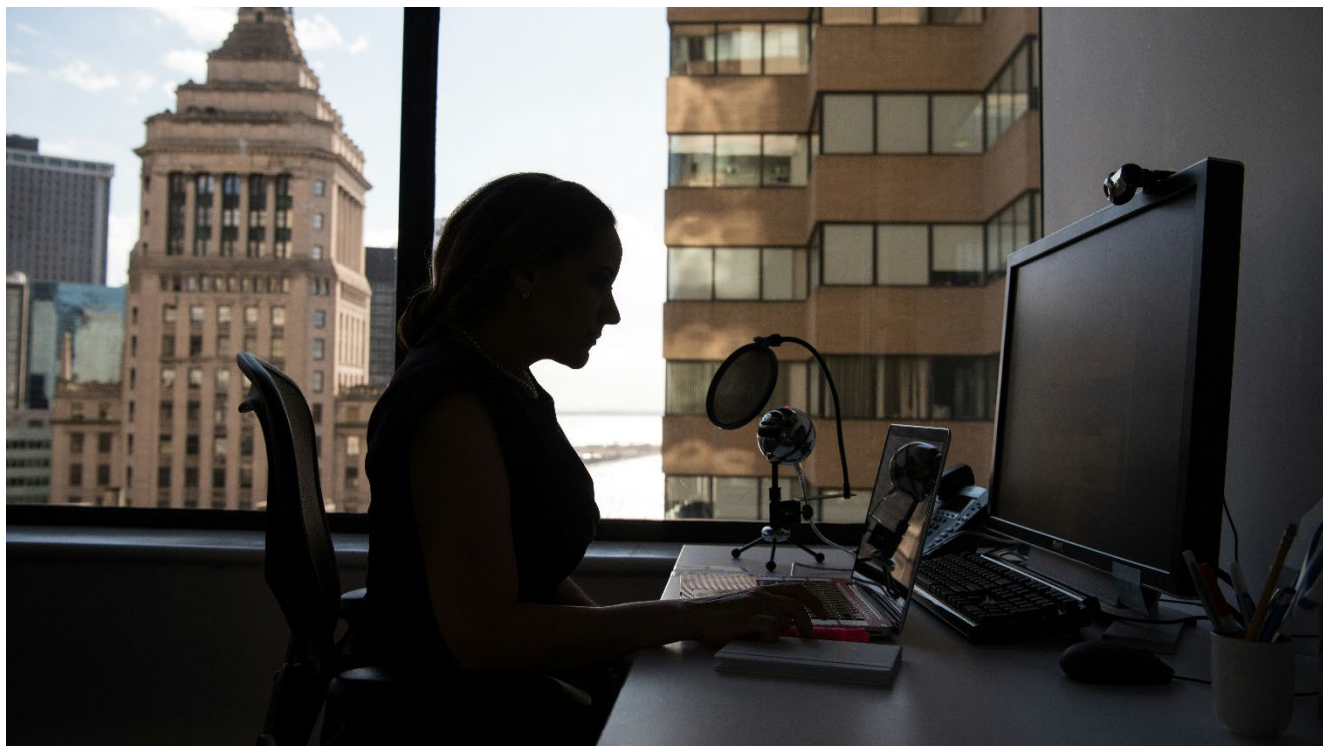
“

I think at the heart of many of the issues and challenges around disclosure is there's no perceived upside for anyone in the organisation. There's only perceived downside

”

WHEN YOU DISCLOSED, HOW CONCERNED WERE YOU REGARDING THE IMPACT ON YOUR CAREER?





“

We have to be careful on our leaders as well. There's a thinking assumption made by people who are more junior and neurodivergent that the leader is almost the, I don't think it's the right phrase, but Messiah that will solve all problems. And we're not the complaints department.....big organisations have structural issues that the organisation needs to fix. And so, I do think that there's two or three things that maybe put leaders off disclosing. One is the stigma. Two is the sense of responsibility that comes with disclosure. And three is becoming the complaints department.

”

- ▶ Senior concerns: Leaders who participated in the study cited a perceived pressure to solve the challenges that their neurodivergent talent were experiencing, creating unrealistic expectations as a reason they hesitated before disclosing. While some believed disclosing would set an example for others in the organisation, particularly junior staff, others felt it could add extra pressure on them to be the “poster child” within their organisation for neurodiversity.
- ▶ HR's engagement: ND employees often feel frustrated with the indirectness of HR's role in communicating their needs to managers. They preferred direct engagement and empathy from leaders. While HR provided valuable support, many ND employees hesitated to disclose their condition to them, preferring direct communication with their immediate managers. This indicates a need to build trust between ND employees and HR.

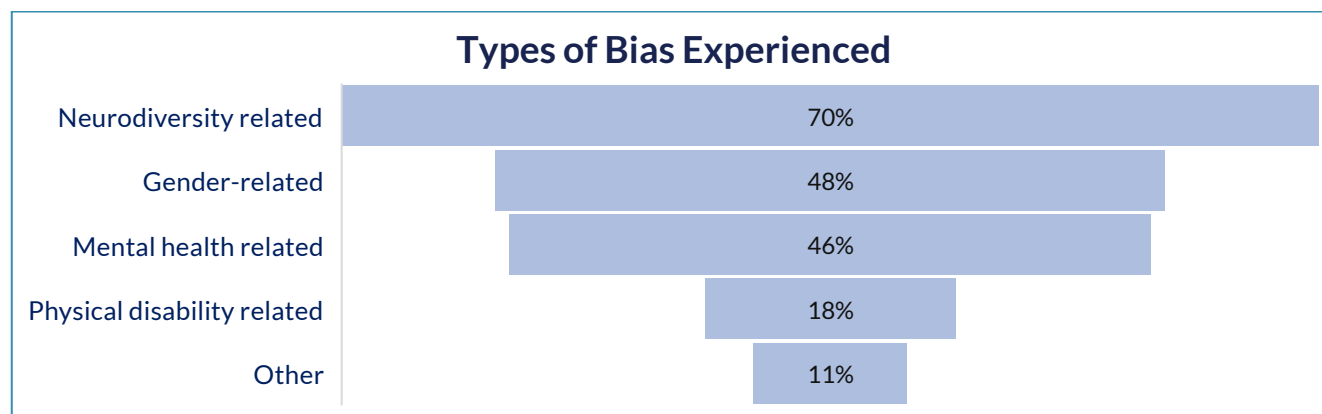
Interpersonal Themes: Bias



92% of employed women have encountered some form of bias, either relating to their neurodivergence, gender or other factors. That bias was persistent, even in industries such as tech that are generally thought to be more neuro inclusive. However, disclosure of neurodivergent conditions sometimes led to reduced bias in internal processes, such as promotions. There is also a complex interplay between neurodiversity, gender and workplace culture, with some workplace cultures not naturally geared towards inclusion of backgrounds outside of the neurotypical male norm.

Key Findings

- High prevalence of bias: A striking 70% of neurodivergent women reported experiencing bias related to their neurodiversity, which can manifest in misunderstandings, lack of accommodations, and exclusion from key opportunities. Additionally, 48% of these women encountered gender-related bias, further complicating their professional experiences. This bias often resulted in unequal pay, limited career advancement, and underrepresentation in leadership roles. Moreover, 46% of neurodivergent women faced biases related to mental health, which can lead to stigmatisation, inadequate support, and increased stress. These overlapping biases create a complex and often hostile work environment, making it crucial for organisations to implement inclusive policies and practices that address the unique needs of neurodivergent women. By fostering a more supportive and equitable workplace, companies can unlock the full potential of these talented individuals.



- Intersectionality of bias: The combination of multiple biases has generated a compounding effect, which, combined with a lack of understanding of neurodiversity, has created for many of our interviewees a sense of isolation and hindered career progression. It is common for neurodivergent individuals to fall into more than one kind of minority or underprivileged group – for example, there is a higher proportion of LGBTQ+ individuals who are neurodivergent than in the general population^{12 13}. The below diagram shows the range of intersectionality types that compounds the bias and disadvantage that these individuals feel.



- ▶ Historical perspectives: Limited understanding of neurodiversity exacerbated by historical views of how some diagnoses such as ADHD and autism manifest themselves have hindered some of our participants and fueled bias in the workplace.
- ▶ Perception vs. reality: While the tech industry is generally perceived as having less bias than other sectors, the experiences of our participants from the tech industry were mixed, suggesting that some bias still exists.

“

I can see when people hear neurodivergent, they think retarded

”



“

We had a generation of stigma where you wouldn't say something at work, and now you say something at work, and it almost gets dismissed or ignored and I think that's a shame on society

”

- ▶ The "Bubble" phenomenon: 8% of our participants saw no biases when it came to the workplace. Remote work (WFH) was cited in the interviews as the main reason as it had created a protective bubble, which did not necessarily reflect the reality for all ND employees. Other participants cited the culture of the industry that they were in for lack of bias, driven by a culture of calling out poor behaviour as and when it came up.

“

The problem I've got is that I find it difficult to disassociate the biases of being in IT and a woman, being in IT and a woman and a leader and being in IT, a woman, a leader and neurodivergent

”

Interpersonal Themes: Advocacy



Within a Western, corporate environment, none of us can achieve career success alone – we need people around us who believe in us, experience our value, see our potential and take a pivotal role in working in partnership with us. An advocate is someone acting on your behalf in a very intentional way with a view to you accelerating. This can come through sponsorship and mentorship but most of our participants did not have such an advocate in their careers and were having to rely on self-advocacy, which does not come naturally to most. Ensuring that ND women are as supported as their neurotypical peers is important in creating equity for this group.

Key Findings

- ▶ The absence of senior role models: A significant issue highlighted by participants is the lack of senior ND role models and advocates within organisations. Workplace discussions about neurodiversity rarely celebrate ND leaders. While this helps pave the way for a younger generation entering the workforce, the perceived lack of representation means ND employees often lack visible role models to inspire and guide their career paths.
- ▶ Challenges in securing advocacy: Despite the clear benefits of having advocates, there is a notable lack of understanding and confidence among ND employees about how to seek out and secure such support. This gap highlights the need for organisations to foster a more inclusive culture that actively promotes and provides advocacy for ND employees.

“

The problem with people helping is you have to kind of be likeable for most people to want to help you, and until you learn the art of being likeable and what a person wants around them because if you're not particularly likeable, you're hard work

”



- ▶ Self-advocacy and career progression: For many ND individuals, self-advocacy has been crucial for career advancement. Participants noted that where support has been available, it has made a substantial difference in their professional lives. However, this support is often not readily available, and ND employees frequently have to advocate for themselves.
- ▶ The role of family and early advocates: Early advocacy from parents or family members plays a significant role in shaping self-perception and confidence in ND individuals. Participants emphasised the long-term impact of having advocates from an early age. Those without such support reported negative effects on their self-esteem and confidence, particularly in professional settings.

Interpersonal Themes: The Role of Leaders



A trusted relationship with a leader at work is fundamental in ensuring psychological safety, effective communication, tailored accommodations and advocacy. It also supports career development, boosts confidence, reduces anxiety and facilitates an inclusive work environment. These factors collectively contribute to the overall well-being and success of neurodiverse employees in the workplace. However, our findings show that the number of individuals who have this relationship in place with a senior person was minimal, and our survey found that 83% of ND women don't have a mentor.

Key Findings

- ▶ Leaders have an outsized role to play: By creating an accepting and inclusive culture, leaders can reduce stress and burnout in ND employees. Unfortunately, participants frequently mentioned a lack of understanding and empathy from their leaders. In addition to the wellbeing challenges this creates, it also led to reduced confidence in their own abilities and job satisfaction.
- ▶ Disclosure to managers: Participants generally reported positive experiences with their direct managers once they disclosed their neurodivergence. Managers who were informed tended to be supportive and understanding, contributing to a more inclusive and accommodating work environment. This support often played a crucial role in the ND employees' ability to thrive in their roles.
- ▶ Positive relationship with leaders: The study found that positive relationships with leaders often arose by chance rather than through intentional organisational efforts. ND employees who had managers that "got it" attributed these beneficial relationships to luck rather than a systematic approach to connecting ND staff with supportive leaders. This serendipity suggests a need for more structured support systems.
- ▶ Disconnection between business and ND staff: A significant finding was the perceived disconnect between the business as a whole and the challenges faced by ND staff. Many participants felt that their organisations were out of touch with their needs and experiences. This disconnect often left ND employees feeling unsupported and misunderstood at higher organisational levels.
- ▶ Setting an inclusive tone: Managers play a pivotal role in setting the tone for inclusivity within their teams. Unfortunately, without adequate training in neurodiversity and awareness of available accommodations, managers can inadvertently contribute to an unsupportive environment. The lack of understanding among managers about neurodiversity can hinder their ability to effectively support ND employees, which is essential for fostering a positive workplace culture.



“

I don't think they (leaders) understand how to support any neurodivergent person to be honest. I think the problem is a lot of the lunch and learn stuff is voluntary it's not part of the mandatory training

”

Systemic Themes: Education



Many neurodivergent individuals struggle within the traditional school system, often feeling ostracised and unsupported. This is even truer for girls than for boys, given the historical stereotypes that existed around ADHD and autistic presentation, which created a smaller proportion of women being diagnosed at young ages. For some, the lack of understanding and support results in reduced grades and lack of further education. This in turn creates barriers to career success, given the focus that companies can put on formal educational experiences during their hiring processes. For others, a lack of support through transitions, such as the transition from school to university, or from university to working life, has prevented them from starting in their careers in the strongest possible way.

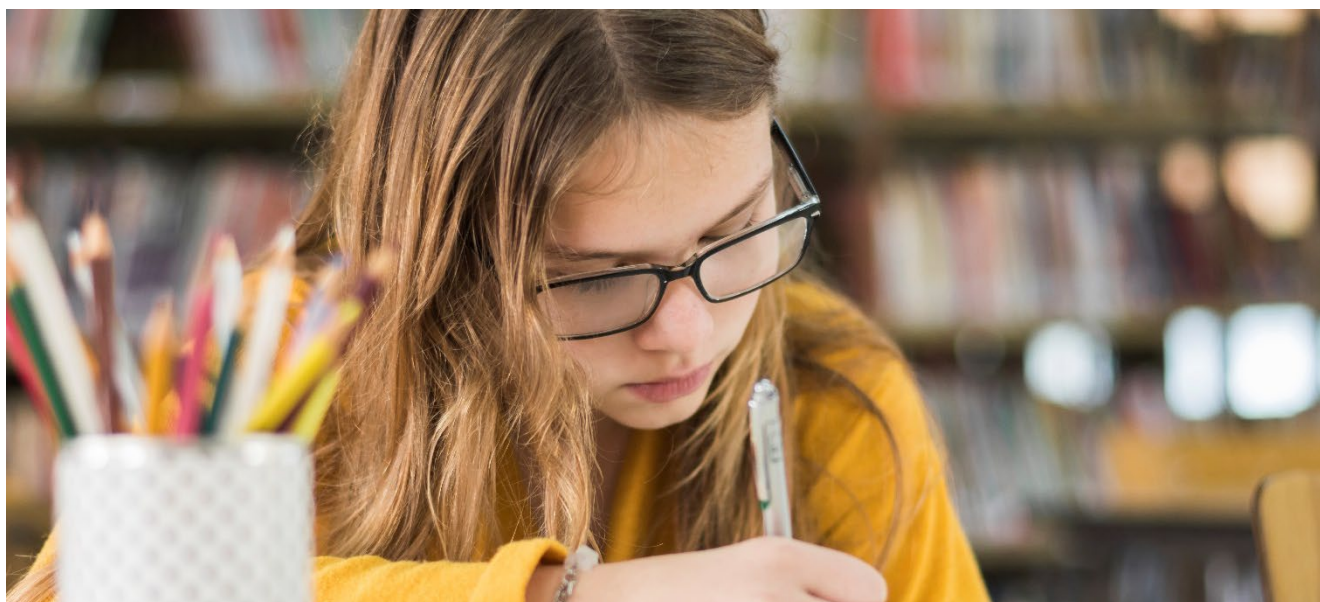
Key Findings

- ▶ Negative school experiences: Many of our participants reported feeling like outsiders / failures throughout their education, lacking support and struggling to concentrate in traditional settings causing them to disengage from education. Of those participants whose experience was positive this was due predominantly to excelling in school subjects and finding a like-minded peer group.
- ▶ Lack of awareness: Teachers and educators often lack training on neurodiversity, leading to missed diagnoses and inadequate support for ND students resulting in poor educational outcomes.
- ▶ Focus on stereotypes: Many of our participants were overlooked as neurodivergent girls as they did not conform to the traditional neurodivergent stereotypes leading to missed or late diagnosis.
- ▶ Lack of structure: The transition from school to university, with its reduced family support and structure, can be particularly challenging for neurodivergent individuals especially those who identify as female. Our participants reported that university was often when their life felt most confusing and out of control with several of our participants noting that this spiral was the prompt for seeking a diagnosis.

“

When I was at University, I absolutely bummed out my first year. Completely failed it. I woke up one day and I was there if that makes sense. I'd managed to coast through school relatively well

”



Systemic Themes: Family Support



Our participants have provided a glimpse into the diverse experiences of neurodivergent women and the family support they receive. While some have been fortunate enough to experience positive support and understanding from their loved ones, creating a safe and nurturing environment, others have found the family support to be challenging, even traumatic. These negative experiences can range from a lack of understanding and acceptance to outright rejection or even abuse, further complicating the challenges these women face. This contrast highlights the wide spectrum of family dynamics experienced by neurodivergent women, underscoring the importance of recognising and addressing these diverse needs that result from this.



Key Findings

- ▶ **Undiagnosed neurodivergence:** This was common within the families of our participants, with some reporting how this has impacted both understanding and support in positive and negative ways.
- ▶ **Missed diagnoses and resentment:** Several of our participants who weren't diagnosed in school experienced resentment towards caregivers and the education system. This lingering resentment has had implications for their mental health and perception of family. However, the increasing awareness and understanding of ND in recent years led to a proportionately larger proportion of our younger participants being diagnosed earlier than others in older generations.
- ▶ **Mums as advocates:** Some participants reported instrumental support from parents or spouses, while others faced scepticism and dismissal, particularly regarding ADHD. Mothers are often the primary supporters, often having to advocate for their child throughout their education and into the workplace. For example, for several autistic participants, their mothers had helped them to navigate the subtle intricacies and unwritten rules of office life. Over the course of their lives, spouses often take on the primary support system for adults diagnosed later in life, playing a crucial role in helping our ND participants navigate life with their new diagnosis.

“

I think I always knew that I was a bit different there was something that I just felt but it was never ever picked up at school and never picked up by my parents

”

Systemic Themes: Diagnosis



Our survey showed that just 39% of women had been diagnosed by the age of 35 years old, versus 48% of men. There are a few contributing factors for this. Firstly, the recent increase in awareness and understanding has led to greater demand for diagnosis, particularly from women. Secondly, as more children are diagnosed, more mothers are becoming aware of their potential neurodivergence, and therefore are seeking their own diagnosis.

The response to the diagnosis itself is mixed – for some, it helps them to understand themselves; for others, it didn't make much difference day-to-day, particularly where workplace support is already available pre-diagnosis, or where limited workplace support is provided regardless.

Key Findings

Factors driving an increase in later life diagnosis include:

- ▶ **Impact of COVID-19:** The COVID-19 pandemic was a catalyst for some of our participants to seek diagnosis after their familiar structures and ways of working altered during lockdown, often removing coping mechanisms developed over previous years. This was combined with publicity around ND in media reports and social media, which raised levels of awareness. That either resulted in direct diagnoses being sought or diagnoses of children leading to questions being raised about whether their parents were neurodivergent.
- ▶ **Hormonal changes:** Such as those experienced during pregnancy and menopause were cited by several of our participants for why their neurodivergent traits had surfaced or become less manageable and in some cases a diagnosis had been sought where there hadn't been a need or desire for one before.
- ▶ **The power of diagnosis:** Diagnosis can be empowering, providing self-understanding and validation. Some of our participants found their diagnosis helped them understand their previous life experiences and gave them a feeling that they weren't "broken". However, for some, diagnosis was an anti-climax, providing nothing additional in terms of support. This was the case in particular for those with diagnoses apart from ADHD, where there is no direct drug-related support that can be provided to support individuals.
- ▶ **Expectations of workplaces:** Diagnosed individuals still often lack workplace support. Participants noted that post diagnosis they expected organisations to have something in place to support them, but most fell short with many ND individuals having to drive change in the workplace themselves rather than their firms proactively offering support.

“

*I'm not sure that diagnosis really added any value, if I'm honest.
The intention was very much to find a new set of coping
mechanisms or ways to work, but that wasn't my experience*

”

“

*I realised that it's not just me. I'm not weird,
I'm not odd, I'm not difficult. I'm not all the
things that I've been told growing up*

”

Systemic Themes: Career Paths



Neurodivergence significantly impacts career paths, with both unique strengths and challenges influencing job satisfaction, career progression and workplace dynamics. It was evident from our discussions that inclusive practices, proactive support and recognition of individual strengths are all essential for creating supportive environments where neurodivergent employees can navigate the corporate landscape and thrive. Without these in place the likelihood of developing and retaining this talent pool is significantly reduced.

Key Findings

- ▶ Career paths: Neurodivergent individuals often have non-linear career paths, focusing more on roles they enjoy rather than following a traditional “ladder” approach. Several of our participants referred to continuously seeking new challenges and responsibilities to stay engaged and motivated. Our participants indicated that career changes were frequently reactionary, driven by immediate interests and opportunities, as well as providing the opportunity to leverage their strengths. However, this was not the case for all participants, and some noted that they needed the support of an advocate to encourage them to move out of comfortable roles into a new opportunity.
- ▶ Benefits of a strengths-based approach: When our interviewees were able to use their strengths within their roles, they tended to stay longer with their companies, and were less likely to have taken time off for mental health. However, these cases were the minority case – many individuals found themselves in roles that didn’t align with their skills, or where they were pressured to fit into conventional career paths.
- ▶ The move to leadership positions: One particular point of difficulty was when entering leadership positions in corporate environments, when some of the skills and type of work that the individuals had been excelling at were replaced with different, leadership focused, skill requirements, such as influencing and networking. Those that were successful at this level had found themselves constantly pushed out of their comfort zones.
- ▶ Different challenges: ND women frequently face different or accentuated challenges to their neurotypical peers, or to ND men. A need to fit in and be accepted, had often led to stress and burnout, which in turn often led to the participants leaving the companies they were in.
- ▶ Increased attrition due to lack of support: Most participants had considered leaving their firms due to a lack of support and understanding of their neurodivergent traits. Those that had understanding talked of how it impacted the strength of the career support that they received.
- ▶ Lack of clarity on expectations: The female participants felt that they had additional expectations and judgments placed on them versus their male peers. In some cases, expectations were not made clear, and unclear communication between managers and their ND reports had created a range of significant negative impacts from conflict to redundancy situations.

“

I struggled when I got to leadership because... I prefer to deliver for people because helping somebody else gives me more motivation than helping myself

”

“

It was me desperately trying to fit in, desperately trying to be accepted... Nowhere in there was there room for what do I actually want to do?

”

Systemic Themes: The Rise of Technology



Our participants felt a combination of fear and excitement about the changes that technological advancement could bring. Those changes bring the potential for skills that are uniquely human, like creativity to come to the fore. Creativity has shown to be a strength of some neurodivergent individuals, and of teams that include ND individuals. However, for others, the potential for technology to replace their role or to monitor them was terrifying.

Key Findings

- ▶ Individuals who have technology supporting their accessibility needs, such as speech to text software, or organisational tools, acknowledge the significant positive impact that this has. Often, this has been provided through Access to Work³, the government scheme to ensure equal access to work for those who needed support. However, the rise of Artificial Intelligence into the workforce creates a mixed response.
- ▶ For some autistic women, there was concern that some of the tasks that they perform would be automatable, resulting in them losing their jobs or needing to change their roles. For others, typically those with ADHD or dyslexia, there was excitement about what future advancements could bring. However, there was a reinforcement of the challenge of having artificial intelligence models based on already-biased models. In areas like recruitment, this could embed discrimination and prevent neurodivergent individuals from gaining employment.
- ▶ The potential for increased monitoring or micro-management was also raised. The concern was that, with increased monitoring comes focus on the time spent performing a task, and the way in which it is tackled, rather than the outcomes. The individuals felt that – when focus was on the outcomes – they would compare well with neurotypical peers, but when they were forced, through monitoring, to complete tasks in the same way and at the same speed as others, they would compare less favourably.

“

In theory with the developments we've seen, not just in generative AI, but in a range of different emerging technologies over the past 12 to 18 months, this should be a good moment

”



“

From a technology perspective, we need to think about how does this work for a neurodivergent person?

”

THE FOUR FOCUS AREAS FOR ORGANISATIONS

01

Talent Development

- ▶ **Expand training programmes:** Training programmes to be expanded to cover neurodiversity, intersectionality, and mental health. Practical techniques need to be shared around how to manage and lead a neuro-inclusive team. Additional training to be provided to all employees around managing imposter syndrome, eliminating bias, providing feedback effectively and playing to team members' strengths.
- ▶ **Provide additional coaching-based support:** Coaching programmes should be offered to neurodivergent individuals, to improve self-confidence and self-efficacy as well as helping the individuals find ways to succeed in a neurotypical world, which is an inevitable stop gap until companies can create fully inclusive and accommodating environments. Provide coaching and training that tackle some of the common challenges faced by ND individuals: organisational skills, time management and social interactions.
- ▶ **Leverage Neurodivergent strengths:** Identify and leverage the unique strengths of neurodivergent employees by providing roles that match their skills and preferences. Conduct regular strengths assessments and create personalised career development plans that focus on utilising these strengths.
- ▶ **Support non-linear and non-traditional career paths:** Create alternative career entry pathways that acknowledge non-traditional qualifications and experiences. Partner with educational institutions to offer internships, apprenticeships and training programs specifically designed for neurodivergent individuals. Offer career counselling and mentorship programmes that encourage exploration of different roles and departments within the organisation.
- ▶ **Proactive career support:** Establish a proactive career support framework with regular check-ins, coaching sessions, and mental health resources readily available to employees.
- ▶ **Promote transparency and fairness in promotions:** Implement clear, objective criteria for promotions and provide training to managers on unbiased evaluation practices.



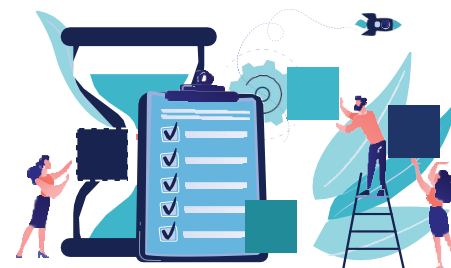
02

Systems and Processes

- ▶ **Create inclusive recruitment processes:** To cultivate a neuroinclusive workplace, organisations should adapt recruitment practices to embrace neurodiversity. This includes diversifying recruitment methods to showcase candidate abilities and focus on skills, contributions, and outcomes rather than perceived behaviour. Train all recruitment and management staff on neuro-inclusion, recognising and valuing the unique strengths of neurodivergent individuals, and provide support to address challenges like RSD and imposter syndrome.
- ▶ **Create dynamic work environments:** Introduce flexible job designs and rotational programs that allow employees to switch tasks and responsibilities periodically.
- ▶ **Expand anti-discrimination policies:** Develop clear anti-discrimination policies that protect ND employees.

03

Support structures



- ▶ **Mentorship programs:** Create mentorship programs and Employee Resource Groups (ERG's) that connect ND employees with senior leaders and other employees who can advocate and support them.
- ▶ **Identify senior individuals with the influence and appetite to provide sponsorship for ND talent:** Sponsorship is very important to career acceleration – to showcase talent, development and potential and you need opportunity to do this. Due to inequity in the system and underrepresentation in leadership cadres – it becomes even more important to have sponsors.
- ▶ **Develop clear disclosure guidelines:** Provide a framework for disclosure while respecting individual choice.
- ▶ **Implement effective support systems:** Offer reasonable accommodations and access to resources. The UK Equality Act 2010¹² legally protects individuals from discrimination based on disability, promoting equal opportunities and access in various aspects of life.
- ▶ **Employee Assistance Programs (EAPs):** Offer support groups or workshops within EAPs specifically addressing ND, mental health and family dynamics.
- ▶ **Support employees gaining diagnoses:** Explore the cost-effectiveness of offering in-house ND assessments or providing financial support for private diagnoses.
- ▶ **Support through job coaches & Access to Work:** Provide your ND employees with tailored support via Access to Work.³

04

Cultural Change

- ▶ **Provide clear and accessible communication channels:** Allow for diverse communication styles i.e. beyond just verbal presentations. An example would be any platform that offers nonverbal communication options such as <https://braided.space/>.
- ▶ **Foster an open and supportive culture:** that encourages openness about neurodivergence within the workplace to reduce stigma and foster a supportive environment, through awareness campaigns, employee resource groups and by highlighting success stories of neurodivergent individuals within the organisation. Incorporate awareness into company values and policies.
- ▶ **Focus on strengths-based development:** Identify and leverage the unique strengths, skills and experience of ND women.
- ▶ **Recognise and reward accomplishments objectively,** focusing on contributions, not just traditional metrics. For example, managers could adjust targets so that they are based on a weekly cycle, thereby allowing ND individuals flexibility over the times that they work to complete the items.
- ▶ **Celebrate neurodiversity:** Highlight the strengths that neurodiversity brings to the team.
- ▶ **Support seeking help:** Create a culture where seeking mental health support is encouraged and normalized.

12 RECOMMENDATIONS FOR LEADERS



Whilst we have provided some recommended actions for organisations, it also requires leaders to be empowered to drive the changes required. Based on the interviews we conducted, below are 12 key recommendations for Leaders to implement, which we believe will make the biggest impact to support your ND talent achieve their potential.

1. **Create psychological safety:** Psychological safety refers to an environment where individuals feel safe to express themselves without fear of negative consequences. A trusted leader can create this safety by being understanding and supportive, allowing ND employees to be open about their needs and challenges. Actively encouraging open communication and feedback from ND employees and providing opportunities for them to share their experiences is essential for their well-being and productivity.
2. **Adapt your communication style:** ND individuals may have unique communication styles or needs. A leader who is aware of these differences can adapt their communication methods to ensure clear and effective exchanges, reducing misunderstandings and fostering a more inclusive workplace. This includes how managers deliver feedback ensuring that it is clear and constructive.
3. **Adjust career development approaches:** Support ND team members in exploring different roles and departments that align with their interests and strengths. This needs to include regular career support that helps identify potential issues early on and implement tailored strategies to address them. This proactive approach not only prevents burnout and attrition but also empowers neurodivergent employees to thrive in their roles, contributing to overall organisational success.
4. **Provide clarity on career development:** Ensure that you clearly outline the key expectations in role and how success will be measured to your ND employees. Some HR processes such as year end performance reviews or promotion processes can be opaque, so invest the time to make sure your ND employees understand what they need to demonstrate to be successful. This transparency builds trust, reduces perceptions of favouritism, and motivates employees to strive for excellence. Additionally, basing promotion decisions on objective criteria, such as skill development and contributions to the team, guarantees that advancements are earned and justified, ultimately enhancing overall team morale and productivity.
5. **Challenge unconscious bias:** Implement clear policies against discrimination and unconscious bias. Lead by example and hold yourself and others accountable for fair treatment.
6. **Advocate for flexible work practices:** Promote flexible work arrangements to accommodate diverse working styles and sensory sensitivities. Support employees to prioritise their mental well-being by finding a working style that works for them. Encouraging and role modelling healthy boundaries will help prevent burnout and promote a work-life balance.



7. **Take a strengths-based approach:** Identify, utilise and celebrate the unique strengths of ND individuals when assigning roles and projects. This approach focuses on individual strengths, fosters a more inclusive environment, and leads to better outcomes for both the employee and the company. Celebrating the unique strengths of the neurodivergent individual helps to challenge any negative self-talk, boost their confidence and reduce imposter syndrome.
8. **Champion ND and trauma awareness training for leaders:** This needs to include the impact of intersectionality and trauma, and take into account the different levels of understanding of neurodiversity across the generations.
9. **Foster empathy and understanding towards employees with neurodivergent family members:** It's important to recognise the unique challenges they face, such as balancing caregiving with work, navigating complex medical systems, and dealing with the emotional impact of a diagnosis. Organisations can create a supportive environment by offering flexible work arrangements, providing resources like counselling or support groups, and promoting open communication where employees feel comfortable discussing their needs.
10. **Partner with ND employees to identify and implement support strategies.** Establishing a truly inclusive work environment for ND employees requires a collaborative approach. By partnering closely with ND staff, leaders can effectively identify and implement support strategies that genuinely meet their team's needs. Actively listening to ND employees' perspectives on what would best support their success is crucial. Workplace accommodation options include funding through Access to Work3, a UK government program that provides financial support to people with disabilities or health conditions to help them start or stay in work. <https://www.gov.uk/access-to-work>
11. **Create inclusive policies and procedures:** Implementing policies and practices that promote accessibility, such as providing reasonable accommodations, offering training on neurodiversity awareness and fostering a culture of open communication and respect. By prioritising the needs and experiences of neurodivergent employees, organisations can build a more inclusive and innovative workforce
12. **Be an advocate and provide mentorship opportunities:** Take an active role in being a mentor or sponsor to ND employees as well as connecting ND employees with other experienced mentors who can offer guidance and support for career development and progression. This is essential for fostering a supportive and growth-oriented workplace culture. Mentorship programs can also enhance employee engagement, loyalty, and job satisfaction as ND individuals feel valued and supported in their career journeys.

“

Talk to us, there's nothing about us without us

”

WHO WE ARE



Liv Blaney - MA MEng Cantab MSc ACC QAVs

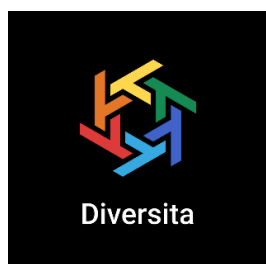
Liv is an accredited Executive Coach with 16 years' leadership experience at Goldman Sachs, where she most recently ran global Operations teams. Prior experiences included leading cross-functional change programs, strategy development and client relationship management roles. Liv has been coaching professionally since 2018, an International Coaching Federation Accredited coach since 2022, and has recently completed an MSc in Coaching for Behaviour Change from Henley Business School. Her final year specialisation was in neurodiversity in coaching.

Liv offers group and 1:1 coaching, as well as training facilitation across both neurodiversity & inclusion related and leadership topics, such as emotional intelligence or communication skills. Her adaptable & broad coaching toolkit, leadership experiences and passion for seeing her clients achieve their goals enables her to deliver a client-orientated, impactful experience.

In addition to her MSc, Liv has two master's degrees in manufacturing engineering from Cambridge University, a diploma in Counselling and Psychoanalysis and has also completed training around ADHD coaching, managing trauma in coaching and Neurodiversity and Inclusion training (L3). She is currently co-authoring a book around best practices for manager and leaders of neurodivergent talent, due out in 2025.

Liv volunteered at a homeless charity for over a decade, earning her the Queens Award for Voluntary Service, the group volunteer equivalent of the MBE. She is now a trustee for the same charity.

For more information about Liv, please visit www.livcoaching.online or email livblaney@outlook.com



Diversita

Is primarily a recruitment agency that assists ND job seekers and works with organisations to hire ND applicants. Our candidate community is always at the centre of everything we do.

Our mission is to directly and indirectly create employment opportunities for neurodivergent job seekers. We do this through tailored recruitment, support, training and awareness.

Diversita also partners with some of the biggest organisations in the world to help them become more neuro-inclusive in recruitment and beyond.

Diversita started in 2022, and we now work with over 2000 ND candidates and have assisted over 100 organisations.

Marc Crawley (Director) and **Giulia Guida-Crawley** (Operations Manager) are a husband-and-wife team that have 2 ND children. Their dream is to not only help guide both their futures but also assist others that have so much to offer but may have little in the way of advice or clear job opportunities.

This passion to advise and empower neurodivergent jobseekers drives Diversita every day.

Please visit us at www.diversita.co.uk or reach out at contact@diversita.co.uk



Unida

Is an award-winning talent consultancy firm that is passionate about promoting diversity and inclusion in the workplace. We work as trusted advisors to our clients by helping them address the challenges they face in attracting, retaining and developing diverse talent.

Sandra Guzman (Director and co-founder) has over 25 years' experience in executive recruitment and wider talent management programmes - both in the UK and internationally. Sandra works closely with CEOs and business leaders to help them drive their D&I objectives through pragmatic solutions that make a real difference to diverse talent and the wider business. She also provides expert career advice to individuals on how to navigate the corporate world and achieve ones potential through tailored 1:1 sessions. She has co-authored two well-known D&I reports, *The Road Less Travelled - Why women's path to partnership is still not straight* and *How to hold onto talent in the "pinched middle" - lighten the way, lessen the load*.

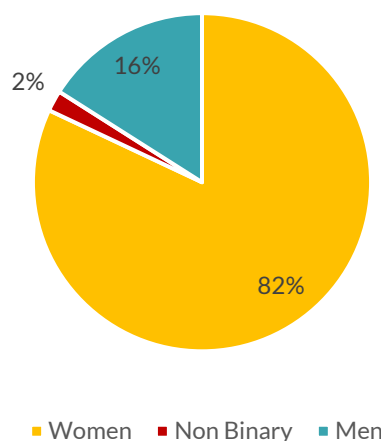
Nathalie Mawdsley (Director and Co-founder) has over 10 years' experience in a variety of talent solutions including diversity consulting, executive search, and assessment. She was also the global COO of a talent consulting firm. Over her career she has mentored a significant number of women to help them achieve their personal career objectives and is exceptionally proud to see many of these women are now in leadership roles and driving the D&I agenda within their own organisations. Nathalie has international experience having lived in Hong Kong and worked extensively across Asia, Europe, Russia, USA and South America. Nathalie has a passion for supporting and enabling women and other minority groups to achieve their career goals in typically male dominated environments. It has been hugely rewarding to see our vision become a reality and to see firms achieve greater gender parity in their teams.

ABOUT THE RESEARCH

The research was made up of two parts.

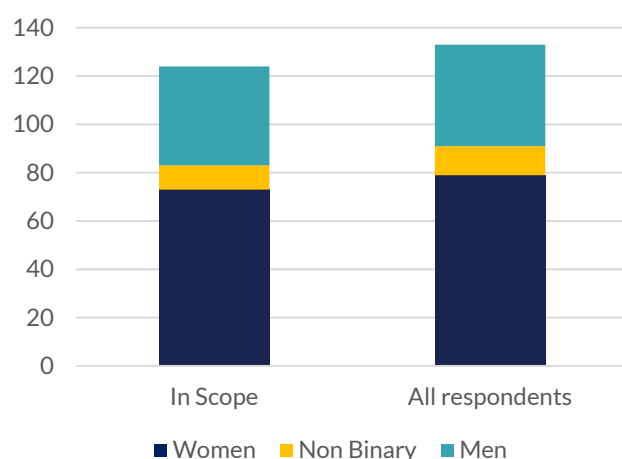
Interviews: Firstly, between the 5 members of the research team, we interviewed 44 participants drawn from our networks, with particular focus on individuals who worked for companies with over 1000 employees. We included some male and non-binary participants for comparison with our female participants. The breakdown of these participants is shown below.

Interviews - Gender Breakdown

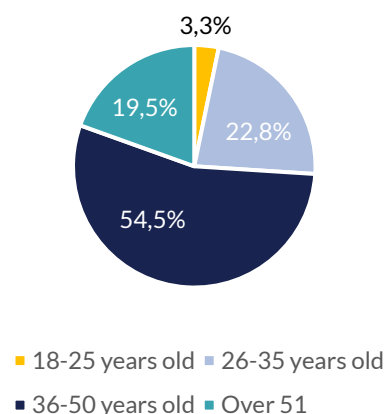


Survey: Secondly, we drew on our networks and leveraged social media to attract over 100 survey responses, covering areas such as mental health and preferred accommodations. The breakdown of these participants is shown below.

Survey Respondents



Age Profile of Survey Respondents



ACKNOWLEDGEMENTS

The authors wish to acknowledge the participants in this study for taking the time to share with us their stories and learnings over the course of their careers. In particular, we appreciate the male and non-binary neurodivergent individuals who provided a comparison against which we could describe the female experience. We also wish to acknowledge the contribution of those who took part in the survey.

BIBLIOGRAPHY

1. BBC News. (2024). Eight-year ADHD backlog in many parts of UK, BBC finds. [online] Available at: <https://www.bbc.co.uk/news/articles/c720r1pxrx5o>.
2. Coventry and Warwickshire NHS Trust, 2024
3. GOV.UK (2012). Get support in work if you have a disability or health condition (Access to Work). [online] GOV.UK. Available at: <https://www.gov.uk/access-to-work>.
4. Honeybourne, V. (2023) *The Neurodivergent Workplace*, London: Jessica Kingsley
5. Local Government Association, 2023
6. National Autistic Society, 2023
7. Neurodiversity in Business, 2023
8. Russell G, Stapley S, Newlove-Delgado T, Salmon A, White R, Warren F, Pearson A, Ford T. Time trends in autism diagnosis over 20 years: a UK population-based cohort study. *J Child Psychol Psychiatry*. 2022 Jun;63(6):674-682. doi: 10.1111/jcpp.13505. Epub 2021 Aug 19. PMID: 34414570.
9. The Buckland report, <https://www.gov.uk/government/publications/the-buckland-review-of-autism-employment-report-and-recommendations/the-buckland-review-of-autism-employment-report-and-recommendations>
10. UK Government (2013). Equality Act 2010. [online] Gov.Uk. Available at: <https://www.gov.uk/guidance/equality-act-2010-guidance>.
11. www.ADHDUK.co.uk
12. Goetz, T. G., & Adams, N. (2022). The transgender and gender diverse and attention deficit hyperactivity disorder nexus: A systematic review. *Journal of Gay & Lesbian Mental Health*, 28(1), 2–19. <https://doi.org/10.1080/19359705.2022.2109119>
13. Juliette Bouzy, Julie Brunelle, David Cohen, Agnès Condat, Transidentities and autism spectrum disorder: A systematic review, *Psychiatry Research*, Volume 323, 2023, <https://doi.org/10.1016/j.psychres.2023.115176>.