

FOR THE WORKPLACE

Neurodivergence at work

ADHD, autism, dyslexia, dyspraxia and more. How a working day can feel, and what a team might notice.

WHAT IT IS

Neurodiversity describes the natural variation in how people's brains process information. Conditions often described as neurodivergent include ADHD, autism, dyslexia and dyspraxia.[1]

Many neurodivergent people do not see themselves as disabled.[1]

HOW MANY



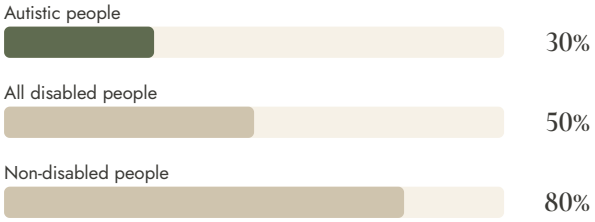
Between **3 and 4 in every 20** UK adults are estimated to be neurodivergent, 15% to 20%.[2]

3–4%
of adults are estimated to have ADHD, the NICE figures used by the NHS.[3]

~10%
of people are thought to be dyslexic, the British Dyslexia Association's widely used estimate.[4]

37%
of neurodivergent employees feel their organisation gives meaningful support.[5]

IN WORK, OF WORKING AGE



About 3, 5 and 8 in every 10.[6]

WELLBEING AT WORK

1 in 3 neurodivergent employees say work has had a negative impact on their mental wellbeing.[5]

1 in 5 neurodivergent employees have experienced harassment or discrimination at work.[5]

Shared as a place to begin a conversation. I am a guide and coach; for medical or legal advice, a GP, occupational health or a legal adviser is the right person. If you need someone now, NHS 24 is on 111 and Samaritans on 116 123, free, day or night.

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How a working day can feel

A person might be living with

- Spending energy adapting to the workplace, rather than the workplace adapting to them.[5]
- Masking, sometimes without realising it.[1]
- Explaining their needs again and again, filling in forms and waiting months for adjustments.[5]
- A diagnosis that came late, or has not come; how early and accurately people are diagnosed varies.[2]
- Turning to other neurodivergent colleagues when formal support has not worked.[5]

A team might notice

- Adjustments that go unrequested: line managers told Acas that people often do not disclose what would help.[1]
- Managers who would benefit from more training and confidence in making adjustments.[2]
- A moment to pause before any formal performance process, so support and adjustments can be considered first.[7]
- Untapped talent: only around 3 in 10 autistic adults of working age are in work.[6]

Worth knowing in Scotland

- Being neurodivergent can count as a disability under the Equality Act 2010, which applies in Scotland. Employers then have a duty to make reasonable adjustments.[1]
- A formal diagnosis is not needed to meet the Equality Act definition, and Acas advises support whether or not someone has one.[7]
- Access to Work, a UK government grant, can fund workplace support, including coaching. Decisions are currently slow.[8]

WHERE TO FIND OUT MORE

Acas
acas.org.uk/neurodiversity-at-work

National Autistic Society
autism.org.uk

ADHD UK
adhduk.co.uk

British Dyslexia Association
bdadyslexia.org.uk

SOURCES

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2. Acas (2025). Neurodiversity at work: bridging research, practice and policy. Birkbeck, University of London. acas.org.uk/research-and-commentary
3. NHS England (2025). ADHD prevalence estimates, using NICE figures; reported by PA Media.
4. British Dyslexia Association. bdadyslexia.org.uk
5. CIPD (2024). Neuroinclusion at work; CIPD (2026), What neurodivergent workers are telling us. cipd.org
6. Department for Work and Pensions (2024). The Buckland Review of Autism Employment. gov.uk
7. VinciWorks (2026). Neurodiversity at work: what the government's new report means for employers. vinciworks.com
8. AuDHD Psychiatry (2026). Access to Work for ADHD. National Audit Office (2026). The Access to Work scheme. nao.org.uk

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