

2026: Research Report & Practical Guide



Table of content

- 1. [Introduction3](#)
- 2. [Methodology4](#)
- 3. [Key Findings.....5](#)
- 4. [Primary Research Findings.....9](#)
 - [4.1 Survey Results](#)
 - [4.2 Case Studies](#)
- 5. [Secondary Research Findings.....36](#)
 - [5.1 Neurodiversity in Job Postings](#)
 - [5.2 Neurodiversity Initiatives Across Organizations](#)
 - [5.3 Canada's Best Diversity Employers 2026 Analysis](#)
- 6. [Measuring Impact - Practical Framework53](#)
- 7. [Appendix61](#)

Introduction

This Phase 2 of the *Neurodiversity in the Workplace* project builds on the findings from Phase 1 by moving from awareness to action. This phase combines survey insights, anonymized case studies, and secondary research to explore how organizations can meaningfully implement and sustain neuroinclusive practices in the workplace. In addition to presenting key findings, this document also serves as a practical guide for organizations seeking to strengthen neuroinclusion across their policies, practices, and workplace culture.

The following pages provide an evidence-informed report and implementation framework structured around three key areas: understanding what we learned from organizations, exploring what neuroinclusion looks like in practice, and identifying actionable steps organizations can take to advance neurodiversity in the workplace.

The research project was conducted and developed by:



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Methodology

This project aimed to identify how neuroinclusion can be effectively implemented and sustained in workplace settings. To support this objective, a mixed-methods approach was used over a defined study period (March 15-May 10, 2026), combining primary and secondary data sources. Primary data was collected through an anonymous survey and in-depth interviews with HR professionals and people leaders, while secondary research included an analysis of publicly available job postings and a review of organizational case studies on neurodiversity initiatives. This approach enabled the study to examine how neuroinclusion is implemented, communicated, and experienced at an organizational level.

This study was conducted in accordance with ethical research standards. All participants provided informed consent, and anonymity and confidentiality were strictly maintained.

Primary research included survey and interviews. The survey was distributed to HR professionals and people leaders to capture perspectives on the effectiveness and impact of existing neurodiversity initiatives and workplace practices. In-depth, structured interviews were conducted to further explore organizational approaches, challenges, and areas for improvement. These insights were used to develop anonymized case studies.

We collected 77 responses from HR Professionals / People Leaders :

 **72 Survey responses**

 **5 Case Study Interviews**

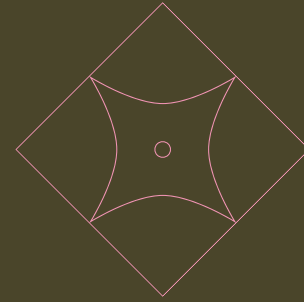
Secondary research included the analysis of:

17 Job Postings across multiple industries,

22 Case Studies focused on neurodiversity initiatives,

70 Canadian Employers from 2026 Canada's Best Diversity

Employers. The data was analyzed to identify common approaches to inclusion and accessibility, best practices and implementation challenges.



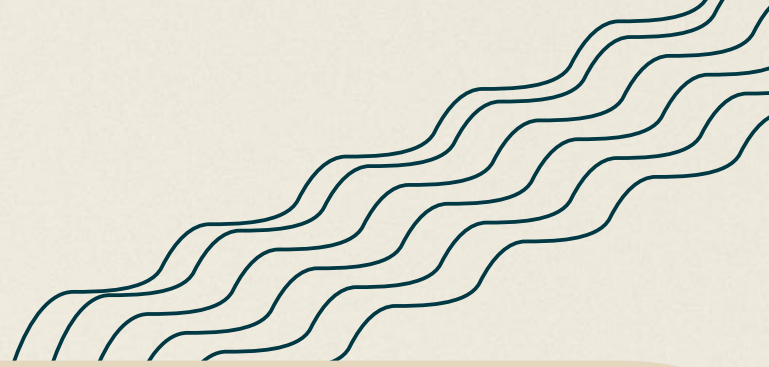
Key Findings

Main challenges and opportunities identified





Key Findings



1 Neurodiversity inclusion remains in early stages of maturity

- Among organizations without formal programs, 23% still use informal accommodations or flexible practices, often embedded in general inclusion efforts. 46% of respondents do not track neurodiversity-related outcomes.
- Among the 70 top Canadian Diversity Employers (2026), only 34 explicitly mention neurodiversity

While diversity is widely prioritized, neurodiversity remains underrepresented and inconsistently addressed as a focus area.

3 Inclusion is emphasized in principle more than in practice

Organizations frequently promote inclusion through values and employer branding; however, this is not consistently reflected in systems or practices.

- Job postings emphasize belonging and diversity but rarely provide clear accommodation processes
- Primary research highlights gaps in accessible supports and consistent implementation

Inclusion is often communicated effectively but not implemented in ways that create accessible workplace experiences.

2 Accommodations are largely reactive rather than proactive

Across both datasets, accommodations are typically framed as something individuals must request.

- Job postings limit accommodations to hiring stages (e.g., interviews)
- Organizations rely on informal flexibility practices rather than structured systems
- Employees often carry the responsibility of identifying and advocating for their needs

Effective inclusion requires shifting from reactive accommodations to proactively designed systems and roles.

4 Job design is the most significant and consistent barrier

Structural aspects of roles create the greatest challenges to inclusion. Job postings consistently emphasize:

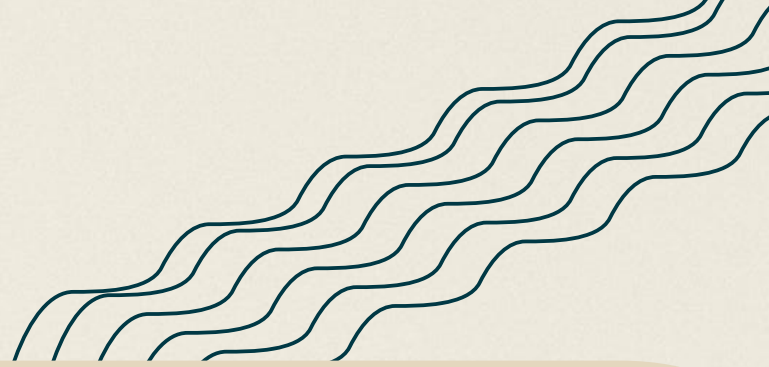
- High multitasking
- Fast-paced environments
- Continuous communication and interpersonal engagement

Primary findings confirm these expectations contribute to stress

Workplace barriers are embedded in job design- not just in policies or hiring processes.



Key Findings



5

General definitions of success limit inclusion

Roles often prioritize traits such as adaptability, high energy, and strong interpersonal skills.

- These expectations are especially prominent in sales and client-facing roles
- They do not align with many neurodivergent strengths (e.g., deep focus, analytical thinking)

Expanding definitions of performance and success is critical to supporting neurodiverse talent.

6

Progress depends heavily on leadership and organizational alignment

Indicators of organizational progress :

- Strong leadership buy-in
- Alignment with values and goals
- Responsiveness to employee demand

Key barriers remain:

- Limited resources
- Time constraints
- Lack of leadership commitment

Leadership support is the primary driver of progress, but lack of capacity continues to limit implementation.

7

Implementation is most effective when it is incremental and embedded

Successful approaches are:

- Flexible and iterative
- Built on existing practices rather than entirely new systems
- Focused on improving employee and candidate experience over time

Effective case studies include:

- Redesigned hiring processes
- Embedded supports into teams
- Alignment of the roles with individual strengths

Sustainable inclusion is achieved through gradual, integrated change rather than one-time initiatives or standalone programs.

8

Measurement and accountability remain significant gaps

Tracking of neurodiversity-related outcomes is limited

- 46% of organizations do not measure outcomes at all
- Those that do rely on broad HR metrics (e.g., engagement, absenteeism)
- Few organizations track neurodiversity-specific indicators

Without clear metrics, organizations are unable to evaluate impact or scale effective practices.



Overall Insight



Neurodiversity initiatives are most effective when they are **aligned with business goals**, focused on **people-first practices**, are **supported by leadership** and grounded in practical, scalable implementation.



Primary Research Findings



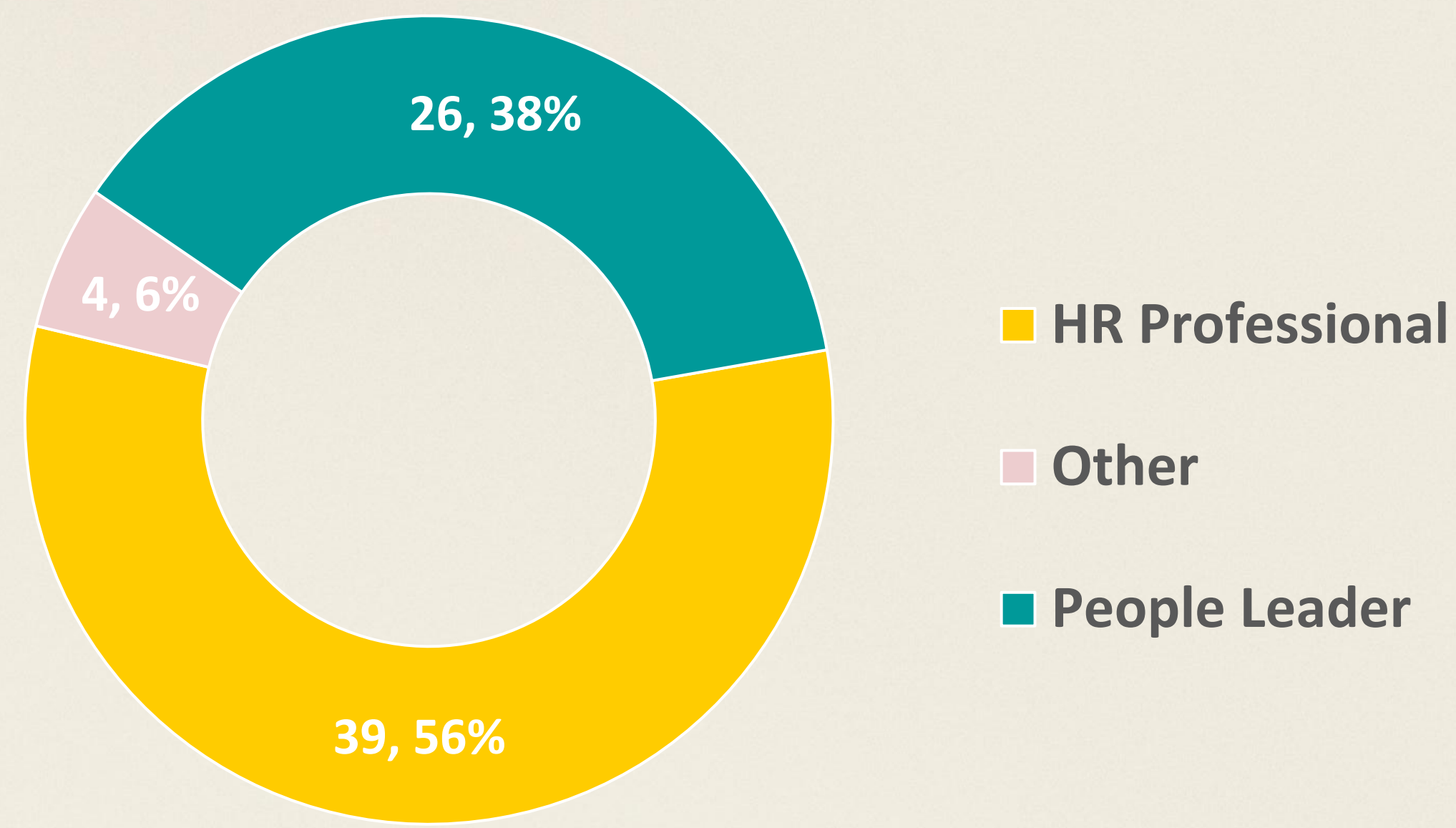
Survey Results

N=72



Organizational Context

Q1. What best describes your role?

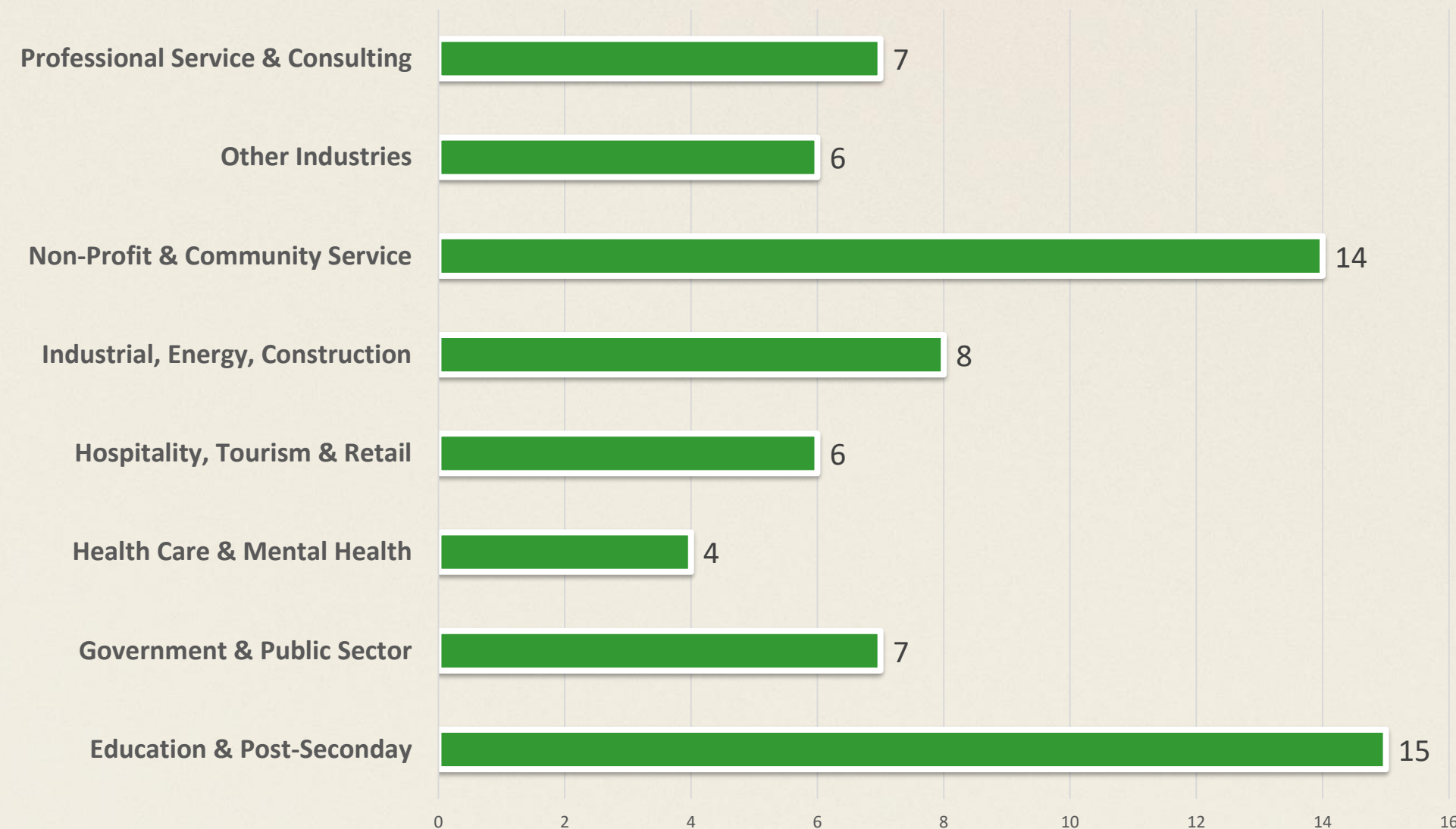


n = 68

Other Roles (4): Adult Educator, Instructor, Board Director, Public Servant

Organizational Context

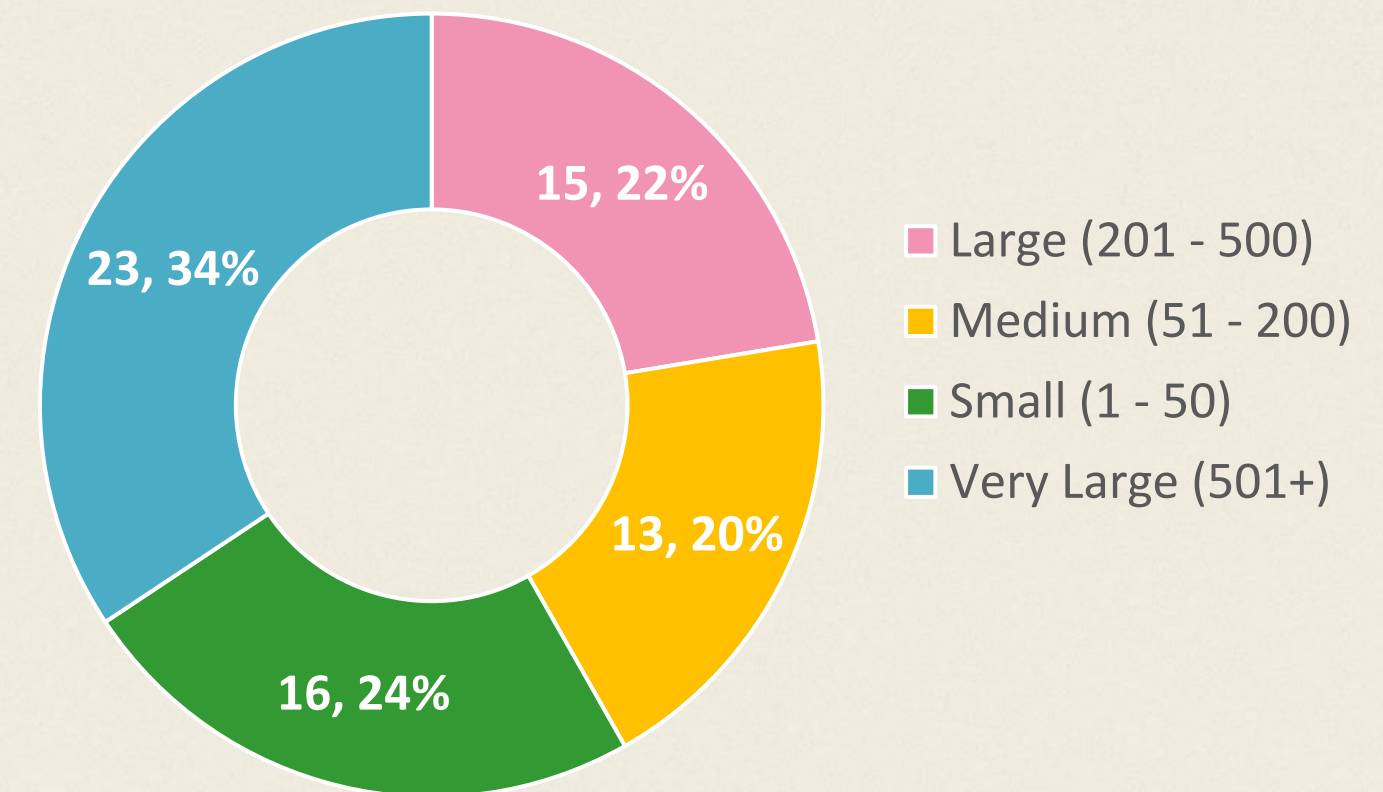
Q2. What industry does your organization operate in?



n = 67

Other Industries (6): Real Estate, IT, Delivery, Matching Industry, Investment Management, Warehouse/Storage

Q4. What is the size of your organization?



n = 67

Organizational Context

Q5. Does your organization currently have any neurodiversity-related initiatives, programs, or policies?

n = 68

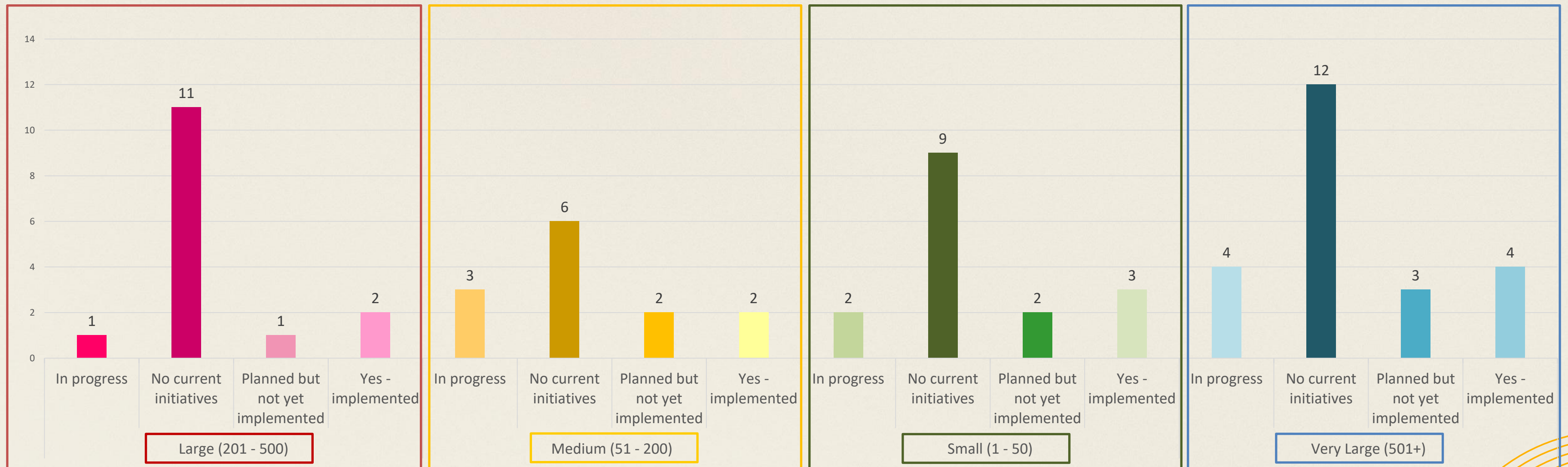
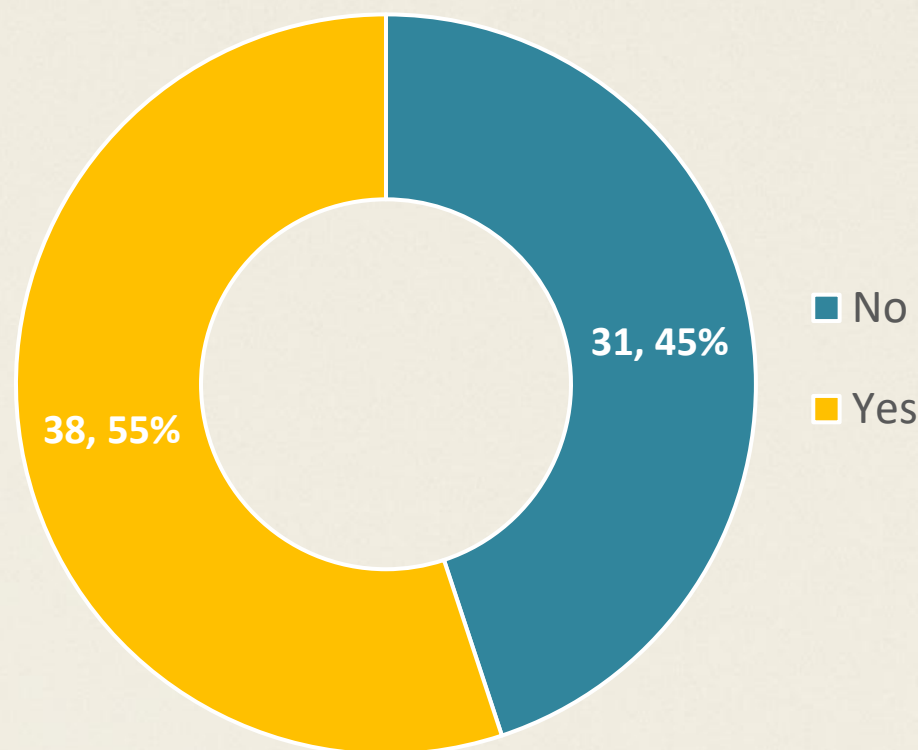


Chart is organized using reference to size of the organization (Q4).

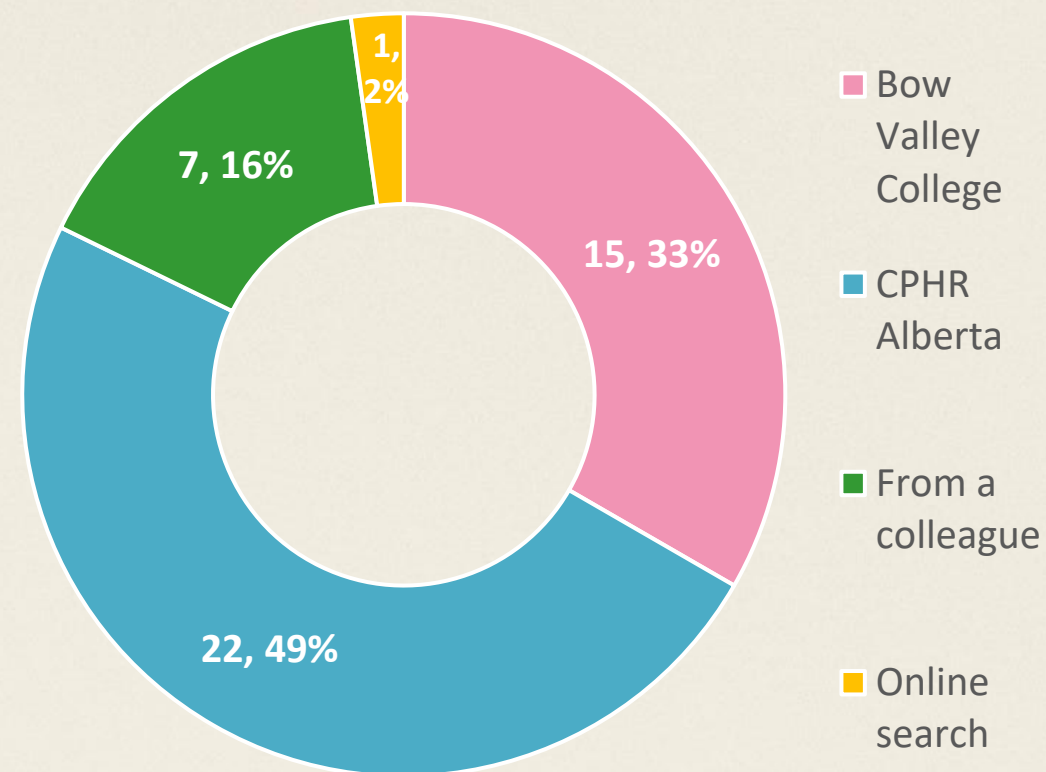
Toolkit Awareness and Adoption

Q6. Are you aware of the Neurodiversity Toolkit developed through Phase 1 of this project?



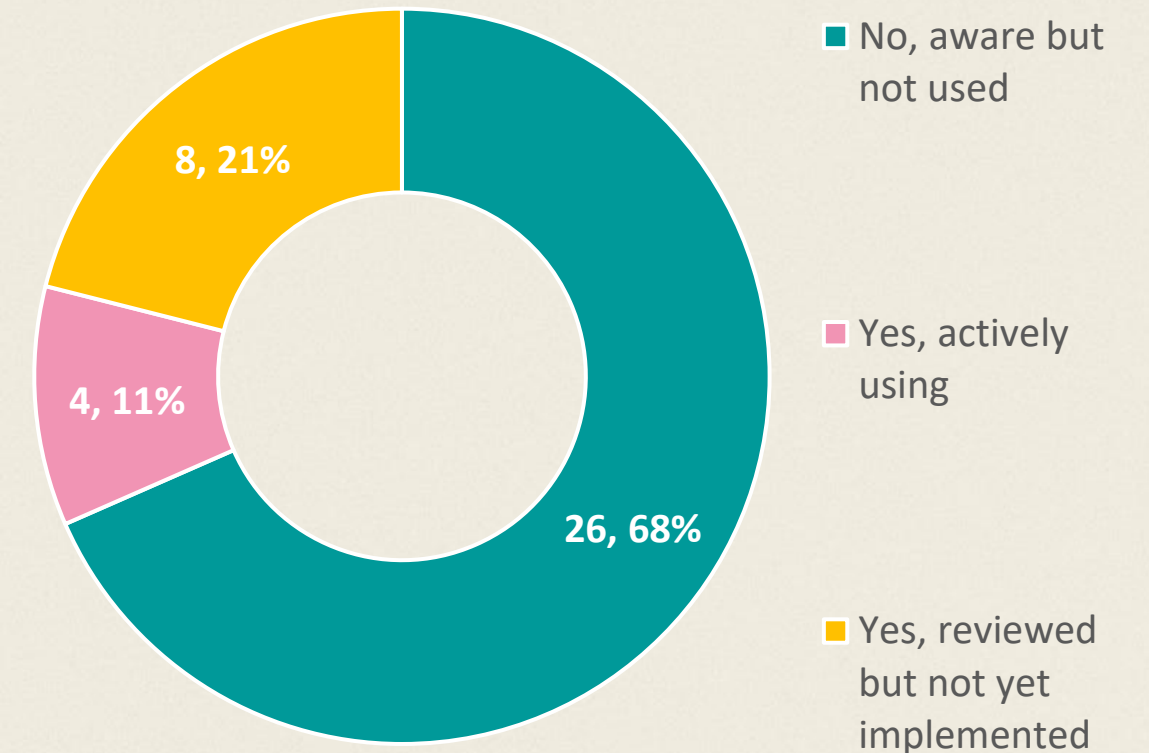
n = 69

Q7. How did you learn about the Neurodiversity Toolkit developed through Phase 1?



n = 38

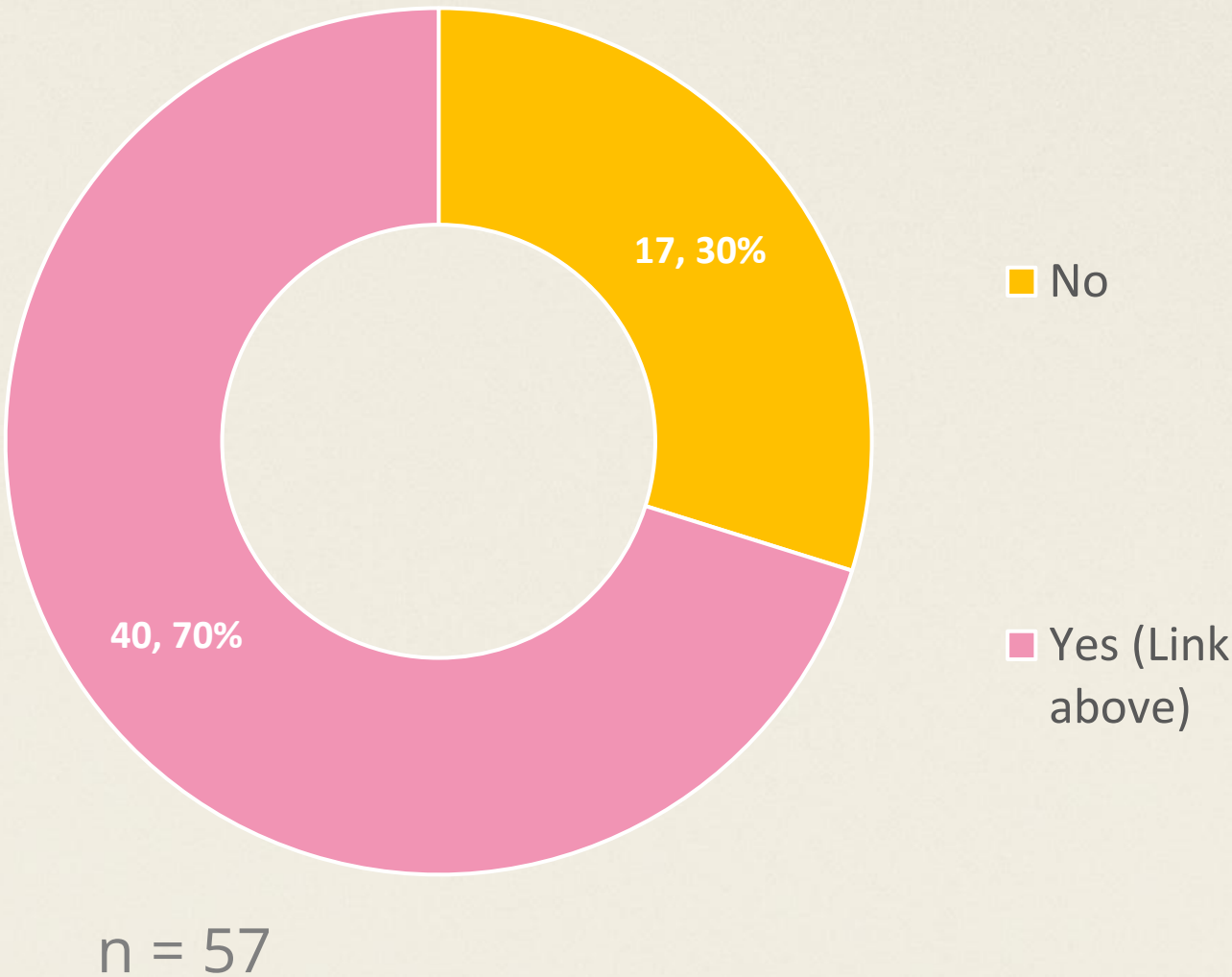
Q8. Has your organization used or referenced the Neurodiversity Toolkit?



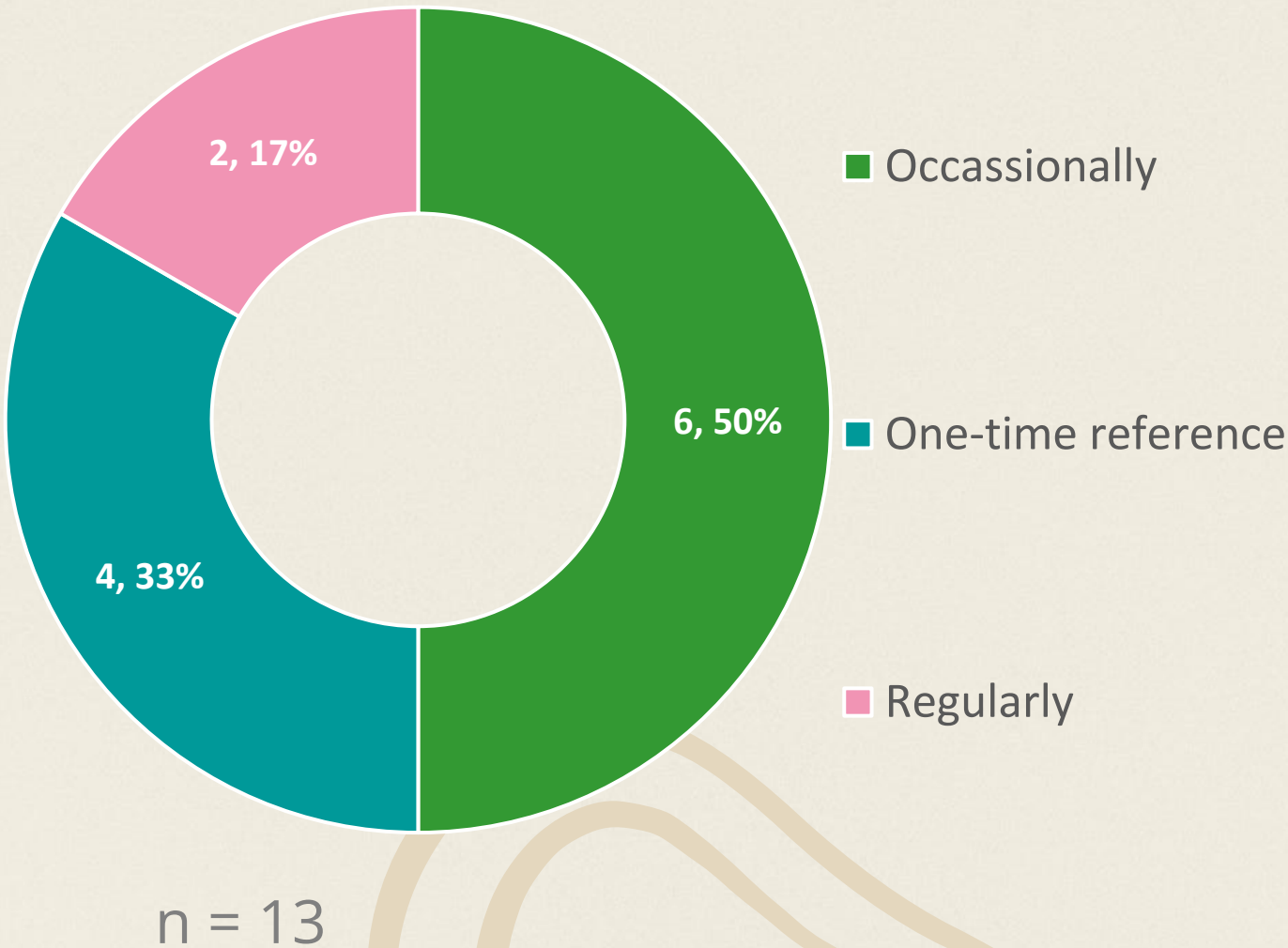
n = 38

Toolkit Awareness and Adoption

Q9. Would you be interested in reviewing the Neurodiversity Toolkit and share which tools you would potentially implement?



Q13. How frequently does your organization use these tools or resources?



Toolkit Awareness and Adoption

Q10. After reviewing the Neurodiversity in the Workplace Toolkit, which tools would you consider implementing in your organization?

n = 35



Awareness & Business case

Participants emphasized that **building awareness and establishing a strong business case are foundational steps to advancing neuroinclusion**. The most consistent priority was equipping managers with practical tools, particularly guides and conversation frameworks that can be applied universally.

There is also **clear demand for embedding inclusive practices into HR processes**, especially hiring and performance management. Importantly, responses highlight the need to focus on everyday workplace experiences and psychological safety, as illustrated by personal accounts of exclusion.

Overall, **feedback reflects strong endorsement of the full toolkit**, with many participants expressing interest in applying multiple resources across their organization.



Manager tools & HR processes



Practical templates & everyday practices

"It's important to start by building awareness and then the business case for taking action."

"Equipping our managers and HR team with the toolkit would be incredibly helpful."

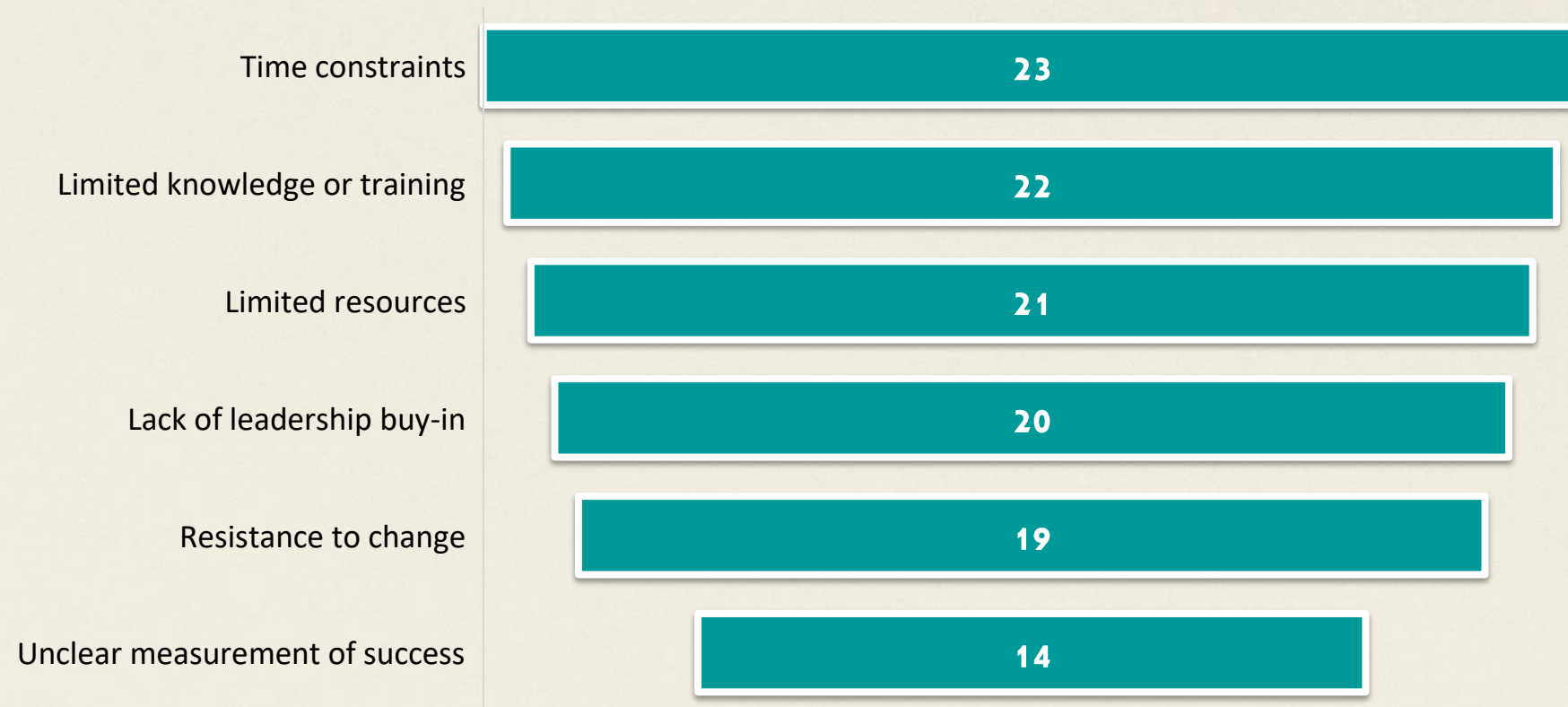
"I would use the conversation guide with all direct reports- not just those who identify as neurodivergent."

"Reviewing our interview questions and job postings to ensure clear, concise language."

"I use the business case model to engage leaders at all levels versus selling neurodiversity in a pitch."

Toolkit Awareness and Adoption

Q11. What challenges do you anticipate encountering when implanting tools from the Neurodiversity in the Workplace Toolkit?



n = 39

Other Anticipated Challenges (5): Stigma, Safety, Only relying on expert opinions (specialists), Lack of budget to deploy program, and organizations not interested in implementing practices.

Q12. What tools, resources, or supports does your organization currently use to support neurodiversity and inclusion?

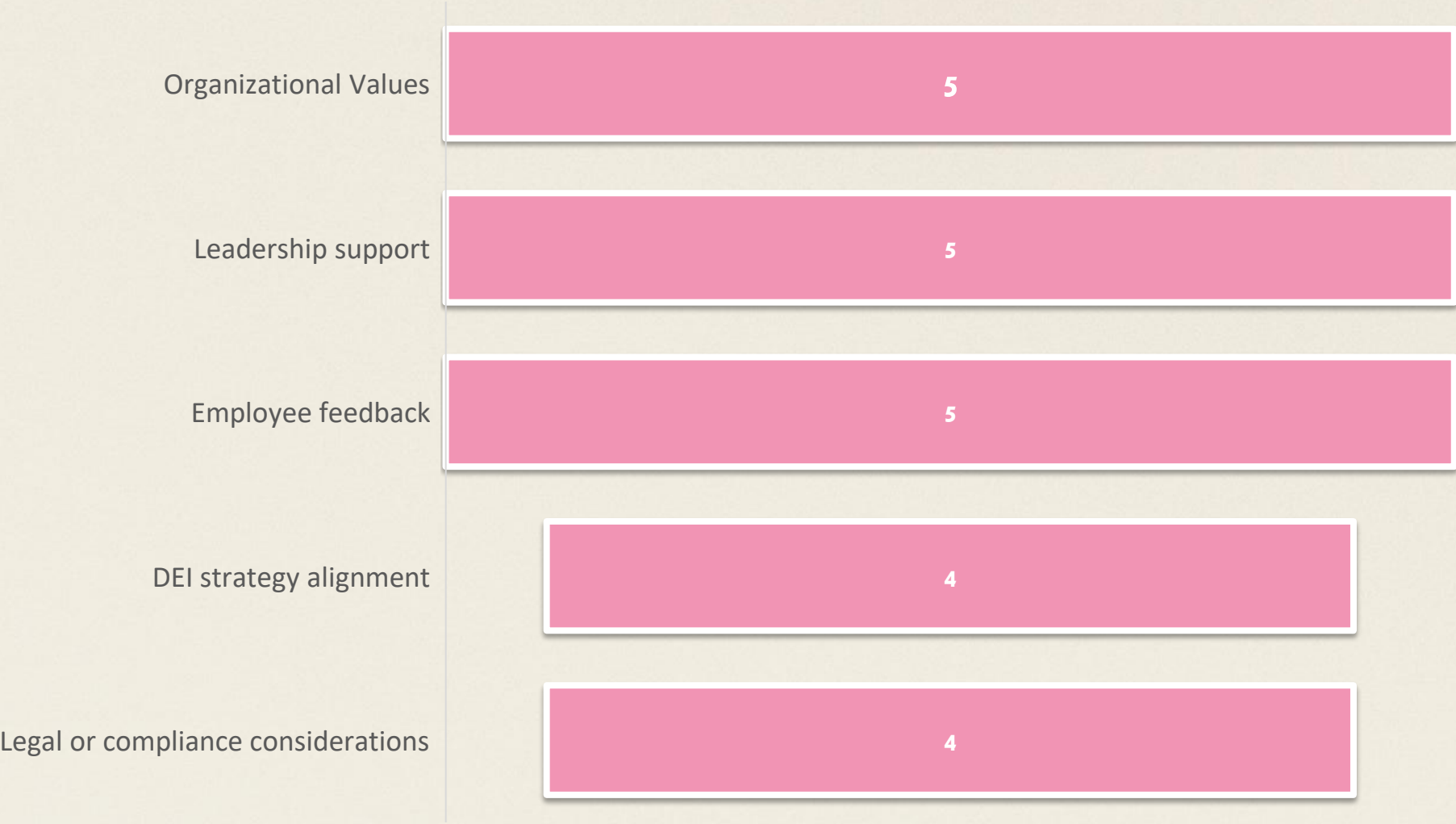


n = 13

Other Tools (2): Manager toolkits or playbooks, Employee Resource Groups (ERGs)

Implementation Experience

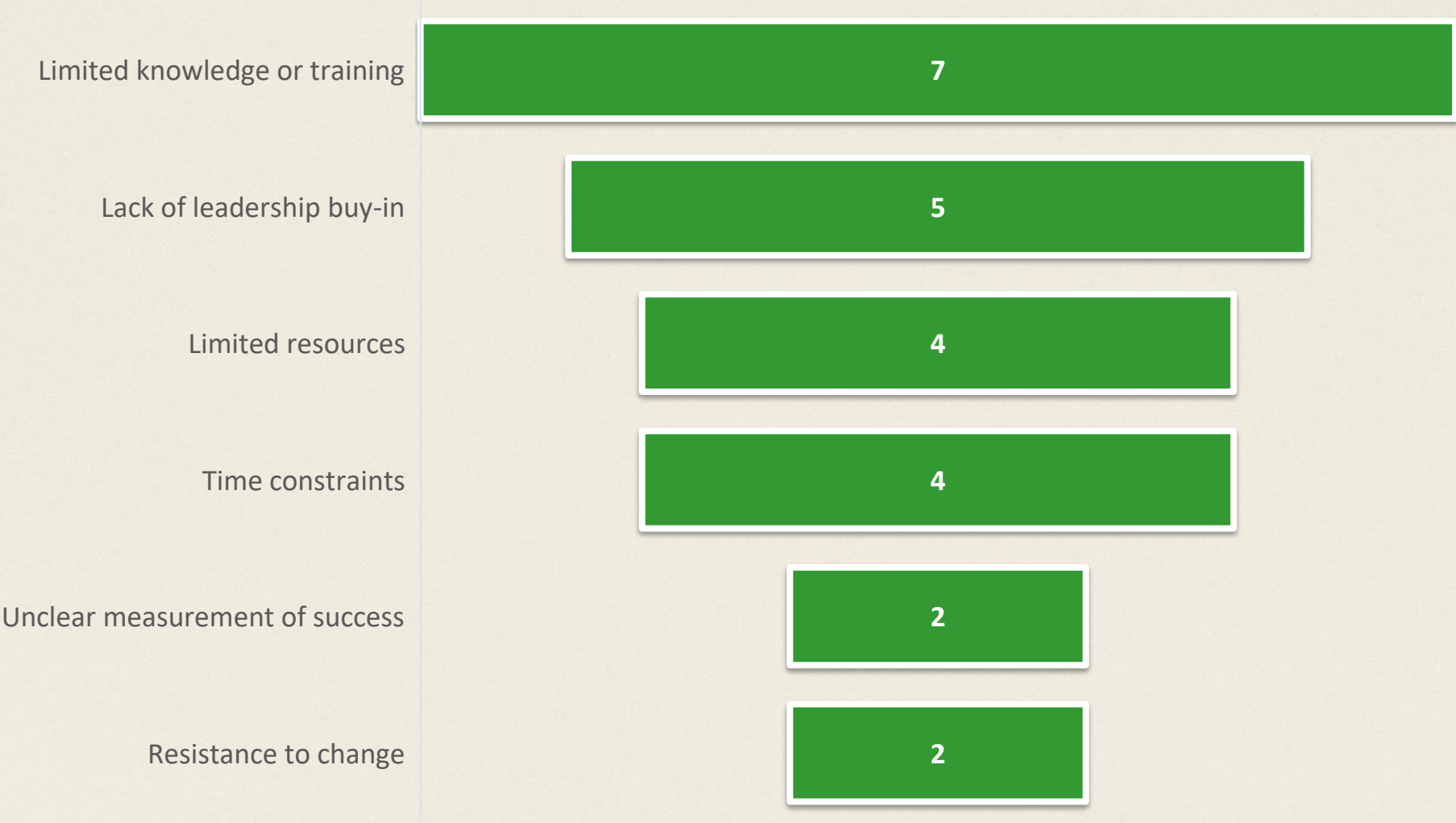
Q14. What motivated your organization to adopt neurodiversity practices or use the Toolkit?



n = 12

Other Factors (1): Talent attraction and retention

Q15. What challenges have you experienced when implementing neurodiversity initiatives?



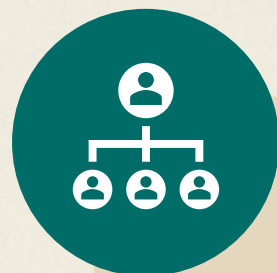
n = 12

Other Implementation Challenges (1): Employees don't know what they need themselves (neurotypical and neurodiverse)

Implementation Experience

Q16. What factors have most supported successful implantation?

n = 7



1. Leadership & Executive Buy-In (Primary Factor)

Support from leadership team
Executive buy-in and active championing
Organizational endorsement enabling broader adoption



2. Training, Awareness & Capacity Building

Training opportunities on the toolkit
Increasing awareness among professionals
Building understanding to drive wider uptake

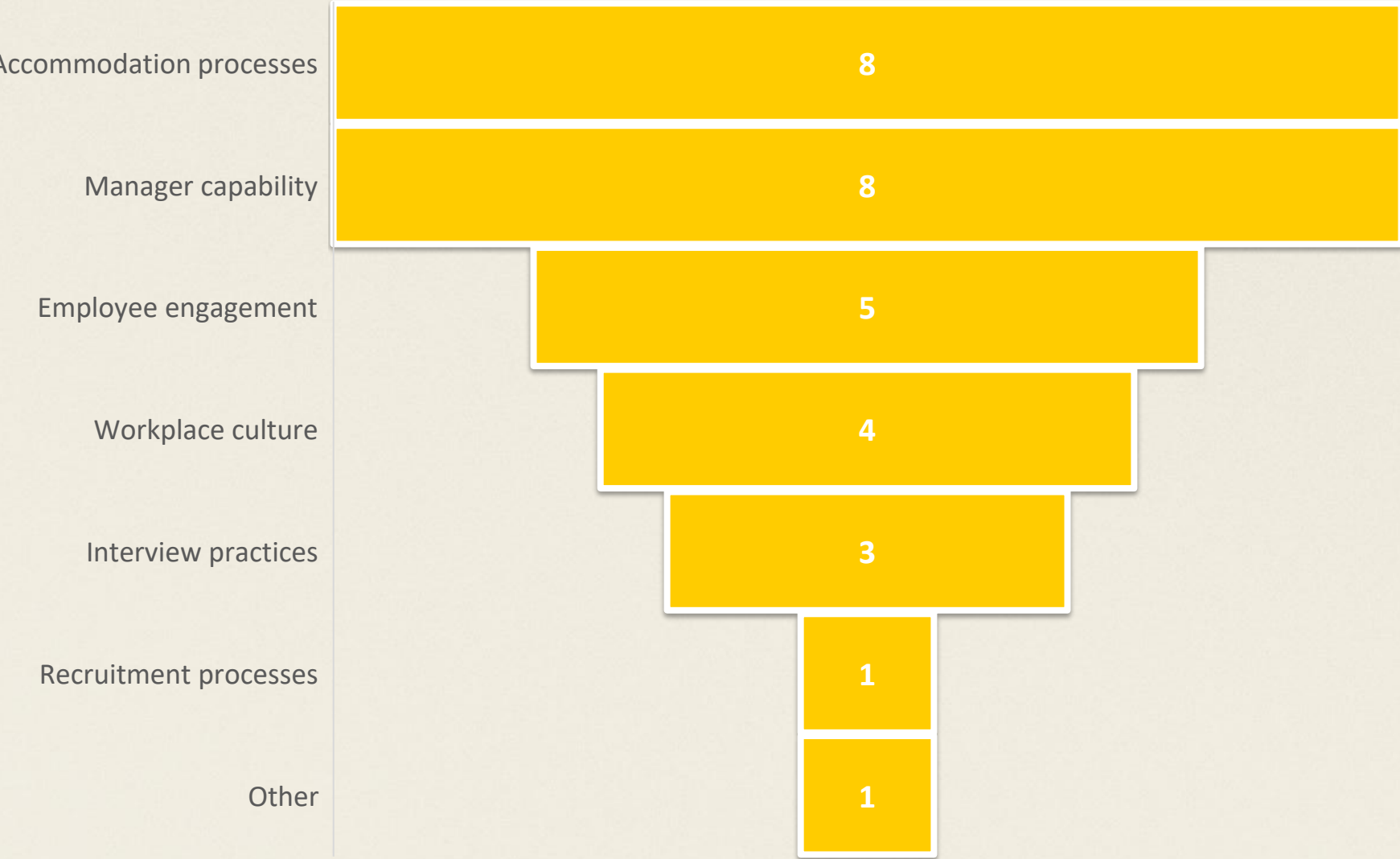


3. Employee Engagement & Internal Advocacy

Employee interest and demand driving momentum
Interactive elements supporting engagement
Importance of internal champions to promote and sustain use

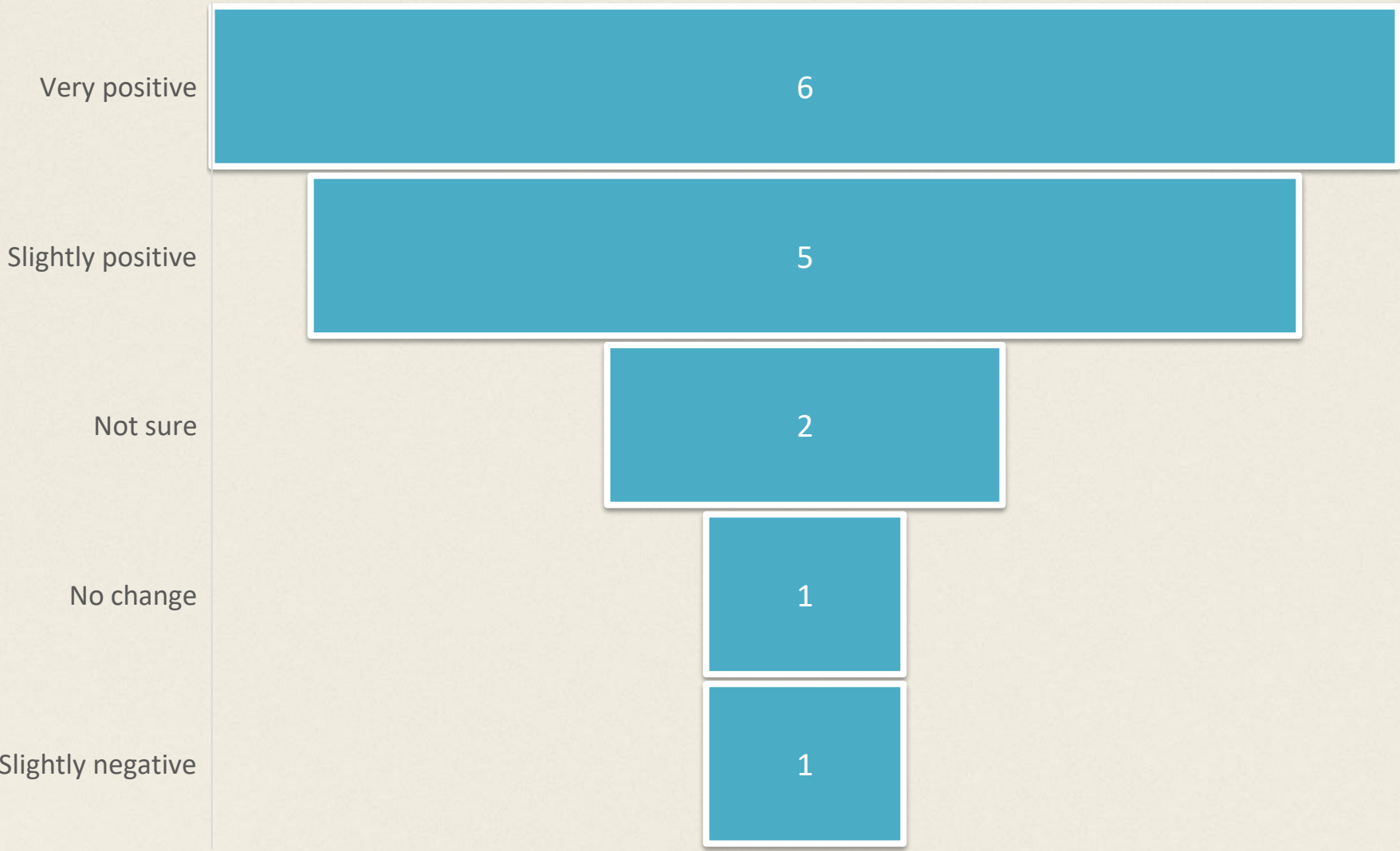
Impact on HR Practices and Workplace Experience

Q17. Since implanting neurodiversity practices or using the Toolkit, have you observed changes in the following areas?



n = 12

Q19. To your knowledge, how has implantation affected neurodivergent employees' workplace experience?



n = 12

The most noticeable improvements centered on increased openness and psychological safety, alongside stronger manager capability and measurable gains in employee outcomes such as attendance and engagement.

Impact on HR Practices and Workplace Experience

Q18. Please describe one example of a positive change that you have observed.

n = 9



1. Improved Employee Outcomes (Wellbeing, Attendance, Performance):

- Reduced absences and increased attendance.
- Employees more effective and committed.
- Appreciation for support.

"Through employee disclosure and accommodations put in place we have limited absences"

"People do seem appreciative of the support"

"Employees have been in office more often"



2. Increased Awareness, Openness & Psychological Safety:

- More conversations about neurodiversity.
- Greater peer engagement and education.
- Employees feel safe, seen, and accepted.

"There was increased conversations around neurodiversity in the workplace"

Q20. What improvement has been most noticeable?

n = 8



3. Improved Capability Through Training & Leadership Awareness:

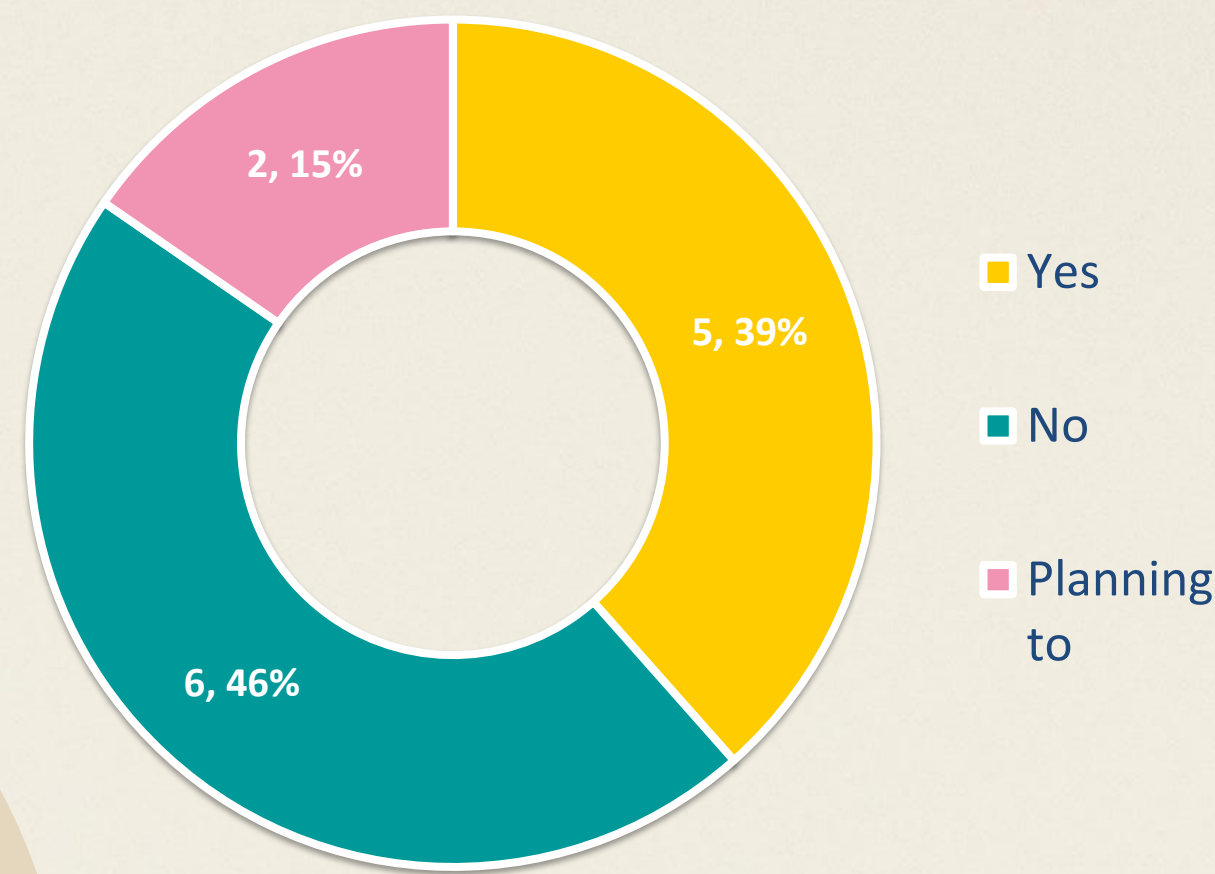
- Managers better able to support ND employees.
- Training increasing knowledge and confidence.
- More individualized, practical support.

"The workshop I attended was a great way to engage leaders and educate them on an area that most only have a surface level knowledge in"

"When supervisors are more aware of how to support ND employees, they generally incorporate this approach into their practice"

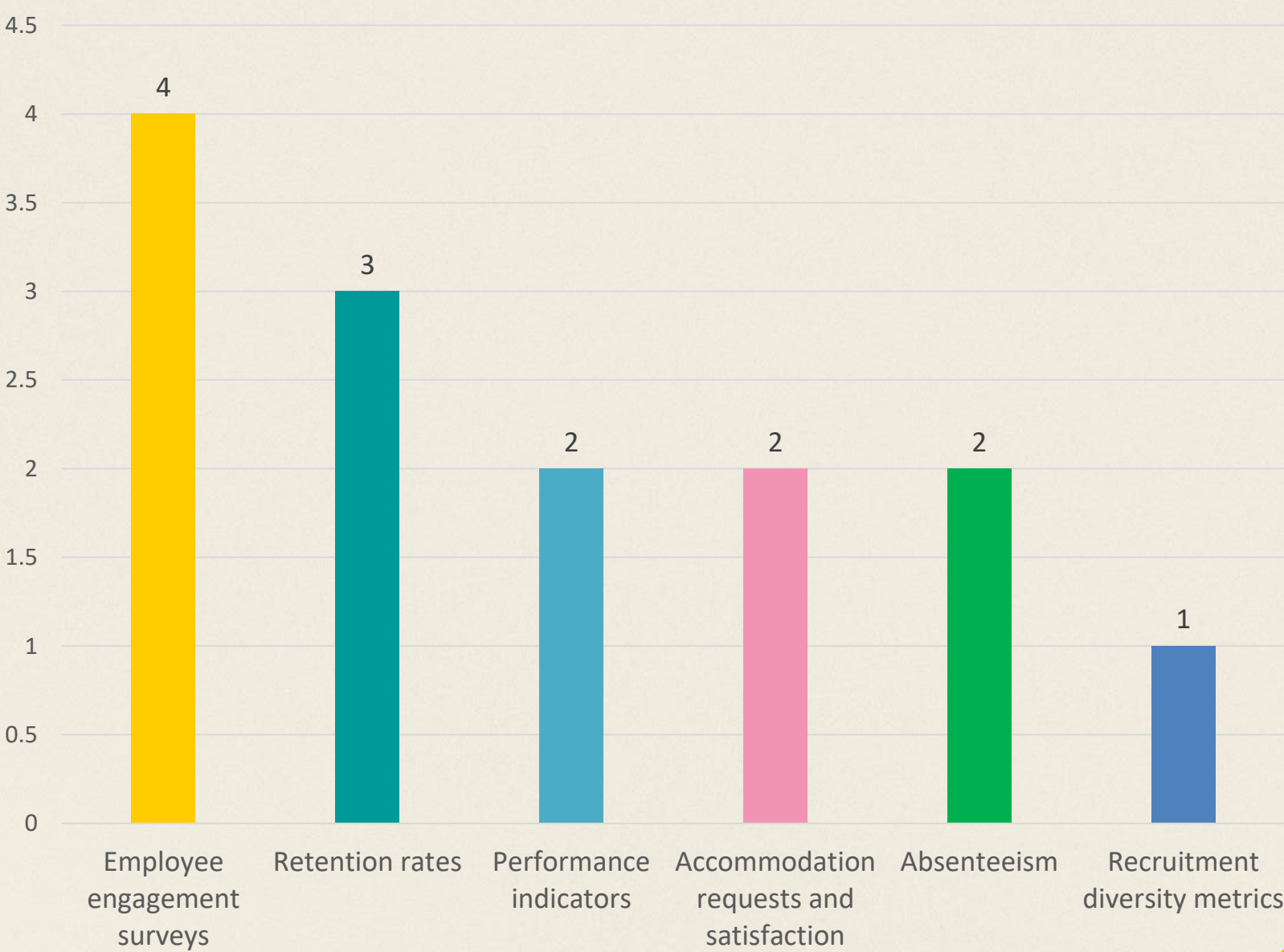
Measurement and Evaluation

Q21. Does your organization currently track outcomes related to neurodiversity or inclusion?



n = 13

Q22. If you answered “yes” to the previous Questions, what metrics or indicators are used?



n = 5

Measurement and Evaluation

Q23. What would help your organization better measure impact?



-  Need for a defined approach, starting point, or structured measurement.
-  Formal tools, tracking systems, data infrastructure.
-  Embedding measurement into surveys, processes, and workflows.
-  Availability of times, staffing, or space to implement and refine measurement.
-  General understanding, skills, or internal capability to measure impact.
-  Real-world examples, success stories, concrete measurement methods.

Final Feedback

Q24. What improvements would you suggest for future versions of the Toolkit?

1

Content Enhancement:

Requests for more or better content, practical examples, resources.

2

Usability & Design:

Ease of use, accessibility, clarity, simplicity, speed.

3

Training & Support:

Requests for more training, learning opportunities, guidance on use.

4

Maintenance & Updates:

Regular updates, keeping content current with evolving knowledge/practices.

5

Awareness & Engagement:

Limited familiarity, need for more exposure or deeper review/use.

6

No Improvements / Satisfied:

Explicit statements that no changes are needed or toolkit is already strong



Case Study Interviews

N=5



»»» About the Case Studies

Anonymized, representative stories synthesized from primary research illustrating patterns and practical applications of neurodiversity strategies, while safeguarding participant anonymity.

5

structured, in-depth interviews



voluntary participation, full confidentiality



names + identifying details changed



org type, size and role retained for relatability

Interview Approach

Participants were actively implementing strategies from the neurodiversity toolkit. Interviews followed a structured yet open format — consistent across key themes, while leaving room for detailed, real-life accounts of both implementation and impact measurement



Read each as an interpretive snapshot of practice, not a full organizational audit.

How to read each case

- 01 What was implemented
- 02 What worked well
- 03 Barriers encountered
- 04 How impact was measured
- 05 Toolkit tools used + links to explore further



Creating Space for Talent to Thrive

Organization Profile: Legal Services | Mid-sized | Western Canada



Alex works in HR at a mid-sized, full-service law firm in Western Canada. Supporting a team of 50–80 employees, Alex plays a key role in shaping employee experience and workplace culture.

After receiving a late-life ADHD diagnosis, Alex began to see neurodiversity in the workplace through a different lens. While the firm had not formally implemented a neurodiversity strategy, Alex started using the **Neurodiversity Toolkit** as a practical guide for everyday HR conversations and decision-making.

Rather than waiting for formal disclosures or accommodation requests, Alex focused on creating psychological safety through open conversations, flexible problem-solving, and individualized support. The Toolkit provided practical guidance, along with research and data that helped strengthen awareness with leadership and support more inclusive practices, including advocating for a dedicated quiet space within the office.

One employee who disclosed that they are autistic—but did not request formal accommodations—shared that this was the longest they had stayed with any employer. Through informal adjustments such as workflow modifications and greater flexibility, they were able to transition into a more independent, project-based role where their strengths could shine.



For Alex, the experience reinforced an important lesson: small investments in understanding and supporting employees can lead to stronger retention, engagement, and performance. Even without a formal program, neuroinclusive practices can begin with everyday interactions and a willingness to adapt.

Creating Space for Talent to Thrive

Organization Profile: Legal Services | Mid-sized | Western Canada



TOOLKIT IN ACTION

Securing Buy-In & Building Awareness Tools

Alex leveraged the tools to educate leaders and advocate for workplace changes.

Access Toolkit

Everyday Support Tools

Alex implemented accommodations without disclosure through workflow adjustments, remote flexibility, and individualized support.

Access Toolkit

Manager Conversation Guidance

Alex applied the guide to explore individual work preferences and identify practical supports.

Access Toolkit

MEASURING IMPACT

Alex did not rely on formal neurodiversity KPIs but tracked impact through existing HR indicators:

- **Employee Retention Rates** - used as a primary success measure
- **Attendance Tracking** - including sick days and short-term disability usage
- **Employee Engagement and check-ins** (regular personal touchpoints with staff)
- **HRIS and Benefits Data** (including employment status trends and benefits utilization)
- **Employee Assistance Program (EAP)** usage increased to support mental health
- **Reduced Sick Time**, observed alongside increased use of mental health supports

No Surprises: Rethinking Interviews

Organization Profile: Educational Institution | Large | AB, Canada

Isabelle is a leader at one of the schools within a large post-secondary educational institution, where she is responsible for overseeing hiring across a range of academic and administrative roles. In this leadership position, she plays a key role in shaping both team composition and the broader culture of her school.

Isabelle questioned whether traditional one-hour, high-pressure interviews were the best way to assess candidates. She began sharing most interview questions in advance so candidates could prepare notes and show their thinking more clearly, while still keeping some spontaneous questions for discussion of fit and support needs.

Over time, Isabelle noticed a clear shift in the quality of interviews. Candidates arrived more prepared and composed, and conversations became more structured and reflective rather than reactive. **This allowed her to gain deeper insight into their experience, problem-solving approach, and communication style.** The change made interviews feel more like conversations than tests, reducing anxiety and improving fairness. This shift was also reflected in candidate feedback. One successful hire, who was later promoted within a few months of starting the role, shared their experience:

“As a neurodivergent person, receiving the interview questions in advance was really helpful for me. It gave me time to process the questions, organize my thoughts, and feel more confident going into the interview.”



For Isabelle, the most meaningful outcome was improved clarity in hiring decisions. With more complete and thoughtful responses, she felt better able to assess true role fit beyond interview performance alone. The approach eventually became standard practice, reinforcing her belief that reducing unnecessary uncertainty in interviews can lead to more equitable experiences for candidates and better-informed hiring outcomes.

No Surprises: Rethinking Interviews

Organization Profile: Educational Institution | Large | AB, Canada



TOOLKIT IN ACTION

Employee Journey- Offer Interview Questions or Themes in Advance:

Traditional interviews often favor quick, spontaneous responses, which can disadvantage neurodivergent candidates. Isabelle addressed this by providing interview questions in advance.

Access Toolkit



MEASURING IMPACT

Isabelle did not rely on formal recruitment redesign KPIs but tracked impact through existing hiring and post-hire indicators:

- **Quality of Hire / Early Performance Outcomes-** stronger early performance and better role alignment
- **Candidate Experience Feedback-** consistent positive feedback from the candidates
- **Hiring Decision Clarity-** improved confidence in selection decisions

Neuroinclusion Without the Labels

Organization Profile: Multi-sector Organizations | HR Consulting | Canada



As an independent HR business consultant with more than 30 years of experience in operational leadership and human resources, Jordan helps organizations improve workplace performance by embedding neuroinclusive practices into existing business processes. Having led internal HR initiatives and consulted across industries, Jordan believes the **most effective way to build inclusive and productive workplaces is through organizational effectiveness- not labels.**

Rather than treating neurodiversity as a standalone initiative, Jordan helps leaders understand how different skills, experiences, and ways of working contribute to stronger recruitment, team performance, and business outcomes. By connecting inclusion to organizational goals, leaders are more likely to identify and remove barriers that may unintentionally exclude talented individuals. One example involved partnering with a local college's Autism CanTech placement program to connect students with specialized skills to meaningful workplace projects. The focus was not on diagnoses but on matching strengths to business needs. The experience demonstrated how expanding recruitment approaches can uncover talent that traditional hiring practices may overlook.

Jordan's work is also grounded in continuous learning. A key lesson is that HR professionals do not need to be experts before taking action—they need curiosity, openness, and a willingness to learn from employees, partners, and evolving research. Greater understanding helps reduce bias, strengthen workplace culture, and create better outcomes. Today, Jordan supports organizations across the talent lifecycle, from recruitment and onboarding to communication, performance management, and workplace design. Simple changes, such as reviewing job descriptions, creating predictable communication practices, and offering flexibility, can reduce barriers while improving the employee experience for everyone.



For Jordan, building neuroinclusive workplaces requires a commitment to learning, experimentation, and continuous improvement. When organizations focus on removing barriers, leveraging strengths, and creating psychologically safe environments, they strengthen overall organizational effectiveness.

Neuroinclusion Without the Labels

Organization Profile: Multi-sector Organizations | HR Consulting | Canada



TOOLKIT IN ACTION

Securing Buy-In & Building Awareness Tools

Jordan leveraged the tools to educate leaders and advocate for workplace changes.

Access Toolkit



Employee Journey Tools

Jordan coached leaders to focus on skills-based hiring, strengths alignment, and individualized approaches that supported employee effectiveness.

Access Toolkit



Neurodiversity Manager Guidance

Jordan coached leaders to implement flexible communication, adaptable workspaces, and individualized supports.

Access Toolkit



MEASURING IMPACT

Jordan measured success by evaluating improvements across existing organizational and HR practices rather than introducing separate neurodiversity metrics.

- **Recruitment Process Metrics** –skills-based hiring metrics, interview completion rates, time-to-hire, and candidate experience scores.
- **Employee Engagement Scores** –engagement survey results, psychological safety ratings, and frequency of employee check-ins.
- **Team Collaboration** –cross-functional project participation, team effectiveness scores, and collaboration feedback.

Employee Retention Rates –turnover rates, internal mobility, role satisfaction, and length of employment.

Workplace Culture Indicators –inclusion survey results, communication effectiveness ratings, bias awareness measures, and employee feedback trends.

Productivity and Performance Measures –goal achievement, project completion rates, accommodation effectiveness, and performance outcomes.

A Neuroinclusive Learning Culture

Organization Profile: Educational Institution | Large | AB, Canada



Alice is an Organizational Development Professional at a mid-sized post-secondary institution, where she supports employee learning, leadership development, and organizational change. As part of creating an exceptional employee experience, Alice recognized that traditional training approaches did not always reflect the diverse ways employees learn, process information, and engage. She began embedding inclusive adult learning principles into workshops and leadership development experiences across the organization.

Learning sessions were intentionally designed using multiple modes of engagement, including verbal instruction, written materials, workbooks, reflection activities, interactive discussions, and real workplace examples. These principles were also applied during organizational change initiatives. When introducing new systems and processes, Alice's team focused on making technical information more relatable by connecting changes to employees' everyday experiences, such as how a new tool would impact payroll, vacation requests, or other familiar tasks. By focusing on the human impact of change, employees were better able to understand their role in the transition. One interesting tool Alice always uses in her training sessions is intention-setting to create psychological safety and support meaningful participation. Employees are invited to reflect on what they need to be present and engaged, while Alice emphasizes that participation could look different for everyone. Employees could contribute through discussion, reflection, or simply listening, creating space for different communication styles, comfort levels, and learning preferences.

Through this approach, Alice focuses on creating **learning environments built on accountability, connection, and trust**. Alice has also noticed that over time, these practices began influencing the broader workplace culture, with leaders adopting more inclusive language and incorporating concepts from learning sessions into conversations, collaboration, and performance discussions with their teams.



For Alice, the experience reinforced that creating a neuroinclusive workplace does not necessarily require a formal program. Consistent, intentional actions- such as designing learning experiences that recognize diverse ways of thinking, communicating, and participating- can strengthen trust, engagement, and belonging across an organization.

A Neuroinclusive Learning Culture

Organization Profile: Educational Institution | Large | AB, Canada



TOOLKIT IN ACTION

Employee Journey Tools

Alice enhanced the employee experience through strengths-based development, inclusive learning practices, and individualized approaches that supported employee effectiveness.

Access Toolkit



Everyday Support Tools

Alice implemented inclusive learning supports through multiple learning formats, flexible participation options, and individualized approaches that allowed employees to engage in ways that aligned with their needs and preferences.

Access Toolkit



MEASURING IMPACT

Alice tracked impact through learning feedback, employee experience indicators, and observed workplace behaviours:

- **Learning Accessibility and Engagement**- post-session surveys measuring different learning formats.
- **Psychological Safety and Trust** – focus groups and pulse surveys assessing comfort, inclusion, and participation.
- **Application of Learning** – follow-up surveys and observations of behaviour changes.
- **Culture and Belonging** – employee engagement surveys and feedback forums measuring connection and inclusion.

Empowering Neurodivergent Talent

Organization Profile: Multi-sector Organizations | Neurodiversity Coaching & Workplace Training | Canada



Through years of leadership coaching and professional development work, Taylor's approach to neurodiversity began with a foundation of trust, lived experience, and a commitment to helping individuals succeed. After openly sharing his own neurodivergent journey with clients, conversations began to emerge around workplace challenges, personal experiences, and the barriers many neurodivergent individuals face in professional environments. These conversations highlighted a significant need for greater understanding, practical support, and strategies that enable individuals to thrive.

Combining his lived experience with professional training in autism, neurodiversity in the workplace, and coaching, Taylor began supporting leaders, managers, and employees in creating more inclusive and effective ways of working. **His focus is on helping neurodivergent individuals recognize their strengths, understand their challenges, and develop personalized strategies that improve confidence, performance, and workplace experiences.**

Taylor's approach emphasizes that supporting neurodivergent employees does not always require complex or costly changes. Simple practices such as clear written instructions, predictable communication, flexible work options, quiet spaces, and digital tools can reduce barriers and help employees manage challenges related to executive functioning, sensory needs, and information processing.

Through coaching, Taylor helps individuals identify their strengths and develop strategies that allow them to work more effectively. Success is demonstrated when employees begin applying these strategies, receiving positive workplace feedback, improving performance, and gaining greater confidence in their abilities.



By increasing awareness and shifting perspectives, Taylor helps organizations recognize neurodiversity as a strength rather than a challenge. Creating workplaces that value different ways of thinking and working allows neurodivergent employees to contribute fully while helping organizations unlock a broader range of talent and potential.

Empowering Neurodivergent Talent

Organization Profile: Multi-sector Organizations | Neurodiversity Coaching & Workplace Training | Canada



TOOLKIT IN ACTION

Securing Buy-In & Building Awareness Tools

Taylor coached leaders and teams better understand neurodiversity and build confidence in supporting neurodivergent employees.

Access Toolkit



Employee Journey Tools

Taylor coached neurodivergent individuals to identify strengths, develop personalized strategies, and build skills that supported confidence, productivity, and workplace success.

Access Toolkit



Neurodiversity Manager Guidance

Taylor supported managers in creating more inclusive environments through clear communication, flexible approaches, and individualized workplace supports.

Access Toolkit



MEASURING IMPACT

Taylor measured success by focusing on individual growth, strategy implementation, and improved workplace experiences rather than separate ND metrics:

- **Individual Growth and Confidence** - increased self-awareness, ability to identify strengths and challenges, and confidence in communicating needs.
- **Strategy Implementation and Performance Outcomes** – use of personalized tools and approaches that improve organization, productivity, and work quality.
- **Employee and Workplace Feedback** – positive feedback from employees and leaders on improved understanding, communication, and support.

Neurodiversity in Job Postings



About Neurodiversity in Job Postings

To better understand **how neurodiversity shows up in hiring practices**, we looked at publicly available job postings (*Appendix A*) across several sectors, including finance, consulting, telecommunications, and non-profit organizations.

Job postings were chosen from industries with frequent hiring and easily accessible public listings. They were then reviewed using a consistent set of criteria to identify common patterns and ways recruitment could be made more inclusive.

Rather than looking at individual organizations, the focus was on common trends across industries. This helps show how inclusion is communicated and where hiring practices could better support neurodiverse candidates.

Each job posting was evaluated based on the following four areas:

- | | |
|-------------------------|---------------------|
| Accommodation Practices | Inclusive Language |
| Enabling Features | Structural Barriers |

Success Indicators

These indicators were used in the job postings analysis to help highlight how often inclusive practices appear and how clearly they are communicated in job postings:

Inclusive communication:

inclusion/diversity statements, encouragement to apply, strengths-based language

Accessibility clarity:

clear accommodation processes, transparency in hiring steps

Proactive accessibility:

supports offered beyond “upon request,” including hiring, onboarding, and workplace stages

Flexibility of roles:

adaptable qualifications, reduced rigid requirements

Alignment & consistency:

match between inclusion language and actual supports, and consistency across postings

Depth of inclusion:

presence of multiple inclusive features within a single posting

Accommodation Practices

Accommodation practices are increasingly visible within job postings, particularly during the recruitment process. However, support is typically concentrated at the hiring stage, with limited information about accessibility beyond recruitment.

Where Accessibility Lacks Clarity:

- How to request accommodations
- What supports are available
- Transparency in the hiring process

Structural Limitations

- Absence of onboarding support
- Lack of ongoing workplace adjustments
- Reliance on reactive accommodation models

Accommodation practices reflect **growing visibility and stronger communication of accessibility** during hiring but remain limited in scope and are not consistently integrated across the full employee lifecycle.

Organizational Examples

TD Bank

- Hiring-focused accommodations
- Clear articulation of accommodation processes during hiring
- Transparent accessibility statements

Westjet

- Accessibility commitments
- Compliance-oriented accessibility language
- Explicit commitment to accessibility
- Encouragement for diverse candidates to apply.

Inclusive Language

Inclusive communication is a consistent feature across job postings, with organizations frequently emphasizing diversity, belonging, authenticity, and candidate potential to create more accessible entry points for applicants.

How Inclusion is Communicated

- Diversity, equity, and inclusion emphasized
- Belonging, authenticity, and respect
- Prominent across large organizations

Key Patterns

- Human-centered tone across postings
- Strength-based, growth-oriented language
- Encouragement to apply without meeting all criteria
- Emphasis on contribution, flexibility, and development

This shift in language represents meaningful progress toward accessibility by broadening how candidates interpret fit and success. However, improvements in inclusive communication are not always matched by changes in role design or structured supports.

Deloitte

- Flexible qualification framing
- Focus on capability over rigid criteria
- “Apply even if you don't meet every requirement”

Candidate Impact

- Reduced perceived barriers to entry
- Increased candidate participation
- Greater confidence among applicants

Enabling Features

Several organizations demonstrate emerging practices that support more inclusive recruitment and employment experiences through flexible qualifications, accessibility commitments, transparent accommodation processes, and employee development opportunities.

These practices signal a shift toward more intentional and structured approaches to inclusion.

Organizations are building a strong cultural foundation for inclusion, with opportunities to further align messaging, workplace systems, and role design.

Examples of Emerging Practices

Deloitte

- Flexible qualification requirements
- Learning-oriented, growth-focused language
- Emphasis on wellness and development

TD Bank

- Clear accommodation process during hiring
- Transparent accessibility statements

WestJet

- Explicit commitment to accessibility
- Encouragement for diverse candidates

Emerging Themes in Inclusive Practices

- Greater flexibility in hiring criteria and role expectations
- Increased transparency regarding hiring process and accessibility supports
- Broader recognition of diverse strengths, experiences, and working styles

Areas of Strong Consistency

- Diversity and inclusion statements
- Employer brand positioning
- Cultural commitments

Organizations have made significant progress in:

- Signaling inclusion
- Building supportive cultures
- Encouraging diverse candidates to apply

Structural Barriers

While inclusive intent is visible across job postings, several structural features may continue to create barriers for some candidates. These barriers are most often linked to role design and performance expectations rather than organizational messaging. Job design, rather than intent, emerges as a primary driver of accessibility challenges and represents a key opportunity for inclusive improvement.

Role Design and Accessibility

Role Expectations

- High multitasking and rapid task-switching
- Fast-paced, high-pressure environments
- Continuous interpersonal communication
- Complex stakeholder management
- Performance tied to sales targets or metrics

Implications for Accessibility

- Increased cognitive load
- High social and emotional demands
- Reduced flexibility in how work is performed

Typical Sales Role Demands

- Continuous customer interaction
- High levels of emotional labor and persuasion
- Performance-based or commission-driven outcomes
- Fast-paced, target-oriented environments

Area of Low Consistency

- Accessible role design
- Flexible job structures
- Reduced cognitive and social load expectations

Many roles, particularly in banking and telecommunications, focused on sales and relationship management. These roles may not suit the strengths or preferences of all candidates, highlighting opportunities for more flexible job design. Overall, organizations are making progress in how they communicate inclusion, but this progress is less evident in how roles and workplace systems are structured.

Implications for Neuroinclusive Hiring

The findings suggest that inclusion is increasingly visible within recruitment messaging but less consistently embedded within hiring processes and role design.

By strengthening the connection between inclusion messaging, accessibility practices, and role design, organizations can more effectively operationalize and scale neuroinclusive hiring.

Measuring inclusion in job postings involves looking at how inclusion is communicated, how clearly accessibility supports are described, and whether accommodations extend beyond the hiring process. It also considers how flexible role requirements are, whether inclusion messaging is supported by visible practices, and the extent to which multiple inclusive features are present within a single posting.

Inclusive Hiring Opportunities

The Gap: Inclusive Intent & Accessibility

Organizations demonstrate strong commitment to inclusion, yet accessibility is not always reflected in the practical design of hiring experiences.

- Strong inclusion messaging
- Employer branding emphasizes belonging
- Limited structural implementation
- Accessibility often unclear or implicit

Towards Embedded Inclusion

Advancing neuroinclusive hiring requires moving beyond awareness and embedding accessibility within organizational systems and practices.

- Inclusive hiring design
- Workplace supports beyond hiring
- Role alignment with diverse working styles
- Reduced cognitive and social load barriers

Primary Opportunities Moving Forward

The greatest opportunity lies in translating inclusive intent into consistent and scalable practices.

- Hiring design
- Role structure
- Day-to-day work systems

Neurodiversity Initiatives Across Organizations



About

To complement the analysis of job postings, secondary research was conducted on established neurodiversity hiring and workplace inclusion initiatives.

Together, they provide snapshots of how organizations are adapting their practices in real-world contexts, reinforcing key patterns identified in the survey findings. Illustrating how neurodiversity inclusion moves beyond general accessibility toward intentional system level adaptation, while highlighting emerging best practices and considerations for measuring success.

These examples (**Appendix B1-B4**) draw on publicly available stories and organizational accounts to illustrate how neurodiversity inclusion is operationalized in practice with a focus on:

Implementation
Challenges

Workplace Supports

Role Alignment

Hiring Redesign



Organization Examples

*Examples summarized here; full descriptions in **Appendix B** (Appendix B1 – B4)*

TD Bank – Specialisterne Neurodiversity Hiring Program ([TD Bank](#), 2023)

What They Do

- Skills-based hiring (replaces traditional interviews)
- Practical exercises to assess ability
- Partner support (Specialisterne) and accommodations

What Works

- Skills-based hiring (replaces traditional interviews)
- Practical exercises to assess ability
- Partner support (Specialisterne) and accommodations

Challenges

- Skills-based hiring (replaces traditional interviews)
- Practical exercises to assess ability
- Partner support (Specialisterne) and accommodations

Insights

- Partner support (Specialisterne) and accommodations

TD Bank – Neurodiversity Recruitment and Assessment Practices ([TD Bank](#), 2018)

What They Do

- Structures exercises instead of interviews
- Focus on demonstrated ability (social cues)
- Adapting hiring to reduce barriers

What Works

- Captures real skills more accurately
- Reduces misinterpretation in interviews
- Supports alignment between strengths and roles

Challenges

- Resource intensive
- Not consistent across teams
- Requires manager awareness

Insights

- Assessments must shift from social performance to ability

Organization Examples

*Examples summarized here; full descriptions in **Appendix B** (Appendix B1 – B4)*

Sopra Steria – Specialisterne-Supported Placement ([Specialisterne](#), 2026)

What They Do

- External partnerships support hiring and onboarding
- Strength-based role alignment

What Works

- Reduces employer uncertainty
- Strong role fit supports performance
- Supports team integration

Challenges

- Limited internal experience
- Dependent on external expertise
- Not scaled across organizations

Insights

- Partnerships enable inclusion but internal capacity is needed

Ready, Willing, and Able (RWA) – Public Sector Examples ([RWA](#), 2019, Page 10)

What They Do

- Partner-based hiring (RWA and community orgs)
- Employer training and onboarding support
- Focus on aligning roles with strengths

What Works

- Improves employer readiness
- Supports hiring and initial integration
- Provides structured support to employers

Challenges

- Small scale implementation
- Focus on hiring over progression
- Partner dependence

Insights

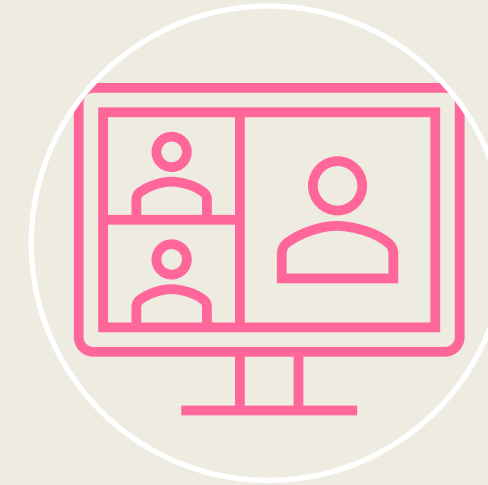
- Prepared teams and role matching enabled hiring but scale is limited

What the Research Shows



Organization Examples show that neurodiversity inclusion is supported through intentional system design rather than small policy changes.

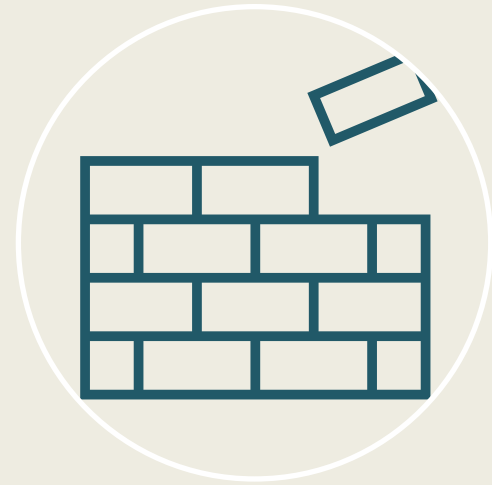
- Hiring uses skills-based assessments instead of traditional interviews.
- Roles are designed to align with task-based work and individual strengths.
- Inclusion is built into structured processes, often with support from external partners.
- Many programs are pilot-based, and organization-wide implementation is still emerging.



Job postings show that inclusion is mainly reflected in organizational messaging rather than hiring practices.

- Organizations highlight inclusive values and offer training, mentorship, and development opportunities.
- Hiring continues to rely on traditional interviews and emphasizes communication skills.
- Many roles mention high pace, multitasking, and interpersonal demands with limited alignment to task or strength-based roles.
- There was limited signs of skills-based assessments or external partnerships and supports not built into hiring practices.
- System-level integration is still developing.

Building on Inclusive Intent



Building Momentum

- Job postings increasingly show inclusion through inclusive language, accessibility statements, employee development opportunities, and flexible qualification requirements, making inclusion more visible and creating broader entry points for candidates.



Moving from Intent to Implementation

- While inclusive intent is growing, opportunities remain to strengthen hiring and workplace design through hiring approaches, accommodation practices, role design, team readiness, and external expertise.



What Matters Most

- Advancing neuroinclusive hiring requires moving beyond intent by aligning inclusive messaging with hiring practices, workplace support, and role design to reduce barriers, improve accessibility, and support more inclusive candidate and employee experience.

Canada's Best Diversity Employers 2026 Analysis





Looking outward before looking inward

Most leading employers say they're committed to diversity and inclusion. But do they say anything specific about neurodiversity. Before building recommendations, we wanted to know: is neurodiversity actually showing up in what top Canadian employers do publicly — or is it still folded into general accessibility language?



What we did

- Reviewed 70 organizations recognized as Canada's Best Diversity Employers (2026)
- Examined public reports, accessibility plans, and diversity initiatives for neurodiversity-specific programs or strategies
- Looked for common approaches, best practices, and gaps in implementation



Why it matters

It shows where the field actually stands right now — separating real, specific practice from general accessibility language — so our own recommendations build on what leading employers are proven to do, not on assumption..



Up next: how we did it, then what we found





Review of Canada's Best Diversity Employers (2026)

Assessing whether leading Canadian employers publicly address neurodiversity



Objective

Assess whether leading employers publicly include neurodiversity in their D&I efforts



Sample

70 employers recognized as Canada's Best Diversity Employers (2026)



Analyzed for

Neurodiversity initiatives, common practices, best practices, and gaps

Types of the public sources reviewed:

Accessibility plans



DEI strategies



Annual reports



Careers pages





Key Findings

How many organizations publicly address Neurodiversity?



Clear initiatives

10 organizations have dedicated programs, ERGs, accessibility plans, hiring initiatives, or partnerships.



General accessibility

24 organizations have disability or accessibility focus, no clear neurodiversity strategy.



Unclear

36 organizations have insufficient public information to determine specific initiatives.

Several common practices emerged across employers with strong implementation:



Employee Resource Groups



Accessibility & disability action plans



Neurodiversity hiring programs



Partnerships with specialist organizations



Training for leaders & employees



Workplace accommodations



Key takeaway: recognition of neurodiversity is growing among leading employers, but implementation is inconsistent- the strongest practices combine leadership commitment, accessibility planning, employee networks, targeted hiring, and ongoing education.



Measuring Impact

Practical Framework for Neurodiversity Initiatives



About Neurodiversity Impact Framework

A practical framework for measuring the impact of neurodiversity initiatives

Adopting tools and running initiatives is only half the work. Without a way to track whether they are actually changing awareness, behavior, and outcomes, even well-designed strategies risk staying activity for activity's sake.

The premise

If it can't be measured, it can't be shown to matter.

This framework exists to answer one question at every stage:

how do we know this is working?

Measurement across three tiers

Tier 1

Tool adoption and practice implementation

Are we building awareness, alignment, and readiness?

Tier 2

Employee experience and behavior change

Are mindsets and team dynamics actually shifting?

Tier 3

Organizational and business impact

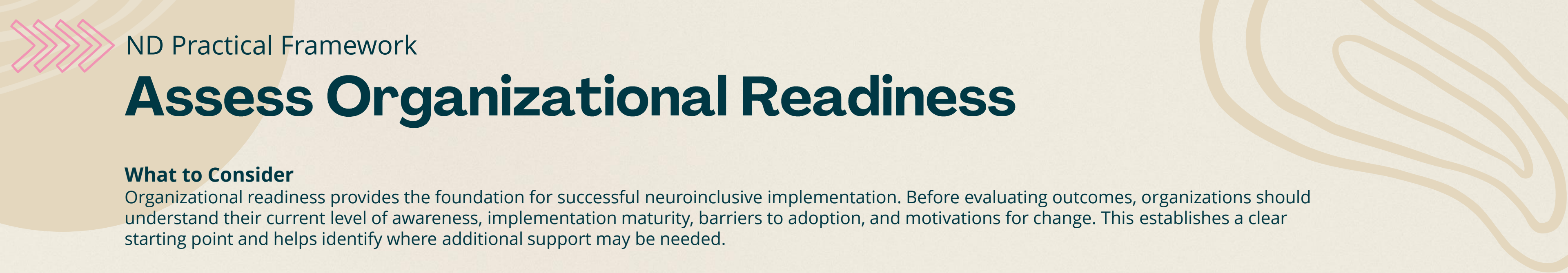
Is inclusion embedded into core systems?



Each tier pairs its tools with metrics, benchmarks, outcomes, and data sources — so progress is never just assumed.



The tiers build on each other — early awareness work sets up the behavior shifts and systemic change that follow.



Assess Organizational Readiness

What to Consider

Organizational readiness provides the foundation for successful neuroinclusive implementation. Before evaluating outcomes, organizations should understand their current level of awareness, implementation maturity, barriers to adoption, and motivations for change. This establishes a clear starting point and helps identify where additional support may be needed.

Awareness
Determine whether employees and leaders understand neurodiversity concepts and are prepared to adopt neuroinclusive practices.

Organizational Maturity
Identify the organization's current stage of implementation, from planning through fully embedded practice.

Barriers
Assess factors that may limit implementation, including knowledge gaps, resource constraints, resistance to change, and unclear expectations.

Motivators
Understand the organizational drivers for implementation, such as talent attraction, employee retention, DEI priorities, or compliance requirements.

Applying the Measurement Framework

Using the Framework

Use this framework to evaluate neuroinclusive initiatives by measuring how they are implemented, how employees experience them, and the impact they have on the organization. This allows results to be compared across different tools and practices.

How to Apply

Before evaluating neuroinclusive initiatives, consider the organizational factors that affect readiness. Then use this standardized framework to evaluate initiatives consistently, compare results across the organization, and identify opportunities for improvement.

Evaluate Every Initiative
Assess each initiative using six shared dimensions:

- Adoption
- Equity
- Capability
- Behavior Change
- Experience
- System Effectiveness

Follow the Same Process

- Measure Implementation
- Identify Indicators
- Compare Benchmarks
- Review Findings
- Improve Practice

Collect Consistent Evidence
Measure the same evidence across every initiative:

- Usage
- Effectiveness
- Engagement
- Business Outcomes

Tier 1: Tool Adoption and Practice Implementation

Building Awareness, Alignment, and Readiness

Establishes the foundational conditions for implementation. Tools help articulate the value of ND inclusion, align it to strategic priorities, and surface readiness gaps — since many organizations start without a clear awareness or leadership baseline.

[Email Pitch](#)[Business Case](#)[Readiness Checklist](#)[ND 1-pager](#)[Learning Touchpoints](#)[Planning Guide](#)[Access Toolkit](#) 

How this stage is measured



Metrics

- % managers using tools
- % teams completing readiness activities
- Awareness reach
- # initiatives/plans created



Success benchmarks

- Awareness → implementation movement
- Adoption: 20–50%
- Awareness reach: 50–80%
- Readiness tools done: 40–60%



Outcomes

- Increased ND understanding
- Early leadership engagement
- Gaps + priorities identified
- Initial plans developed



Data sources

- Email analytics
- Resource/download logs
- Survey + readiness data
- Session attendance

Metrics and benchmarks are indicative — based on survey insights, organizational examples, job posting analysis, and secondary research.

Tier 2: Employee experience and behavior change

Shifting mindsets and team dynamics

Focus shifts to behavior and daily experience within teams — inclusion becomes visible through manager practices and team dynamics.

Survey data points to a strong need for manager capability building, especially around psychological safety.

Perceived impact: early signals are largely qualitative — openness, communication, and belonging — ahead of measurable outcomes.

"Know your team" guide

Accommodation ref. sheet

Manager communications

Support request forms

Quick-start guide

"How I work best" sheet

Team norms menu

Access Toolkit



How this stage is measured



Metrics

- % of employee participation
- Manager tools usage in 1:1s and team interactions
- Psych safety/comfort levels
- Inclusive practice frequency



Success benchmarks

- Consistent inclusive practice use
- Team participation: 40–70%
- Psych safety improvement: 15–30%
- Preferences reflected: 30–60%



Outcomes

- Increased psych safety + trust
- Better communication + dynamics
- Strengthened manager confidence
- Consistent employee support



Data sources

- Pulse surveys + feedback tools
- Manager-reported observations
- Form submissions (requests/preferences)
- HR systems + internal tracking

Tier 3: Organizational and Business Impact

Embedding Inclusion Into Core Systems

Sustaining impact means embedding inclusion into hiring, onboarding, performance management, and everyday practices. Job posting analysis points to structural gaps in hiring; survey data shows inconsistent application across organizations.

Sustainability + frequency of use: maturity shows up as consistency — how often tools are used and how well practices integrate into workflows, not just whether they were adopted once.

Job postings

Interview process

Onboarding

Performance reviews

Access Toolkit 

How this stage is measured



Metrics

- % processes aligned with inclusive practices
- Applicant volume + engagement
- Retention + early tenure stability
- Engagement + performance trends



Success benchmarks

- Adoption across systems: 50–80%
- Engagement improvement: 10–30%
- Stable/improved early retention
- Reduced variability in outcomes



Outcomes

- More inclusive, accessible hiring
- Improved retention + engagement
- Greater consistency across teams
- More equitable evaluation outcomes



Data sources

- Applicant tracking system (ATS)
- HR dashboards (retention, engagement)
- Onboarding + exit surveys
- Performance review data + analytics

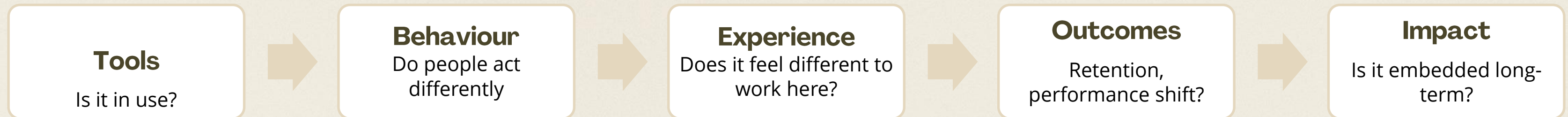
Putting the three tiers into motion

The three tiers aren't three separate audits — they're three checkpoints on one line of change. A tool gets adopted, that adoption shows up as different behavior, that behavior becomes a different employee experience, and — if the system underneath is strong enough — that experience shows up as a business outcome. This slide shows what each checkpoint is really asking, and what determines whether change survives the trip.

TIER 1 • Tool adoption

TIER 2 • Experience & behavior

TIER 3 • Business impact



Why this matters: most initiatives die between "adopted" and "changed anything." Tier 1 alone can look like success — high usage, good attendance — while Tiers 2 and 3 quietly show nothing moved. Tracking all three closes that blind spot.

What determines whether the process works: four systemic enablers

When a tier stalls, it's rarely the tool itself — it's usually a gap in one of these four. They're the "why" behind a break anywhere on the pathway above.



Leadership

When a tier stalls, it's rarely the tool itself, it's usually a gap in one of these four. They're the "why" behind a break anywhere on the pathway above.



Systems

If practice isn't built into process, Tier 2 behavior depends on who happens to care.



Managers

They're the daily translator — weak manager capability breaks Tier 2 experience directly.



Job design

Poorly designed roles can block Tier 3 outcomes even when everything else works.

Neurodiversity-Informed Design

Building Human Effectiveness at Work

Lead with Purpose

Build leadership buy-in by recognizing that investing in neurodiversity-Informed initiatives is an investment in performance, innovation, and productivity.

Measure Progress

Use the Measurement Framework to understand what is working, demonstrate impact, and continuously improve.

What gets measured gets momentum.

Build Capability

Empower leaders through learning.
Equip managers with practical training and resources to create supportive environments where different strengths can flourish.

Pilot, Learn, Scale

Small, intentional changes can have meaningful impact.
Use the Toolkit to begin with achievable actions, learn from experience, and grow over time.

Design for Productivity

Build neurodiversity-informed practices into every stage of work- from job postings to daily workflows- creating conditions where people can thrive and performance can improve.



Neurodiversity-informed workplaces are not about changing people - they are about creating environments where people can do their best work. When individuals thrive, organizations thrive.



Appendix

Appendix A1 Job Postings

This analysis explores how neuroinclusive practices are communicated through recruitment materials, specifically publicly available job postings. Job advertisements play an important role in shaping early perceptions of organizational accessibility, role expectations, and workplace culture. As a result, they provide valuable insight into how organizations communicate inclusion before employment begins. A total of 17 job postings across eight organizations and multiple industries were reviewed using a qualitative coding framework. The analysis was intended to identify recruitment signals that may influence how accessible and appealing roles appear to neurodivergent applicants, rather than to evaluate organizational performance or implementation.

Approach

Each job posting was reviewed using a structured four-domain framework, with a consistent coding approach applied across all postings to support comparison. The four domains captured both inclusive practices and potential barriers within recruitment communication:

- Explicit accessibility practices
- Inclusive organizational language
- Structural enablers of participation
- Potential accessibility barriers reflected in role design or language

The analysis was limited to information contained within publicly available job advertisements and associated recruitment materials.

Interpreting the Findings

The findings reflect how inclusion is communicated through recruitment materials rather than confirmed workplace practices. The presence of inclusive indicators suggests an intention to support accessibility, while the absence of explicit accommodations should not be interpreted as evidence that support is unavailable. Similarly, identified barriers highlight aspects of recruitment language or role design that may create accessibility challenges for some applicants, rather than indicating shortcomings in organizational practice. Overall, the framework is intended to identify patterns in how neuroinclusion is communicated during recruitment, rather than to assess compliance or organizational performance.

Four-Domain Framework		
Evidence	Focus of Analysis	Features
Neurodiversity Accommodations	Whether and how organizations communicate accessibility and accommodations practices for applicants and employees.	Accommodation statements, interview adjustments, accessibility commitments, flexible requirement processes, wellness or support references.
Inclusive Language	How organizations communication belonging, respect, and inclusion in recruitment messaging.	Diversity and inclusion statements, strengths-based language, encouragement to apply, belonging and equity language, person-centered tone.
Organizational Enablers	Structural or cultural features that may support successful participation of neurodivergent employees.	Flexible work, hybrid models, training, mentorship, structured onboarding, clear expectations, development pathways, wellness supports.
Potential Barriers	Job requirements or language that may unintentionally reduce accessibility or increase exclusion risk.	Fast-paced environments, multitasking, high interpersonal demands, sales pressure, travel requirements, licensing barriers, vague expectations, high cognitive load.

This analysis provides a comparative view of how neuroinclusion is communicated across 17 job postings. It examines how organizations signal accessibility, incorporate structural supports within role design, and use recruitment language that may either enable participation or create unintended barriers. Together, these findings establish a baseline for understanding how neuroinclusion is represented during early-stage talent attraction.

Appendix A2 Job Posting Summary Table				
The table below summarizes qualitative coding results across all 17 job postings reviewed. Each posting was assessed using the four-domain framework outlined in Appendix A1.				
Job & URL	Accommodations	Inclusive Language	Organizational Enablers	Potential Barriers
RWA, Brand Coordinator	Explicit accommodation pathway; reactive rather than proactive framing	Values-based, dignity- and community-focused language	Mission alignment; collaborative work; practical skill requirements	Fast-paced work; multitasking; travel/licensing; background checks
RWA SaskAbilities, Employment Coordinator	No explicit employee accommodation language	Person-centred, support-oriented tone	Disability employment focus; team-based structure; multiple entry pathways	High verbal/social demands; sales/cold calling; unpredictable environments
Deloitte, Payroll Analyst	Strong flexibility and wellness supports; encouragement to apply broadly	Strength-based, equity-aware, human-centred tone	Structured systems work; flexible qualifications; wellness supports	High client interaction; technical complexity; implicit accommodation gaps
Deloitte, Sales Associate	Wellness and hybrid work implied; accommodations not explicit	Collaboration and contribution-focused language	Learning opportunities; structured reporting; flexible work design	High interpersonal demands; senior expectations; cognitive/social load
TD Bank, Customer Experience Associate	Explicit accommodation process; accessibility clearly stated	Belonging, respect, diversity embedded in tone	Structured onboarding; training; standardized processes	Fast pace; multitasking; emotional labour; sales expectations
TD Bank, Personal Banking Associate (First Nations)	Equity-focused targeting; no explicit disability accommodation	Respectful, community-oriented language	Low entry barriers; development pathways; internal mobility	High interpersonal demand; speed; dynamic environment
TD Bank, Business Intelligence Specialist	Inclusion referenced at team level; no accommodation process	Equity, fairness, teamwork language	Structured analytical work; clear accountability	High cognitive load; senior stakeholder management
Scotiabank, Mortgage Specialist	Inclusion at cultural level; no explicit accommodations	Purpose-driven, trust-oriented tone	Flexible work; development opportunities; support structures	Commission model; mobility; entrepreneurial expectations
Scotiabank, Financial Advisor	Diversity commitment stated; no accommodation process	Encouraging, collaborative tone	Coaching; career progression; stable branch structure	Sales pressure; licensing; interpersonal stamina demands
Scotiabank, Customer Experience Associate	Cultural inclusion emphasis; no accessibility details	Warm, service-oriented tone	Training; internal development; leadership support	High pace; communication intensity; performance targets
Scotiabank, Customer Solutions Advisor	Strong explicit accommodation and accessibility commitment	Strong inclusion and allyship language	Structured supports; recognition; engagement programs	High cognitive load; strict scheduling; real-time communication demands
Telus, Assistant Store Manager	No explicit accommodations; wellness benefits present	Belonging and motivation-focused tone	Coaching; development pathways; recognition	Fast-paced environment; sensory/social demands; extroversion bias
Telus, Account Manager	No explicit accommodation language	Empowerment and success-oriented tone	Training; mentorship; transparent compensation	High social/physical demands; driving; personality-based expectations
WestJet, Program Manager	Explicit accommodation and accessibility commitment	Belonging and encouragement to apply	Structured processes; flexible qualifications; collaboration	High cognitive load; agility expectations; experience requirements
RBC, Investment Advisor	Inclusion culturally referenced; no formal accommodations	Authenticity and purpose-driven language	Training; mentorship; wellbeing supports	Commission-based structure; licensing; relationship intensity
RBC, Financial Planning Consultant	Inclusion implied; no accommodation process	Trust- and collaboration-focused tone	Coaching; clear scope; compensation structure	Communication demands; travel; credential requirements

1. Accommodations are unevenly operationalized

While some organizations (e.g., TD Bank, WestJet, Scotiabank in select roles) provide explicit accommodation statements, most postings rely on implicit or general inclusion language rather than clearly defined accessibility processes.

2. Inclusive language is the most consistent feature

Across nearly all postings, organizations demonstrate strong use of belonging, respect, and equity-based language, suggesting widespread cultural alignment with inclusion principles.

3. Enablers are common but applied inconsistently

Most roles include at least one enabling feature (training, flexibility, or development), but fewer provide structured, explicitly accessible design features that would directly support neurodivergent participation.

4. Barriers are consistently embedded in role design

Across organizations, common barriers include high interpersonal demands, fast-paced or multitasking environments, performance or sales pressure, sensory or cognitive load, rigid scheduling or travel requirements.

These appear consistently regardless of sector or organization type.

Appendix B1 Organization Examples

This appendix presents a structured analysis of organizational examples demonstrating neuroinclusive hiring and recruitment practices.

Each example was reviewed using the same interpretive lens established in Appendix A, focusing on:

- recruitment and assessment design
- inclusion and accessibility practices
- structural enablers of participation
- implementation challenges and scalability considerations

The purpose of this analysis is to identify how neuroinclusive hiring is operationalized in practice, and the extent to which these approaches are scalable beyond pilot or partnership-based models.

Common Threads Across Organizations

Across all four examples, three consistent patterns emerge:

1. Recruitment redesign improves accessibility	2. External partnerships enable early-stage inclusion	3. Scaling remains a persistent challenge
All initiatives demonstrate that shifting away from traditional interview-based assessment toward structured, skill-based evaluation reduces barriers for neurodivergent candidates.	Specialist organizations play a critical role in supporting implementation, particularly where internal capability is limited. However, this creates dependency risks if internal capacity is not developed.	While pilot programs and targeted initiatives show strong outcomes, must remain: • Function-specific • Resource-intensive • Limited in organizational reach

This suggests that neuroinclusive hiring is often not yet embedded systemically but rather implemented through isolated or supported initiatives.

The organization examples collectively indicate that neuroinclusive hiring is most effective when:

- recruitment processes are structurally redesigned (not adapted superficially)
- skills-based evaluation replaces social-performance-based assessment
- employer capability is developed alongside external support

However, the analysis also highlights a key structural limitation: most inclusive hiring initiatives remain dependent on external expertise and are not yet fully embedded into core organizational systems.

Appendix B2 Organization Example Table					
Example Name URL Link	Overview	Key Features	What Works	Challenges / Limitations	Insights
B2.1: TD Bank – Specialisterne Neurodiversity Hiring Program	TD Bank Group partnered with Specialisterne to support the hiring of neurodivergent professionals across various roles, particularly in technology and analytical functions. The initiative focuses on adapting hiring processes to reduce barriers and better evaluate candidates’ skills.	• Replacement of traditional interviews with skills-based assessments and practical exercises • Disclosure of candidate preferences and accommodation needs to hiring managers • Collaboration with Specialisterne to support hiring and onboarding • Flexible work arrangements and accommodations	• Skills-based evaluation reduces bias linked to traditional interviews • Strong alignment between candidate strengths and role requirements • External expertise supports inclusive hiring and onboarding	• Primarily concentrated in specific functions (e.g., technology roles) • Reliance on external partners • Limited scaling across the broader organization	Redesigning hiring processes can significantly improve access for neurodivergent candidates, but broader organizational integration is needed for scale.
B2.2: TD Bank – Neurodiversity Recruitment and Candidate Assessment Practices	Through its partnership with Specialisterne, TD adapted its recruitment approach to better evaluate candidates based on skills and abilities rather than traditional interview performance.	• Use of structured exercises and assessments instead of traditional interviews • Emphasis on evaluating abilities rather than social communication cues • Adapted hiring processes designed to reduce common barriers	• Captures candidate capability more effectively than interview-based evaluation • Reduces misinterpretation of communication styles • Improves alignment between candidate strengths and job roles	• Resource-intensive process • Not consistently implemented across all teams • Requires ongoing manager awareness and adaptation	Effective inclusion requires redefining how talent is assessed, shifting focus from social performance to demonstrated ability.
B2.3: Sopra Steria – Specialisterne Partnership	A Specialisterne-supported placement at Sopra Steria illustrates how external partnerships can facilitate the hiring and integration of neurodivergent employees, particularly in structured, task-oriented roles.	• External partnership supporting recruitment and onboarding • Strength-based role alignment (e.g., testing and analytical work) • Guided onboarding and team integration	• External support reduces uncertainty for employers • Strong role alignment supports employee performance • Positive team outcomes through inclusive practices	• Initial lack of internal experience with neurodiversity • Dependence on external expertise • Limited evidence of scaling across the organization	Partnerships can enable targeted inclusion efforts, but long-term sustainability depends on internal capability building.
B2.4: Public Sector Hiring – RWA Inclusive Hiring Initiative (Page 10)	Public sector examples within the Ready, Willing and Able (RWA) initiative demonstrate how external partnerships support inclusive hiring of individuals with autism and intellectual disabilities through role matching and employer support.	• Partnership-based hiring model (RWA and community organizations) • Employer education and support throughout hiring and onboarding • Focus on matching individuals to roles aligned with strengths	• Improves employer readiness and confidence • Strength-based role alignment enhances outcomes • Supports both hiring and initial integration	• Often implemented at a small scale • Focused primarily on hiring rather than long-term progression • Dependent on external partners	Combining employer preparation with strength-based matching enables inclusive hiring, but impact remains limited without broader system integration.

Appendix C 2026 Canada's Best Diversity Employers

This analysis draws on [Canada's Best Diversity Employers \(2026\)](#), a national benchmark recognizing Canadian employers for their diversity, equity, and inclusion (DEI) initiatives. The review examined whether these organizations publicly addressed neurodiversity within their diversity, equity, inclusion, and accessibility efforts. The source was selected to provide real-world examples of current organizational practices and to assess the extent to which neurodiversity is reflected in publicly available employer information.

Analytical Approach	Integration with Findings	Key Contributions	Limitations
A qualitative review was conducted of 70 organizations recognized as <i>Canada's Best Diversity Employers (2026)</i>. Publicly available accessibility plans, DEI strategies, annual reports, and careers pages were reviewed to identify: • Neurodiversity-specific initiatives • Common organizational practices • Examples of leading practices • Gaps in implementation Organizations were classified as having • clear neurodiversity initiatives, • general accessibility initiatives, or • insufficient public information based on publicly available evidence. Findings were thematically categorized and aligned with the Neuroinclusive Measurement Framework.	The analysis provided context on the current state of publicly reported neurodiversity practices among leading Canadian employers. It was used as supporting evidence to inform the study's recommendations and illustrate how neurodiversity initiatives are being implemented in practice.	The review found that: • 10 organizations publicly demonstrated clear neurodiversity initiatives. • 24 organizations focused on accessibility or disability without explicit neurodiversity strategies. • 36 organizations provided insufficient public information. Common practices included employee resource groups, accessibility plans, targeted hiring initiatives, partnerships with specialist organizations, training for leaders and employees, and workplace accommodations. These findings informed the development of the Neuroinclusive Measurement Framework by identifying promising practices and implementation gaps.	• Based on publicly available information reported by organizations. • Some organizations may have initiatives that were not publicly documented. • Public reporting varied in detail, limiting direct comparison. Findings are illustrative and were used to support the broader study rather than provide a comprehensive assessment of organizational practice.

This analysis provides a snapshot of how leading Canadian employers publicly address neurodiversity within their diversity and accessibility efforts. While recognition of neurodiversity is increasing, implementation remains inconsistent. The findings offer practical examples of current organizational practices and helped inform the development of the Neuroinclusive Measurement Framework.

Thank You!

Thank you for taking the time to engage with this

Neurodiversity-Informed Design Research Report & Practical Guide.

By exploring findings, case studies, examples and strategies presented here, you're taking an important step toward creating a more effective, supportive, and human centered workplace, not just for neurodivergent individuals, but for everyone. This work doesn't have to be done alone; this is a shared journey, and we encourage you to connect, collaborate, and keep learning. Your commitment matters, and the impact you create will ripple far beyond your own organization.

