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Neurodiversity and HRM: a practice-based review and research agenda

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Abstract

Purpose: This article provides an overview of lessons we can learn from HR policies and practices related to neurodiversity.

Approach: We conducted a practice-based review using information obtained from organizations' websites, summarized the information, and reflected on how scholars can continue to advance this area of research based on what is happening in practice.

Findings: The review provided a selective overview of programs and practices per HR cluster: selection and recruitment; onboarding, integration and retention; job design; flexible work options and working remotely; training; employee resource groups and support. The review provides a description of practices and policies implemented within organizations that focus on neurodiversity among employees.

Originality: Our review showed that organizations have a multitude of HR practices and policies in place to include neurodivergent individuals into their workforces, though many of these have not been empirically investigated. Sharing this knowledge is important so that research insights and practice can reciprocally influence one another.

Introduction

It has been estimated that around 15% to 20% of the population worldwide is neurodivergent (Doyle, 2020) and that this number is increasing. Yet, much remains to be known about neurodiversity, an umbrella term that includes a range of neuro-cognitive developmental conditions (Singer, 1999), such as Autism-Spectrum Disorders (ASD), Attention Deficit and Hyperactivity Disorder (ADHD), Dyslexia, Dysgraphia, Dyspraxia, Dyscalculia, and Tourette Syndrome.

In the context of work, this population tends to occupy a precarious position in the labor market. For instance, the unemployment rate of neurodivergent individuals is much higher than the neurotypical population or other disabled workers. For example, in the UK, 78% of individuals with ASD are unemployed (Office for National Statistics, 2021). These individuals are often screened out in the early stages of the recruitment process (Cooper et al., 2018) and their career progression is hindered by the negative stereotypes ascribed to neurodivergent individuals (Patton, 2019). One way to help overcome such barriers is to establish supportive organizational policies and practices that allow neurodivergent individuals to flourish at work.

For both moral and economic reasons, the inclusion of neurodivergent individuals in the workplace is important. Long-term employment yields positive life experiences for neurodivergent individuals as it provides structure and meaning to their lives – thus, increasing employment opportunities for these individuals may also result in increased quality of life. Additionally, this population provides organizations with a rich, untapped talent pool (Szulc et al., 2021). Researchers and employers are increasingly acknowledging that neurodivergent employees maintain a range of unique abilities and perspectives which organizations may capitalize on to fill gaps in their talent pipeline. Moreover, organizations are more readily applying a strength-based approach to talent management in which the focus

is on the positive characteristics that individuals contribute to the workplace as a means of strengthening selection and retention efforts.

As organizations aim to be more inclusive of neurodivergent individuals, a range of HRM practices and policies such as selection criteria, recruitment processes, and performance management criteria need to be evaluated and revised. However, researchers and practitioners alike lack insights into how organizations should do this and what the current best practices are. Therefore, a review of existing HR policies and practices related to neurodiversity in organizations is needed so that effective practice becomes known, shared, and built upon to increase the inclusion of neurodivergent workers. We conducted a practice-based review of the policies and practices employed by a selection of organizations to specifically include neurodivergent individuals. Please note that this review is non-exhaustive but provides a foundation for understanding how large, private organizations are supporting neurodivergent applicants and employees. We asked ourselves the following question: *what can we learn from HR policies and practices related to neurodiversity?*

Neurodiversity in the context of work

The neurodiversity movement sees individuals with neuro-cognitive conditions as people with normal variations in the way they behave or function (Singer, 1999). It argues that perceptions of “normal” and “abnormal” are socially constructed, subjective, and culturally, spatially, and temporally bound. According to neurodiversity advocates, socially odd behavior or other forms of difference should be seen as normal human variation instead of what society has come to define as “different” or “abnormal”.

Perhaps because of these societal expectations around perceived normality, neurodivergent individuals face challenges as they navigate the world of work (De Beer et al., 2014; Howlin, 2013). Of significance, these individuals are often subjected to inaccurate

stereotypes and discrimination (Buckmaster & Ali, 2021). Misinformation and misunderstanding related to neuro-cognitive conditions can affect the ways in which these individuals' tendencies and behaviors are perceived by others. For instance, symptoms of one's condition are regularly attributed to one's personality rather than one's condition (Bury et al., 2021), whereby individuals are labeled as "odd" or "weird" without an understanding of their underlying cognitive condition. In addition to the negative treatment received by others, neurodivergent individuals may also experience challenges related to their specific neuro-cognitive condition, such as difficulties with correctly interpreting non-verbal language among individuals with ASD (Patton, 2019), impulsivity for individuals with ADHD (Wiklund et al., 2017), or challenges to plan and organize among dyslexic individuals (Smith-Park et al., 2016). One way to help overcome such barriers is to establish supportive organizational policies and practices that allow neurodivergent individuals to flourish at work.

Methods

While scholars have only recently started to show an interest in the topic of neurodiversity, organizations have been much more proactive in pursuing strategies to attract and support neurodivergent workers. With the aim to help bridge the gap between knowledge and practice, we conducted a practice-based review of the policies and practices implemented by a selection of organizations related to neurodivergent individuals. We searched the internet for organizations with neurodiversity programs and practices and noted existing practices, policies, and programs until we reached a point of saturation where no new information was obtained. Table 1 provides an overview of the organizations included and the specific programs they have put in place.

The review is organized by HR cluster: selection and recruitment; onboarding, integration and retention; job design; flexible work options and working remotely; training; employee resource groups and support.

INSERT TABLE 1 HERE

Selection and Recruitment

Most organizations we reviewed had programs in place that focused on the selection and recruitment of neurodivergent candidates. In general, it can be observed that businesses which aim to recruit neurodivergent individuals rely less on traditional recruitment practices and instead emphasize skill-based hiring screening. For example, Bank of America allows neurodivergent candidates to show their competencies that are relevant to the role they are applying for instead of using traditional methods that rely more heavily on conversations or interpersonal interactions. Similarly, Westpac evaluates the motivation, participation, and job-readiness of candidates over a period of three weeks as they go through a series of workshops where candidates are observed as they work with others. At Microsoft, individuals spend a few days learning what it is like to work at Microsoft while working on skill development and interview preparation. Other organizations like Chevron adopted a paid internship program that lasts for 12 weeks and allows job candidates to show their capabilities. One particularly progressive strategy implemented by Ultronauts completely removed traditional selection criteria, such as years of work experience and educational background, and instead asked candidates to highlight their self-taught skills and assesses their learning agility, strengths, and competencies acquired throughout their life.

Further, organizations proactively implemented strategies to reduce potential biases that may be associated with neurodivergent individuals. For instance, organizations recognize

that behaviors such as avoiding eye-contact or self-stimulating movements are not justifiable reasons for rejecting candidates so long as these behaviors do not affect the role for which they are considered. Consequently, in many organizations, such as IBM, all individuals involved in the recruitment process are trained to make sure the recruitment process is inclusive and supportive of neurodivergent candidates.

Other organizations, like JPMorgan Chase have broadened their sourcing channels to include advocacy agencies in order to increase the number of neurodivergent candidates while Microsoft hosts inclusive hiring webinars, which are monthly webinars aimed to simplify the recruitment process. In a similar vein, many businesses turn towards specialized job agencies such as Specialisterne or Neurodiversity In the Workplace that help organizations find and integrate neurodivergent candidates into their workforce. For instance, at Dell, candidates are pre-screened by an external job agency that specializes in working with neurodivergent individuals before inviting them to their skill-based recruitment process.

Further, our review points to the provision of customized support and accommodations throughout the selection and recruitment process. One common practice involved explicit expectations and instructions on job application forms to avoid ambiguity. SAP provided “tips for applying” on their website, including concrete examples of what to put in one’s CV or cover letter. Moreover, they explicitly stated the skills and characteristics they were looking for in a candidate. This transparent communication helps remove barriers for neurodivergent individuals who may lack an understanding of the abstract type of information recruiters have traditionally looked for when reviewing applications. Other examples of customized support included avoiding face-to-face interviews, which can be challenging and anxiety-provoking for neurodivergent candidates as well as limiting the number of interactions a candidate experienced throughout the recruitment process. For instance, Ernst and Young started their recruitment process with a range of virtual meetings and technical

exercises, provided periods of unstructured time, and limited the duration of the sessions to one hour. Westpac aimed to reduce uncertainty by making it clear to candidates for which role they were being considered. Microsoft allowed individuals to meet with the interviewing team in both formal and informal settings, introduced candidates to other neurodivergent individuals already employed, and let them meet members of the disability Employee Resource Group. Finally, Ultronauts' recruiting practices consisted of structured interviews with scoring rubrics, multimodal communication options, and job tests for all applicants and all roles. These practices aim to remove barriers that have typically hindered individuals due to biased instrumentation and instead create a recruitment process that is fair and transparent for all.

In sum, our practice-based review showed that organizations are increasing their commitment to the neurodivergent population through investments in programs that aim to attract and select neurodivergent candidates. Rather than drawing on the commonly used selection criteria like educational attainment or previous professional experience, skill-based hiring emerged as a norm in these programs, which allows individuals to circumvent traditional selection methods that focus more heavily on interpersonal interaction. Additionally, some organizations provided workshops or internships in which individuals had the opportunity to demonstrate their skills throughout the hiring process, rather than having to identify their own strengths. Going forward, organizations may consider incorporating strengths inventories into the selection process whenever skill-based demonstrations are not possible, as individuals are not always aware of the unique skills they possess and may struggle to identify these strengths in the hiring process.

To aid potential job candidates, many of the organizations in our review provided accommodations and support during the recruitment and selection process. Because employees may not be fully aware of their employment rights, organizations that openly

advertise these accommodations may help individuals to overcome hesitations about applying for employment opportunities. Finally, we can observe an upsurge in neurodiversity workforce intermediaries. These organizations help businesses launch programs to increase awareness and acceptance of neurodiversity and to attract, recruit and retain this untapped talent pool. This trend suggests that organizations may not be equipped on their own to fully meet the needs of a neurodivergent workforce but are willing to invest resources to improve their working conditions and HR processes as they relate to neurodivergent individuals.

Onboarding, Integration and Retention

Once neurodivergent individuals are hired, the onboarding process begins. We identified a range of organizational practices aimed at easing employees' onboarding and integration processes as well as enhancing retention rates. For instance, IBM facilitated the integration of neurodivergent employees through social activities and regular meetings to reduce social anxiety and enhance collaboration and team building. Likewise, JP Morgan Chase provided lunch mates to new employees to help reduce loneliness. Ernst and Young provided the opportunity for neurodivergent individuals to familiarize themselves with their new workplace and provided them a job coach and office buddies who had received prior training on neurodiversity. Similarly, Microsoft gave new neurodivergent workers the choice to engage with a mentor who is knowledgeable about the available resources and benefits within the organization. They also provided professional mentors that assist with identifying career development opportunities.

To retain neurodivergent workers, organizations are mindful to match workers with good-fitting roles. For example, Westpac and JPMorgan Chase assessed individuals' strengths and weaknesses and put individuals in roles where they could excel. A proper fit between a person's characteristics and those of the tasks that are performed at work allows

neurodivergent individuals to use their strengths and thrive at work, providing them feelings of self-worth. The careful alignment between employees' skills and job requirements helps to improve the retention of neurodivergent employees. Taken together, these efforts allow employees to become socialized into the organization in a psychologically safe way and provide employees with the social support structures needed to become embedded within the organization.

Job design

Our review revealed that organizations actively created an inclusive environment for neurodivergent individuals through job design practices. At Ultronauts, for example, individuals were offered multimodal communication options (e.g., video/audio, chat, and transcription services) so that they could communicate in a way with which they were most comfortable. Also related to communication, IBM used an application called Content Clarifier to make potentially complex instructions simpler and easier to understand for individuals with autism. Assistive technology, as provided by Microsoft in collaboration with a non-profit organization, has been found to be especially helpful for dyslexic and dysgraphic workers. Finally, Microsoft has created an inclusive design toolkit that provides a structure for designing more inclusive products and services. The principles underlying the toolkit include looking for exclusion, learning from diversity, and solve for one extend to many. This resource is available for everyone who is leading a team or a project.

Another way that organizations are altering work design is through job accommodations. These accommodations allow individuals to complete their work duties but with assistance, modified processes, time reallocation, or additional equipment. Not only do these accommodations aid employees with neurocognitive disorders, they may also benefit

neurotypical employees. Universal design principles – a set of principles about justice, flexibility and simplicity that can be applied to HRM policies, practices, and processes – might be beneficial for all (Doyle & McDowall, 2021), as providing accommodations for some employees actually helps the organization to set clearer expectations, give more explicit feedback, and provide consistent communication to all employees.

Flexible work options and Working Remotely

Flexible work options are amongst the most widely used HR practices to accommodate neurodivergent workers. For example, Ultronauts offers desired-time-equivalent work weeks in which individuals can arrange their work schedules to best suit their needs. This can be full-time, three-quarters-time, or half-time, with prorated salaries. This strategy does not assume a “one size fits all” approach to work and enables neurodivergent individuals to be involved in the workforce to a degree that is consistent for their abilities and lifestyle. Further, employees can work fully remotely which has become increasingly common following the COVID-19 pandemic, and is often helpful for autistic employees as it prevents “masking”, which can be tiring and stressful (Radulski, 2022).

To summarize, flexible work arrangements in the form of remote work or part-time work were common in the organizations we reviewed. Even though these policies and practices tended to be offered to all employees it does not undermine their importance as they provide much needed flexibility that allows neurodivergent workers to manage both their neuro-cognitive conditions and their work responsibilities. Indeed, by offering more flexible work arrangements, employees not only are protected from having to disclose or explain their neuro-cognitive disorders but they may also see improvements in their performance by maintaining more control over their environmental stimuli.

Training

Many organizations offer training programs to raise awareness and acceptance of neurodiversity while also trying to minimize unconscious biases. These training courses aid current employees with being more inclusive of neurodivergent individuals during multiple stages of the HR lifecycle. For example, Ultronauts provides equitable promotions workshops to develop more equitable approaches to career development; and neurodiversity workshops to enhance and adapt employees' communication styles. Several organizations focus on providing training specifically for leaders. For instance, Dell trains leaders to adopt a more inclusive leadership style which can improve working relationships with neurodivergent individuals.

Training is not only offered to managers and leaders, but also to coworkers. At Westpac, for instance, a virtual autism awareness program ensured that all team members with whom autistic individuals will work have a certain level of education and understanding. The Dandelion Program at DXC involved neurodiversity consultants who conduct neurodiversity awareness training to provide practical tools and strategies to best support neurodivergent colleagues, as well as offer one-on-one training when managers encounter specific challenges. Moreover, DXC had a toolkit called "Supporting a Neurodiverse Workforce: A Mental Health and Well-Being Resource and Training Package", co-designed with individuals with autism, their colleagues, and scholars. This toolkit aimed to enhance the mental health of autistic employees. Finally, some organizations provided training to other organizations. For instance, SAP launched the SAP Autism Inclusion Pledge initiative that helped other organizations become more inclusive of autistic individuals by thinking about employment opportunities for individuals with ASD.

In sum, as an important HRM practice, neurodiversity-related training was provided mainly to co-workers and managers. Some organizations provided training for all employees

to manage expectations and enhance awareness and acceptance of neurodiversity, while others trained only individuals involved in the recruitment or onboarding process.

Neurodiversity-awareness training is important as neurodivergent individuals face stigma, negative stereotypes, and discrimination at work (Khan et al., 2023; Patton, 2019). Through training, co-workers and managers can change their beliefs and attitudes towards neurodiversity which should enhance inclusion. Going forward, organizations could provide social skills training to all employees and highlight the specificities of neurodivergent workers in this regard. Consequently, they may be better understood and provided with new socialization norms that include them.

Employee Resource Groups and Support

Employee Resource Groups (ERGs) are an important support mechanism for neurodivergent individuals and were implemented by many organizations, including AT&T, Westpac, and Dell. These ERGs allow individuals to share their workplace experiences and challenges with similar others. They also provide resources, support, mentoring, and networking opportunities, and create a culture of inclusion, understanding, awareness, and advocacy. These groups often include individuals along the neurodiversity spectrum, including neurodivergent individuals and their allies. Some neurodiversity ERGs also provide educational workshops or offer mindfulness programs, such as Splunk. Further, some organizations had multiple ERGs, such as Microsoft that had more than twenty groups within the disAbility Worldwide ERG to focus on specific forms of neurodiversity including autism, dyslexia, and mental health conditions. Other organizations, such as IBM, had autistic and neurodivergent Task Forces, that create safe-space virtual communities and that function as think tanks to launch new initiatives to increase neurodiversity acceptance. In addition, Business Resource Groups, such as Freddie Mac's group "Abilities", enhanced the career

development opportunities for neurodivergent individuals and provided support to parents whose children are neurodivergent. Finally, on-going support was also provided in the form of experienced neurodiversity support consultants who help employees navigate the workplace and assist when challenges arise as is the case for DXC's Dandelion Program. Further, DXC utilized a holistic approach by aiding employees in developing life skills such as managing one's finances, nutrition, and self-care in addition to developing job-related skills. Thus, our practice-based review showed that ERGs can support neurodivergent individuals in accessing relevant resources and benefits, facilitating integration into the organization, and providing support when challenging situations arise.

Neurodiversity and HRM: a future research agenda

Our selective review of neurodiversity and HRM shows that neurodiversity in the context of work is gaining attention from practitioners. Neurodiversity constitutes an understudied yet promising topic of inquiry. The practice-based review provided insight into how neurodiversity is managed and perceived in the workplace. Yet, it also draws attention to the knowledge gaps and theoretical limitations that exist in the extant literature. Although it is clear that organizations are implementing multiple strategies to increase inclusivity of neurodivergent employees, there is little research that speaks to the efficacy of these strategies, either individually or in tandem. Going forward, we encourage empirical investigations related to neurodiversity-focused HRM practices to develop research-supported best practices. While multiple disciplines such as developmental psychology, sociology, and disability sciences show interest in neurodiversity in the context of work, insights and advances in these fields are rarely integrated and translated into practices in organizations. Likewise, collaborations between practitioners and scholars tend to be rare; however, we argue that practice-based research is critical to identifying and understanding management

best practices. Practice-based research can aid in developing evidence-based HR practices, resulting in more inclusive workplaces for all. Below, we provide an overview of the research needed to continue to advance this area of study, based on both the findings of our review and the existing gaps in the literature.

A good starting point for studying neurodiversity at work centers around how neurodiversity is defined and measured. Our review showed that most organizations had programs for neurodivergent individuals as a group or for individuals with ASD specifically, but few offered condition-specific programs. Despite growing awareness of neurodiversity in the workplace, ASD-related HRM practices and policies are overrepresented, while other forms of neuro-cognitive differences tend to receive less attention. Scholars, therefore, could help practitioners to better understand the differences among neurocognitive conditions and how they uniquely affect employees' work experiences. These insights could then be used to create policies and practices to specifically aid individuals across neuro-cognitive conditions, rather than assuming ASD-specific policies are sufficient for all neurodivergent individuals. In a similar vein, our practice-based review and extant literature point to a strong focus on the technology sector when considering neurodiversity and employment. However, the assumption that neurodivergent individuals are primarily encompassed in the technology sector can lead to stereotypical thinking and inadvertent discriminatory outcomes. Therefore, we encourage scholars to expand their research outside of the technology sector to better understand the ways in which neurodivergent individuals can contribute to a range of jobs and sectors, including those who are self-employed or unemployed.

As scholars and practitioners become more sensitive to neurodiversity in the workplace, it is important that an individual's whole identity is taken into account. Individuals possess multiple social identities, and these identities interact and intersect with one another leading to unique experiences and challenges. Consequently, studies should not reduce

individuals to one social identity, such as being a dyslexic worker. Rather, future research should consider other social identities individuals can draw on, such as one's gender, ethnicity, or age, in order to create a more fine-grained understanding of their experiences at work. Further, it is important to account for comorbidity within the realm of neurodiversity. For instance, many individuals with dyslexia also have other learning disorders, such as dyscalculia or dysgraphia. Similarly, half of the population with ADHD also have another condition such as learning disabilities or Tourette Syndrome. Thus, studying individuals through the lens of only one identity is not sufficient for understanding their full lived experiences.

A significant portion of the extant research has focused on providing workplace accommodations for neurodivergent employees and the ways in which work might need to be restructured to accommodate them (Krzeminska et al., 2019). Yet, practical insights from managers suggest that many of the accommodations made for neurodivergent workers may also benefit their neurotypical employees. For instance, setting clearer expectations, giving more explicit feedback, and providing consistent communication can improve efficiency and productivity across all employees, without singling out neurodivergent employees. Because employees who receive accommodations must disclose their condition and are often subjected to negative treatment by their peers (Kensbock et al., 2017), future research that identifies way to make work more universally accommodating to all employees regardless of their neuro-cognitive differences would be beneficial (Doyle & McDowall, 2021).

When universal design principles are not possible or sufficient, organizations and employees may benefit from job crafting - "the changes that employees may make to balance their job demands and job resources with their personal abilities and needs" (Tims et al., 2012, p. 174). Based on the job demands-resources theory (Bakker & Demerouti, 2007), this concept is relevant when studying neurodiversity and HRM as it is a way to balance job

resources and demands to achieve improved person–job fit. For instance, providing employees with more resources (e.g., support, time to complete tasks, flexible arrangements) and reducing demands (e.g., face-to-face interactions, daily stressors, etc.), can improve both personal and work-related outcomes for individuals. Organizations may be able to retain hard-working, capable employees by making changes to the job design and structure, rather than trying to “mold” employees to fit a traditional job structure.

Ample evidence suggests that neurodivergent employees are often subjected to stigma and discrimination (Patton, 2019) which can impact their ability to obtain and maintain employment. Rather than focusing on differences and how these employees diverge from the neurotypical population, organizations have shifted to using strength-based perspectives in which the focus is on the positive characteristics of neurodiversity. One way to continue to move this area of research forward is to limit the focus on how neurodivergent employees are “different” and instead investigate the unique capabilities and benefits that these employees bring to organizations (Bakker & van Woerkom, 2018). In doing so, scholars can help minimize barriers traditionally experienced by neurodivergent employees while also identifying ways to increase person-job fit for employees across the neurodiversity spectrum.

To date, much of the existing research has focused on identifying short-term outcomes associated with selecting, recruiting and integrating neurodivergent workers. However, lack of longitudinal research means scholars know very little about the long-term career experiences and trajectories of neurodivergent workers or the effects of HR practices on these outcomes. Research studies that employ longitudinal designs to connect neurodiverse HR practices with important employee outcomes (e.g., turnover, promotions, etc.) would shed light on the possible long-term effects of these programs on employee retention and employment. There is also a dearth of knowledge related to the life transitions experienced by neurodivergent individuals. For example, some studies have focused on the school-to-work transition for

individuals with autism (Hedley et al., 2018), dyslexia and ADHD (Dubois et al., 2022), and identified both enablers that facilitated this transition and barriers that rendered this transition more difficult. For example, while we know that individuals with ASD or dyslexia are more likely to be unemployed, it would be important to study the reintegration after a period of unemployment. We know even less about the experiences of neurodivergent workers when they move from one employment form to another, such as when individuals move from the sheltered sector to the mainstream one (Sharpe et al., 2022). Identifying factors that facilitate successful transitions for neurodivergent individuals can contribute to the development of organizational policies and practices focused on specific life transitions such as first-time employment experiences, job changes, or return to work after absences. Additionally, many studies have focused on hiring outcomes, but few have examined individual work outcomes such as job performance, job satisfaction, or turnover intentions among employees. Obtaining employment is critical for neurodivergent employees, but it is also important to understand the factors that influence their perceptions and behaviors within the workplace in order to create positive outcomes for individuals and organizations alike.

Conclusion

Individuals with neuro-cognitive conditions represent a significant portion of the working age population, yet historically, these individuals have been underrepresented in the workforce as well as in the academic literature. Recent trends, however, indicate that organizations are increasingly implementing HR policies and procedures to be more inclusive of neurodivergent employees. Despite these advances, there remains a lack of empirical research about the feasibility, usability, and efficacy of these HR programs. In order to fully integrate neurodivergent employees into the workplace, researchers need to empirically examine the practices put into place by organizations, to determine those which are effective and those that

may need revising. Altogether, the greatest advances will be made when researchers and practitioners work in collaboration toward the common goal of inclusivity for neurodivergent employees.

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Table 1: A selection of examples of business with existing programs related to neurodiversity.

	Company	Program	Objective
	AT&T	LaunchAbility Career Services	Internship program to allow neurodivergent individuals to get to know the team before the interview
	Bank of America	Neurodiversity@BofA	Neurodiversity hiring program in which neurodivergent candidates

			participate in a skill-based hiring screening that gives them an opportunity to directly demonstrate role-related competencies.
	Chevron	Chevron's Neurodiversity Program	Internship program to match neurodivergent talent to appropriate job roles.
	Dell Technologies	Dell Autism Hiring Program	Provide career readiness training and possible full-time career opportunities for neurodivergent job seekers.
	DXC Technology	DXC Dandelion Program	Recruit people with autism and prepare them for a successful career in IT.
	Ernst & Young	Neurodiversity Program	Recruit, support and retain neurodivergent candidates.
	Freddie Mac	Autism Internship Program	Match the unique talents of autistic individuals with business needs.
	Goldman Sachs	The Goldman Sachs Neurodiversity Hiring Initiative	Empower and integrate neurodivergent individuals.
	Google	Google Cloud's Autism Career Program	Train managers and others who are integral in the hiring process to work more effectively with candidates who have autism.
	IBM	Neurodiversity 101 Training Diverse Abilities Council	A course on how to work with neurodivergent individuals. Make the workplace more accessible for neurodivergent employees.
	JPMorgan Chase	Autism at Work	Utilize clearly defined sourcing channels like colleges and universities, advocacy agencies, vocational rehabilitation programs and referrals.
	Microsoft	Autism Program Microsoft Neurodiversity Hiring Program	Recruit and onboard individuals with autism. An inclusive application and interview process for neurodivergent talent.

	SAP	Autism at Work	Recruit neurodivergent candidates and create a more welcoming workplace.
	Splunk	Neurodiversity Employee Resource Group	Provide community and allies, offer support, mentoring and networking opportunities for neurodivergent individuals
	Ultranauts	Design for Neurodiversity	Redesign business processes in ways that resolve ambiguity, create engagement, increase autonomy and reduce sensory load.
	Westpac	Tailored Talent	Recruitment program designed to overcome hiring barriers for people with autism.

Source: created by authors