DEI ROUND TABLE.

THE POWER OF NEURODIVERSITY AT WORK:
DEI Roundtable Report

Talent x Techspace

Berlin, July 2023

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CONTENT PAGE

ROUNDTABLE INTRODUCTION

About the Event

Hosted by Talent and Techspace, the fourth DEI Roundtable series event focused on Neurodiversity. We discussed neurodiversity, attracting and retaining neurodivergent professionals, and how colleagues, managers, and organizations can support these professionals.

This roundtable took place in Berlin on July 12th, 2023, with 50+ neurodiverse professionals and allies in attendance.

About the DEI Roundtable Community

The DEI Roundtable is a series of events that help bring together people and organisations who are passionate about DEI. The events aim to equip attendees with additional knowledge, partnerships and resources to help drive their diversity and inclusion efforts at both an individual and corporate level.

Find out more and register to be part of the online and live community at www.deiroundtable.de

THE POWER OF NEURODIVERSITY AT WORK

Event Setup

To guide our guests, facilitators led three discussions. Guests were separated into three groups, with the opportunity to discuss all three topics with a different facilitator.

- Understanding Neurodiversity: Exploring the Spectrum (Exploration): Exploring the relevance of neurodiversity in the workplace, dispelling misconceptions, and embracing the unique strengths & perspectives of neurodivergent individuals to foster innovation and creativity in inclusive teams.

- Inclusive Hiring and Recruitment Practices (Attraction): Engaging in discussions about inclusive recruitment practices that identify and overcome barriers, including strategies for creating inclusive job descriptions, conducting interviews, and assessing the skills and potential of neurodivergent candidates.

- **Creating Supportive Work Environments (Support):** This discussion focused on discovering strategies for fostering an inclusive and supportive work environment for neurodivergent employees, including reasonable workplace accommodations, successful neurodiversity initiatives, the roles of managers and colleagues in fostering inclusion, and relevant legal obligations employers have towards their employees.

Why we chose these topics:
Understanding Neurodiversity: Exploring the Spectrum (EXPLORATION)

A term coined by Australian sociologist Judy Singer, Neurodiversity[1] describes the natural way that people think, learn, perceive the world, interact, and process information differently. People experience and interact with the world around them in many different ways. We should not view these differences as deficits since there is no one "right" way of thinking, learning, and behaving.

Neurodiversity incorporates several mental, physical, developmental, and behavioral health differences that can be genetic or acquired over time. Research states that as much as 20% of the population is neurodivergent, and many individuals, especially women, and girls, are underdiagnosed, leaving them without support and resources throughout their lifetime.[2] With a potentially large number of people across geographies impacted, most people are still learning about neurodiversity, including those who are neurodiverse.

Companies, managers, and colleagues must educate themselves and work together to make changes in their environments that create a more inclusive environment.

Inclusive Hiring and Recruitment Practices (ATTRACTION)

Despite much of the research making clear that hiring neurodiverse professionals creates a competitive advantage[3], unemployment for neurodivergent adults can be as high as 40%[4].

This lack of employment creates financial insecurity for this community. Reducing economic insecurity can be addressed by changing hiring and retention practices to accommodate the needs of neurodivergent professionals. Hiring and retaining people through the proper practices and support respects and values the skills and perspectives these professionals bring to work.

There is also a significant concern among Gen Z professionals, as 83% of Gen Z candidates said that a company's commitment to diversity and inclusion is essential when choosing an employer[5]. Their perspecices are critical to the workplace as they make up more than 30% of the workforce and will grow over time. Proactive and inclusive companies must approach their hiring and diversity strategy with these expectations, creating a more collaborative environment that values hiring people with different ideas, perspectives, and abilities.

Creating Supportive Work Environments (SUPPORT)

Most employers focus on accommodations for individuals with stated disabilities and legal compliance; however, accomodating for how people think, learn, behave, and work is just as important.

One of the most critical aspects of inclusivity in the workplace is recognizing that the human mind is naturally diverse and that

workplaces must work for everyone to have a healthy and high-performing work environment. Ensuring the right education, practices, and policies are in place, clearly stated, and utilized is critical to supporting everyone in the workplace.

What's in the Report?

You'll read about what our roundtable discussions uncovered and gain insight into the key takeaways and suggested actions to support neurodivergent professionals within your organization.

You can use the conclusions detailed here to help develop your internal DEI strategies, working to create an inclusive company culture where diversity is prioritized.

EXPLORATION

Takeaways:

Misconceptions #1: "You don't look autistic."

Throughout the event, misconceptions about Neurodiversity and its implications for the workplace were highlighted and explored. As many of our participants are neurodivergent, their experiences were shared as they expressed their concerns about the stigmas and prejudices that create an unsafe work environment.

One of the many misconceptions is that someone can 'look' neurodivergent (usually related to misinformation about autism). Media has created a particular archetype of a neurodivergent person (e.g., brilliant, good with math, uncomfortable in social situations to the point of paralysis). The larger population believes these to be the ways neurodivergence is displayed. This archetype is harmful as it reduces the expressions of personality and the lived experiences of people to an uninformed and incorrect 'norm.' This is especially true for people who can mask their neurodivergent traits.

Masking is a general term that describes people's tendency to hide their emotions or personality traits in specific situations. Neurodivergent masking leads to concealing or suppressing aspects of one's neurodivergent characteristics to fit in with the norms of the workplace or

society[6]. The ability to conform to a societal norm takes a toll on a person's energy and authenticity. Masking can create feelings of isolation and fear of being exposed and is a shortcut to burnout.

Misconception #2: "Neurodiversity is too complex and sensitive for the workplace."

Neurodiversity is a broad term to highlight the many ways people think, learn, and behave differently. With such a large spectrum there is no one solution to fit every person's need or circumstance. This can lead companies to believe adjustments to the workplace for neurodivergent professionals will be too complex or burdensome to implement.

In reality, accommodations for Neurodiverse employees are mainly about flexibility and accessibility. In discussions, it was made clear that a more flexible and accessible workplace would create accommodations that can benefit all employees. The challenges that neurodiverse employee faces are not always unique to them. Creating a flexible and accessible system to develop accommodations for the specific needs of neurodiverse professionals, can actually broadly support the entire workforce.

It was mentioned during discussions that at times there seemed to be a feeling of diversity fatigue in organizations where gender and race, and LGBTQIA+ issues are at the forefront.

In reality, the lived experience of people is not focused on one particular identity. Recognizing the intersectionality of people's lives helps us see how people's social identities can overlap and how that impacts their lived experiences[7].   A clear message from the participants: "Diversity is not a competition."

Additionally, people are cautious about discussing Neurodiversity at work as they don't have a full understanding of the topic or the language to address the topic. The vocabulary feels foreign, people don't want to make a mistake in what they say or how they say it. Everyone agreed we all need help to address this topic respectfully.

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While it is true the topic of Neurodiversity is complex, in reality, Neurodiversity is not too complicated or sensitive to discuss or address in the workplace. Being open to education and dialogue will create more opportunities and benefits for neurodiverse professionals and the entire workforce.

Misconception #3: "We don't have enough data to change anything."

Another critical topic covered was the issue of data collection. Being unable to identify who is neurodiverse and who needs support can sometimes be a barrier to change.

It is true that not all inequality is created equal[7], and understanding how multiple social identities affect opportunity, health, work relationships, and workplace experiences is critical to creating a truly inclusive work environment.

At the same time, especially in the EU and Germany, the laws around protecting employee data are strong and must be complied with. Data collection[8] is possible but can be burdensome, with heavy implications, if the correct protocol is not followed or a data breach occurs. This leads to many employers not collecting diversity data.

Even with these challenges, creating inclusive environments for neurodiverse professionals is possible without robust data collection.

Strengths & Skills

The term 'superpower' often came up during discussions, leading participants to question whether this language benefits neurodivergent professionals.

Research has shown that there are many skills and strengths [9]displayed by neurodivergent professionals that can drive innovation and success. Among these are:
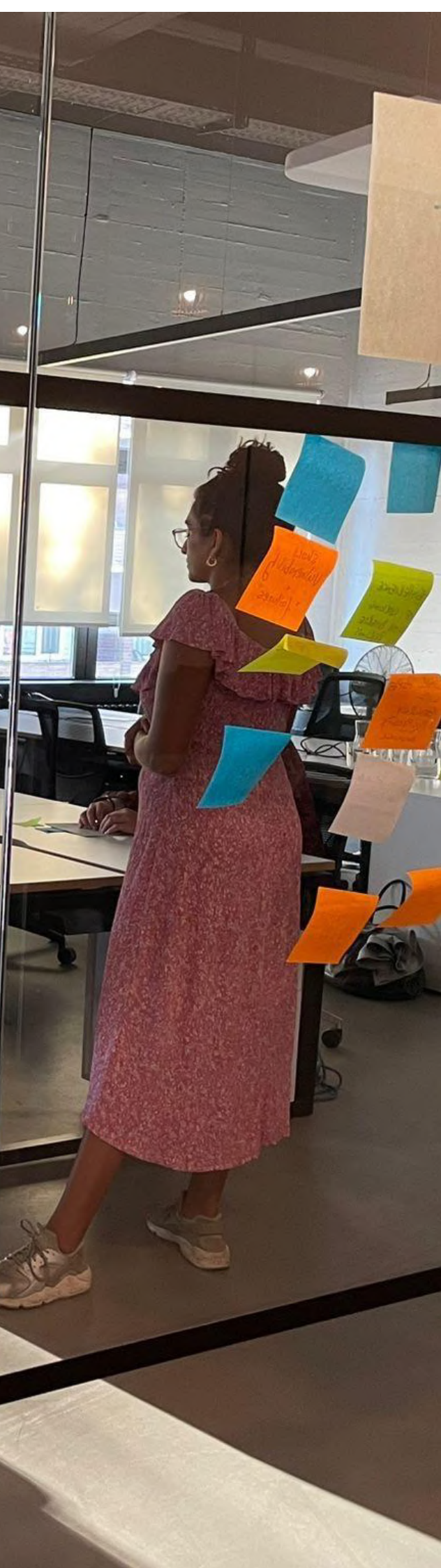
- Innovation and creativity
- Technical, design, and creative strengths
- New ways to solve problems
- High levels of concentration
- Keen accuracy and ability to detect errors
- Strong recall of information and detailed factual knowledge
- Reliability and persistence
- Ability to excel at work that is routine or repetitive in nature

And at the same time, just as for neurotypical professionals, the list of strengths and skills is endless. In some cases, the 'superpower' language' creates a belief that neurodivergent professionals must contribute more
strength or skill to the work. It also assumes that a particular neurodiverse identity will yield specific skills contributing to a team.

What you can do:
Educate yourself. Educate your leaders. Educate your peers.

Participants felt strongly that it is the responsibility of those without knowledge of neurodiverse expressions and needs to seek the knowledge and use it to create more inclusive work environments.

Between the current research, developing genuine work relationships with neurodiverse professionals, and working with experts on understanding new ways to operate, companies have ways to begin dismantling the myths, misconceptions, and biases that prevent healthy work

environments. At the end of the report are resources to get you started.

Address your bias

Become comfortable in the discomfort of exposing your unconscious biases and addressing these and conscious biases directly—the messages you have received and what you think you know about neurodiverse professionals can be damaging. Changing how you think is the beginning of changing how you interact and react.

Be prepared to change how your approach to culture shifts

Participants agreed that when changes to culture are focused on centering the experiences of marginalized groups and changes are meant to de-marginalize these groups, the entire workforce benefits.

Make changes based on what you know today

Even without the diversity data, you can use other cultural data in the organization to find ways to address specific needs (e.g., engagement surveys).

You can also work with experts to create workplace accommodation policies that suit multiple employee needs. Think outside the box. Tell employees you are trying to develop better policies and ask for their input. No one has to disclose their neurodivergent identity to be included. Test policies, be clear about their intended use, make them accessible, and then collect feedback and continuously improve.

And don't be afraid to make mistakes along the way. With the right motivation, clear communication and transparency, and education, your employees will be able to see your efforts as a step in the right direction.

Also, get the data. While it's more complex, collecting diverse data for employees is not impossible. Learn the laws for data collection, upskill in risk mitigation and conflict management, and you can create a suitable business case, handle objections, and gain buy-in from leadership.

Understand the skills and strengths of neurodivergent professionals, holding space for differences

Organizations need to treat employees like unique human beings that have individual needs. You can start with approaching cultural changes focused on how employees can be respected and how their skill sets can be valued.

People managers monitor team dynamics and try to manage workload proactively. Being attuned to the strengths and skills of each team member makes it possible to assign work and projects effectively.

It is also important that the 'how' of work getting done is not limited. Neurodivergent professionals, as with neurotypical professionals, work differently and need the space to use their skills in ways that align with the expressions of their identity, their curiosity, and what will allow them to be challenged and grow.

This means not having preconceived notions of the 'best how' and staying connected to your teams as they grow and change.

ATTRACTION

Takeaways:

Hiring talent is crucial to growing a business, developing a culture, and harnessing the power of differences. Although recruitment is common, many of the practices used to attract talent need to consider the needs and skills of neurodiverse professionals.

Participants of the discussions discussed ways the hiring process needs improvement.

Job Descriptions

The first step in hiring for a role is designing the job well and writing a strong job description. Participants agreed that job descriptions are the first indicator of an inclusive environment.

With the trend to write job descriptions aligned with the style of the culture, many job descriptions use unclear language, have too many filler sentences, and overload the critical parts of a job description with unnecessary 'nice-to-have' requirements.

Interviews

Participants found that traditional interview processes were full of disadvantages for neurodiverse professionals. The timing of the interview process and even each interview can be too long or too short based on the candidate's needs.

The lack of clarity in the process and clear and constant communication on changes and delays are also barriers to inclusive interviews.

Participants also agreed the environment where the interview is conducted can be distracting for the candidate. This can lead to a candidate being unable to showcase their experience and skills effectively.

The discussion also highlighted the challenges of the onboarding processes and ways to retain neurodiverse professionals after being hired.

Onboarding

Starting a new role in a new company is exciting and challenging; onboarding programs are meant to support new hires to navigate the culture, role, and team and settle quickly into the new work environment.

Many of these programs need to be more inclusive for neurodiverse professionals as they do not consider their individual needs. This creates a challenging start for many neurodivergent professionals, sometimes leading to new hires leaving earlier than expected.

Retention

Participants agreed that the lack of a feedback culture for new hires is a key problem in retention. Also, the lack of access to mentors and neurodiverse professionals and allies can create a sense of isolation.

What you can do:

Job Descriptions:

Create simple, easy-to-understand job descriptions that clarify the role's purpose and the required (not desired) skills.

The [job description][10] should be simple enough to
- to identify the critical components of the job
- determine which of those components need to be accommodated
- Provide an opening to discuss potential accommodations that are both reasonable and effective in enabling the employee to be successful in the position

Job description formats should be standard for all roles and include design principles that consider the needs of neurodiverse professionals. For example, fonts should be sans serif, font size should be at least 12pt, and colors should have an appropriate contrast for an easier read.

Ensure all Diversity, Equity, Inclusion, and Disability accommodation information is listed at the top of the job description. Also, adding a contact to the job description that can answer accommodation questions may invite more neurodiverse professionals to apply and feel as though your company is committed to inclusivity.

The interview

Plan and communicate

It is important to ask candidates what they need for an interview to feel comfortable and prepared. Creating a schedule, providing more information on interviewers, and even providing questions ahead of the interview can be useful.

Sometimes, the interview process may need to be longer for neurodiverse professionals.

For technical or industrial roles, one example is three half days, where the candidate can work on a project, spend time with the team, and have a chance to answer questions with more detail.

For another role, two interviews, 1 hour each, with a 15-minute break in each hour, with questions provided beforehand, may be suitable.

There is no one size fits all answer. Not all companies can expand or shorten their interviews in every case, but learning new techniques and trying them will go a long way to creating a more inclusive interview process.

Interviewer training

Actual interviews can be full of jargon, open-ended questions, and informal assessments of personality that harm

the candidates' successful showcasing of their experiences and skills.
Interviewers should be trained to interview neurodiverse candidates, incorporating this training into their normal interview process.

Some changes interviews can make:
- Make clear the interview style for the candidate and ask for feedback on any accommodations the candidate may need so they can best showcase their skills and experience.
    - For example, your interview style may be a series of rapid-fire questions to which the candidate has little time to respond. This may cause you to lose an opportunity for

real exchange and skills assessment if the candidate does not operate well in an interview of this style.
- Remove jargon from questions or conversations and use straightforward language.
- Ask closed questions that are specific to the experience that is needed for the role.
- For example, ask: Please provide one example of a debugging challenge you were able to solve.
- Don't ask: Tell me about a time when you dealt with a challenge.
- Check your bias when you believe behavior or expected social norms are not followed. Not all personality trait expressions will align with your expectation. When that is the case, knowing how to address your own bias will help to expand your acceptance of difference and increase the likelihood of a successful candidate experience.

Onboarding

The first step is to ensure new hires understand the onboarding program. Also, remember to provide contacts for questions and ensure all contacts understand the program and their role.

Ensure accommodation processes are a part of onboarding and are easy to use. If the process for accommodations is unclear, neurodivergent professionals may become disengaged and will not receive what they need.

One way to address needs is for hiring managers to ask candidates what they need for a successful start. The question should be specific, so candidates understand what is possible. Hiring managers must also have the support of human resources teams. Asking prior to the hire date is ideal.

For example, you could ask:
- Are there any hardware or software requirements to help you do your work?
- Do you need access to a quiet space in the office when you join the team?
- We have team meetings 2x a week to discuss progress on projects. Do you need follow-up emails with written summaries of the calls and clear action items?

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An onboarding buddy system can also be a great way to help neurodiverse professionals. These buddies must be educated on neurodiverse needs. They would be able to request and receive support for the new employee during onboarding.

Retention

Feedback is a critical component of continuous improvement. Creating a feedback system and integrating that feedback for change will enhance the experience of neurodiverse professionals and help retain their talent.

SUPPORT

The support discussions focused on how companies, managers, and colleagues can create a more inclusive workplace for neurodivergent professionals. We started with 'the why' [11] to get to actions we can take as companies, managers, and colleagues.

The 'why' discussed included creating a safe, healthy, sustainable, and high-performing workplace. Overall, creating an inclusive environment for neurodiverse professionals is ultimately tied to your values around how people are treated. All participants agreed that inclusivity for neurodiverse professionals is the right thing to do for everyone.

The how and what became the next focus, and there were a few takeaways from the discussions.

Takeaways

Support from Companies - Invest and improve
It is essential to recognize that 'company' is a broad term. In this case, the term 'company' describes the highest-level decision-makers as they have the power to make systemic changes. These decision-makers provide resources, approve projects, and clarify the organization's strategic direction and expected outcomes.

Participants discussed the need for companies to make specific and measurable efforts to invest in education, accommodations, and improvement of practices, policies, and programs for neurodivergent professionals.

A key component of inclusivity is a commitment to receiving feedback from the employees they want to serve. Neurodivergent professionals are in the best position to state their needs. They should be a part of assessing the company offerings they have access to. However, most companies exclude these individuals from the development and implementation of the work.

Investment also comes in the form of measurement and continuous improvement. Making sure each initiative has a measurable outcome is important to determine if the initiative was successful. With measurements, progress, and modifications can be fully understood.

Participants also believed companies must be willing to make mistakes. Decision-makers fear they will 'get it wrong.' There is

always the risk that only some initiatives are successful. Still, there are always ways to mitigate these risks by including neurodivergent voices, receiving feedback, and improving based on learning.

Support from Managers - Self-awareness and development

No one wants to be a 'bad manager.' Still, so many of the skills needed for management require on-the-job experience, meaning a lot of stumbles and mistakes. However, for neurodivergent professionals, not having managers aware of and responsive to their needs is incredibly challenging. Without management support, neurodivergent professionals cannot develop and grow in

ways that align with how they work and learn.

Participants found it especially important to make sure managers are taught and held accountable for how they support neurodivergent professionals. Managers provide feedback and coaching, are responsible for their teams' performance management, and must tailor their approach. Management education and development are critical to enhancing management skills.

One area participants are keen to see managers develop is self-awareness. Learning to reveal their blindspots, biases, and harmful thinking patterns is essential in changing behavior.

Another skill participants find relevant for managers is listening and believing the experiences of their neurodivergent employees. They also mentioned learning how to be responsive to the diversity of needs of their team members is a critical skill. A lot of support can be offered through developing (through practice) listening skills and taking action to ensure employee needs are met.

Support from Colleagues - Relationships matter

Participants discussed that, in many cases, neurodivergent professionals need to be understood and accepted by their peers. Sometimes, colleagues are impatient, misinterpret behaviors, and disconnect themselves from neurodivergent professionals.

This creates a noninclusive and isolating environment that does not allow neurodivergent professionals to feel safe being themselves and working as needed. In toxic workplaces, bullying can occur.

Participants discussed ensuring colleagues understood how important it is for them to develop relationships with neurodiverse peers. Relationships help to reduce misunderstandings, increase learning and awareness, and remove stigmas and barriers to collaboration.

When you are willing to listen, share, and support, neurodiverse professionals feel greater connection and safety. It also increases the chances that excellent work can be done together, as the stigmas and biases are replaced by understanding and empathy.

What you can do:
Companies
Investing in management development and creating mechanisms for accountability, assessment, and improvement

Creating programs and coaching support that help develop the skills needed to manage a diverse workforce is a significant first step. Accountability in using these skills is an essential tool in creating an inclusive workplace.

Make sure to hold managers accountable[12] for the skills and people management values of your organization, linking management's performance back to these values. People management values based on dignity[13] help create healthier management behaviors.

Policies are another area for change. Creating policies that allow employees to make choices that are best for how they work and learn is vital to developing an autonomous culture of belonging.

Also, including neurodiverse professionals in policy creation and implementation is critical. You want to ensure policies will serve those you are creating them for, and you can't do that without neurodivergent voices. Don't forget to ask for feedback often (at least quarterly) to improve these policies continuously.

Also, ensure the burden of support is not fully placed on managers. Workplaces are ecosystems that can have built-in support for neurodiverse professionals inside and outside of tier teams. This can be through an employee resource group, specific events geared toward that community, and buddy systems.

Managers & Employees
Upskill in managing a diverse team / being a part of a diverse team

Managers and employees must learn how to operate in various environments. As managers, learning how to listen, coach, and take action

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for neurodiverse employees increases the likelihood that your overall managerial style is inclusive and supportive of all team members. Don't forget to address your bias (see above).

Hold yourself accountable

All the education in the world doesn't make up for accountability. Be ready to take real action in interacting with managed employees and your peers. Become comfortable in unlearning the stereotypes and removing biases that are harmful to an inclusive and respectful workplace.

Create a safe environment

Neurodivergent professionals need to feel accepted and supported. No one has to share if they are neurodivergent, but where people don't feel safe, they don't share what

they need and can't contribute their skills in empowering ways.
Ways to create a safe space:

- Make it safe to make mistakes. Share your mistakes and how you learned from them.
- Leave space for everyone to speak up and share their thoughts in meetings.
- Recognize efforts and contributions, even if the outcome is not as expected.
- Have the hard conversations - don't allow inappropriate behavior towards neurodiverse professionals to go unchallenged or uncorrected.

Adapt the way you communicate

Clear and direct language is always useful. This includes speaking clearly, sending follow-up written communication, and allowing colleagues time to process shared information. When you ask questions, leave space for the answer.

Also, change your language. So much of the narrative for neurodivergent professionals includes negative language. How we think and speak about people affects how we act toward them and whether we advocate for their needs.

Become an ally

Allyship[14] can be a strategic mechanism to become a collaborator, accomplice, and coconspirator to fight injustice and promote equity. This requires work and everyone in a position of privilege to come alongside those without the privilege to make real change.

TO CONCLUDE

Neurodiversity is a broad topic with many implications. So many participants believed this was the first time they could discuss, share and learn about neurodiversity and ways to create more inclusive workplaces for people.

Participants also recognized our systems must change and understand that change takes time and effort. We must start where we are. We don't have to make perfect systems. Creating an inclusive system is the goal.

Listen, watch, and learn

Below are some tailored audio and visual resources that can support your learning journey

The Neurodivergent Woman Podcast
The Neurodivergent Woman Podcast is hosted by clinical psychologist Monique Mitchelson and clinical neuropsychologist Dr Michelle Livock.

They share information on neurodiversity in girls and women, how to navigate the neurotypical world, and interview women about their experience of neurodiversity.

Neurodiversity & Queerness: Creating Spaces to Thrive

The first PinkNews Pride at Work webinar focused on neurodiversity. Evidence suggests that neurodivergent people are more likely to identify as gender diverse and/ or lesbian/ gay/ bi than neurotypical people.

While there is no straightforward explanation for why, and neurodiversity is not just a queer issue, there is a clear need for awareness and understanding regarding inclusivity, support, and visibility for colleagues and employees at the

intersection of queerness and neurodivergence.

☆ talent

## Inclusive and stress-free hiring for European scaleups and brands.

At Talent we are incredibly proud to help drive the DEI Roundtable events. We learn so much from every event and find real value in the opportunity to share our experiences as a leading recruitment agency. But whilst it's a big passion of ours it's not our day job.

Day-to-day we specialise in helping both corporate organisations and innovative scaleups grow their digital teams through fast, efficient and stress-free recruitment services.

We are an experienced and highly diverse team of specialist recruitment consultants based in central Berlin and really enjoy working with like-minded individuals to help consult and redefine their recruitment expectations.

Part of what makes us unique is our commitment to promoting inclusive and ethical recruitment processes and ensuring that our candidates are introduced into working environments that can help them thrive as their authentic selves.

We also love to have fun and build long-standing relationships with our candidates and clients, so if you are looking to hire or need any advice about the hiring or labour market feel free to connect with me or a member of the team.
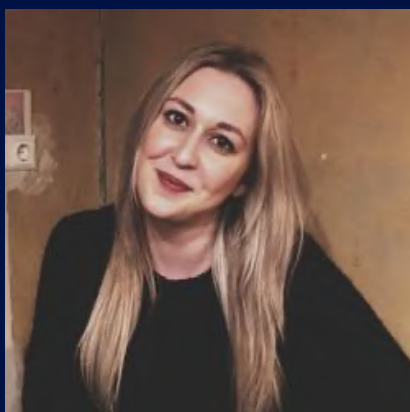
Lisa Bartlett
European Director

in Connect with me on LinkedIn

Techspace

Techspace is a place for change-makers with tech at the heart of what they do. With space, expertise, and community to amplify and inspire impact.

With over ten years of serving the tech sector, we know what ambitious businesses seek. From space that flexes with you to learning & development programs designed to develop and inspire your team, you'll find we have the perfect place to attract top talent and drive your business forward.

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OUR FACILITATORS

Héloïse Thon (she/her)
Freelancer, Neurodivergent Coach

As a neurodivergent coach, Héloïse is dedicated to helping others to unlock their inner superhero! With a coaching approach that is fun, supportive, and customized to unique needs, Héloïse will assist her clients in discovering their special abilities and utilizing them to conquer any obstacles. Acting as an accountability partner, cheerleader, and trusted confidant, she will guide you on your path to success.

Having personally experienced the challenges and stigma associated with being introverted and neurodivergent, Héloïse understands the barriers that come with having a mind wired uniquely. However, she firmly believes that with the right strategies and tools, everybody can get closer to their dreams and live a fulfilling life.

Seán Neary (he/him)
Talent, Head of Practice

Seán embodies a unique blend of expertise and dedication as the head of practice for the Talent Berlin tech & digital recruitment team. Leading a diverse and accomplished group of recruitment consultants, Seán is pivotal in empowering

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renowned brands across Europe to expand and flourish their digital teams. With a commitment to broadening the talent pool while maintaining high standards, Seán ensures the connection of exceptional individuals with Europe's most innovative digital brands and transformative projects.

Beyond his recruitment endeavors, Seán lends his support to the DEI Roundtable, a vibrant European community of digital professionals united in their mission to break down barriers and challenge prevailing mindsets related to diversity, equity, and inclusion.

By combining his expertise in recruitment with a passion for empowering individuals and organizations, Seán continuously drives forward the digital landscape in Berlin and beyond.

Mayuri Reddy (she/her)
Founder, Marketing + HR Consultant

Throughout her career, Mayuri has actively sought opportunities to build true competency in various job functions - from event production to social media, project management, and, most recently, HR.

Mayuri considers herself a multipotentialite and believes her diverse work background helped her develop a strong sense of empathy, a skill that is crucial when examining how to build more inclusive and psychologically safe work environments. Her advocacy for Diversity, Equity, Inclusion, and Belonging runs deep; she believes everyone should consider it in their daily work regardless of role or job function.

Mayuri moved from her hometown of Seattle to Berlin in 2017 to build her own company; she is currently building two. Through her ventures, she

hopes to prove that building inclusive companies fosters stronger company cultures, better products, and more profitable businesses.

In addition to her work, Mayuri serves as an ambassador for Future Females, a global organization with a mission to empower women-identifying folks on their path to entrepreneurship.

She loves to network, so if you'd like to connect or learn more - feel free to message her on LinkedIn.

Collaborators

Nichelle Appleby (she/her)
Independent Advisor, Work Imagined

Nichelle's mission is to reimagine work by helping to create accessible, transparent, and value-driven programs while supporting the development of healthy, high-performing teams. Nichelle supports Talent International and developed this report based on research on Neurodiversity and notes taken during the discussions.
www.workimagined.com
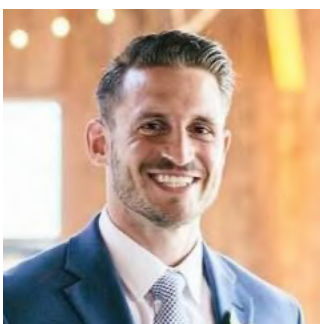
Jeffrey Karl
User Experience Designer, ERGO

Jeff is a neurodivergent professional who was diagnosed in adulthood. Jeff pulled upon his personal experiences working in various business settings to provide feedback for this report before its release.

RESOURCES IN THIS REPORT

Discussions are a great way to exchange with experienced professionals on these topics, but time is always limited. If you want to dive deeper into the challenges and solutions shared, below are links to studies and articles referenced in this report.

1. [What is neurodiversity?](#) Harvard health publishing
2. [Neurodiversity is a strengthening point for your team and society.](#) Forbes.
3. [Neurodiversity is a competitive advantage](#). Harvard Business Review.
4. [The Center for Neurodiversity and Employment Innovation.](#)
5. [What workforce Diversity means for Gen Z.](#) - Monster.com
6. [What is neurodivergent masking, and why do professionals do it?](#) - Inclusion Hub
7. [She Coined the Term 'Intersectionality' Over 30 Years Ago. Here's What It Means to Her Today](#) - Time Magazine.
8. [Are Diversity Surveys legal in Germany?](#) - Nicole Krüger
9. [Neurodiversity in the Workplace](#) - EARN
10. [Job Descriptions](#) - EARN
11. [The Golden Circle](#) - Simon Sinek
12. [How to hold your managers accountable](#). - LeAnne Lagasse Coaching and Consulting, LLC
13. [The Dignity Standard](#) - Nichelle Appleby / Work Imagined
14. [Be a Better Ally](#) - Harvard Business Review.

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