



Report

# Neurodiversity in the technical security workplace







# Executive summary

The overall purpose of the neurodiversity workshop was to help attract and ultimately increase the number of neurodiverse people working in the cyber security industry. From the perspective of the access to cyber security day, the aim was to discuss approaches to support the existing neurodiverse workforce, help retain them and to provide assurance to future employees that moves are underway to address this. The specific objectives of the workshop were to explore:

- How the recruitment process can work better for people with ADHD, Autism, Dyslexia and Dyspraxia and how they can be further encouraged to join the cyber security industry.
- How the workplace environment can be improved for neurodiverse people as mentioned above.

Participants' first hand perceptions and experiences of neurodiversity relating to the cyber security industry were debated and recorded in the workshops and also documented in the online workbooks.

Information gathered from the workshops and online contributions supported previous findings related to increasing neurodiversity in cyber security and clearly demonstrated that more needs to be done to; introduce more creative, inclusive and tailored recruitment processes, attract more neurodiverse people into the industry and fashion workplace environments and cultures that enable the fundamental needs of neurodiverse people to be met so that they can flourish in the workplace.

Following the workshops and online contributions, this report recommended a number of follow up actions and are presented in Section 6 of this report.

# 1. Introduction

It is well known that the cyber security industry has a significant skills shortage. Cyber security Ventures estimated the total of unfilled cyber security jobs globally is expected to reach 3.5 million by 2021 <https://cybersecurityventures.com/jobs/> and a global study jointly carried out by ESG (Enterprise Strategy Group) and the ISSA (Information Systems Security Association) <https://www.prweb.com/releases/2017/11/prwem14899778.htm> confirmed that this skills shortage is exacerbating the number of data breaches. The skills shortage represents the top two contributing factors to these security incidents, with the first being a lack of adequate training of non-technical employees (31%) and the second being a lack of adequate cyber security staff (22%). These are followed by business executive management making cyber security a low priority (20%). Not only is there a global need to develop and enhance the capabilities of the existing cyber security workforce but there is also a pressing need to encourage new talented people into the industry to combat novel and ever more sophisticated threats.

The industry values many of the attributes associated with Autism and already employs people who are formally or informally on the Autistic Spectrum as referenced to in CREST's 'Autism and the Technical Security Industry' report. Expanding on this work on Autism, CREST recognised the importance of embracing neurodiversity in a broader sense by looking to increase access to cyber security jobs for people with other innate neurodiverse conditions in addition to Autism.

In July 2019 CREST ran a day of workshops, hosted by IBM, for; CREST members seeking to employ a more diverse workforce, Academic Partner representatives, Training Partner representatives and other interested parties to discuss access to the cyber security industry. The themes of the workshops were; physical disability, gender, stress & burnout and the matter of interest in this report, neurodiversity. The neurodiversity workshop explored how a whole range of neurodiverse people could be helped to find and apply for jobs and work successfully and healthily in cyber security. Online contributions were provided by interested parties both in terms of what issues they felt needed addressing and also their responses to questions posed in a workbook similar to the one used in the workshops. Replies were received and considered in the workshops and in writing this report.

'Neurodiversity' is beginning to enter the Human Resources (HR) lexicon, with an estimated 10% of the UK population being neurodiverse in some form, so employers choosing to ignore the needs of people who are neurodiverse could be missing out on a great deal of talent, as well as giving people opportunities which have often been unobtainable in the past. Furthermore, neglecting to consider how different thinking styles can work together, whether due to recognised neurodivergent conditions or not, means that 'groupthink' may be actively encouraged leading to a failure to reflect the neurological make-up of broader society.

A link between certain neurological conditions and high performance has long been acknowledged and finally, business is starting to use this information to its advantage. Although strong spatial reasoning may not help someone get an English GCSE, it could, for example, help them become a fantastic surgeon or mechanic.



As a society we've put great emphasis on literacy, numeracy, concentration and eye contact in terms of fundamental skills. However, the tide is turning as employers recognise they cannot afford to ignore large and previously untapped reservoirs of talent, and that employees with different thinking styles and approaches can help them innovate. Indeed, prominent tech companies including Microsoft and Google are taking this very seriously. Organisations are moving on from the notion of employing people with a cognitive 'disability' as a form of charity, to realising that it can be good for people's wellbeing and good for business.

## WANTED



The total of unfilled cyber security jobs globally is expected to reach **3.5 million** by 2021



An estimated **1 in 10** of the UK population are neurodiverse in some form



## 2. Overview of neurodiversity in the workplace

### 2.1 Who are we talking about?

Neurodiversity is a relatively new term which refers to the different ways the brain can work and interpret information and that people naturally think about things differently. Most people are neurotypical – meaning that the brain functions and processes information in the way society ‘expects’. For neurodiverse people the brain functions, learns and processes information differently to this expectation. Everyone has strengths and challenges. Many of the challenges that neurodiverse people face in the workplace are situational and can be avoided.

Often, the issue is that managers and HR teams are subconsciously optimising for neurotypical people. However, starting with the understanding that each individual thinks differently and has their own preferences creates a platform for more effective recruitment processes, management and customer interactions.

The scope of the neurodiversity workshop focussed on the following innate neurodiverse conditions; ADHD (Attention Deficit Hyperactivity Disorder), Autism, Dyslexia and Dyspraxia. These conditions are experienced along a ‘spectrum’ since they possess a range of associated characteristics which vary from person to person. Although most people who are affected by these conditions prefer not to describe them as ‘disabilities,’ as with physical disability, a diagnosis, referred to as an actual disability, is required (in many circumstances) in order to qualify for appropriate support in the workplace.

### 2.2 ADHD

#### 2.2.1 The current employment situation for people with ADHD

**About 4% of the UK population have ADHD** and the symptoms include being easily distracted, impulsive and hyperactive, as well as poor memory, boredom blockouts, time management difficulties and difficulty managing long-term projects. It is unsurprising then that people with the condition often have trouble keeping a job, not only because once a certain task is learnt, he or she may become bored easily and because symptoms may become worse in a typical workplace environment.

According to research by [www.add.org](http://www.add.org), more money is wasted in the workplace among adults due to ADHD than among students in schools which again given the above is not too surprising. Also, according to the same research, 30% of people with ADHD are likely to have chronic unemployment issues. One of the main reasons was employer ignorance about the condition leading to inappropriate management.

#### 2.2.2 The business case for employing people with ADHD in cyber security

People with ADHD who have received a diagnosis and the relevant support can be extremely valuable to employers in the cyber security and tech space. Common traits among people with ADHD are ‘hyperfocusing’, the tendency to focus on certain passions, interests or working very intensely. Their restlessness can translate into a desire to explore uncharted terrain and calculated risk-taking can be seen as ‘functional impulsivity’ and for those with ADHD who like the online world, this is something rarely boring.

The constant change of the high-tech world can be stressful and troubling for some people, but it's often stimulating and energising for someone with ADHD.

This is because it tends to be highly structured, with a specific workflow, routine and clearly defined tasks and directives.



## 2.3 Autism

### 2.3.1 The current employment situation for people on the Autistic spectrum

**1-2% of the UK population are on the Autistic spectrum.** Only 16% of Autistic adults are in full-time paid employment and only 32% are in any kind of paid work. Probably as a result of this, at least one in three Autistic adults experience severe mental health difficulties due to a lack of support. Despite most Autistic people desiring and seeking it, only 10% receive any kind of support in terms of finding, gaining and keeping employment.

In the US alone, according to the Thinking Autism Guide, the unemployment rate for people on the Autistic spectrum is higher than the unemployment rate for all disabled citizens combined.

Just as with all 'disabled' people, workplace understanding and accommodations are both key factors as to why Autistic people have such difficulty finding and keeping employment. For most people interviews are daunting, but for those on the spectrum this anxiety – a key trait of the condition – may be magnified enormously. Just making it past an interview can be an unsurmountable hurdle, because one essential element of any successful interview involves social skills and the confidence to maintain a flowing conversation. In an already anxious and pressurised situation, those on the spectrum may find this incredibly challenging and a string of unsuccessful interviews can have a huge detrimental effect on self-esteem and lead to increased discouragement and less motivation.

A specific difficulty Autistic people face is an ongoing and widespread lack of understanding of the condition, because it varies from person to person and can exhibit many different traits at different times. It can also be a hidden issue because a person looks 'normal' and may be able to mask the main symptoms. However, underneath the mask, the world of work can seem at best intimidating and at worst, impenetrable. People with Autism may have difficulty understanding sarcasm, metaphors, similes and irony and find 'taking turns' in a conversation difficult, which can come across as being disinterested in what someone else is saying. Generally being verbal can be a big challenge and very often spending time alone, in their quiet own space, is preferred. Sensory information, including sights, sounds, touch, smells, or tastes can be felt more intensely, so a work environment which is too noisy or bright, with too many things going on outside of their own particular work pattern or remit, can be overwhelming. Change can also be very difficult to manage, so set routines in the workplace such as particular location and tasks are important.





### 2.3.2 The business case for employing Autistic people in cyber security

The cyber security industry recognises that people on the Autistic spectrum can provide invaluable skills to the sector and are often the best performers in technical roles. For example, GCHQ is one of the biggest employers of Autistic people in the UK. The National Crime Agency (NCA) has revealed that many teenage hackers have been found to be on the Autistic spectrum.

The NAS reports that people on the spectrum are often very methodological and detail-orientated and often show a high degree of focus and integrity. They are able to absorb a large amount of information and memorise it, enjoy complex tasks and have a knack for pattern recognition - skills which are all particularly desirable within cyber security. People with a natural ability for noticing minute details will often notice something which doesn't look quite right which may have been overlooked by someone else. Autistic people often also have a great thirst for knowledge and are able to carry out specific tasks at a level that few others can match.

In the right environment, people with Autism flourish and now government ministers believe that they could help solve some of the country's most pressing and complex problems, including cyber terrorism.

For businesses willing to invest in training Autistic employees the payoff can be huge, because of their particular skills and loyalty, so are a sound investment for the future.

## 2.4 Dyslexia

### 2.4.1 The current employment situation for people with Dyslexia

**Dyslexia affects up to about 10% of the UK population** and is the most common of all learning disabilities but despite this, many educational establishments either still don't fully understand or recognise it, leading to a lack of intervention and therefore support in learning; which also means often a private diagnosis is needed, along with private tutoring to gain educational qualifications. This lack of understanding and recognition can also be found from an adult perspective in the workplace. As a result, Dyslexic people may have greatly restricted opportunities and cannot always contribute to society in the way they would like. Sometimes this can lead to depression and an increased risk of criminal behaviour and even suicide: 50% of those in prison are thought to be Dyslexic.

Dyslexia costs the UK an estimated £2 billion per year in terms of additional teaching, school exclusion, unemployment and crime.

According to Dyslexia and Literacy International, a lack of basic literacy skills means that too many young adults still lack the functional skills they need to make their way in the modern world, with job application processes hampering them. On top of this, it is hard to find Dyslexia-friendly information or services, such as receiving written information in alternate formats e.g. more easily readable fonts, sizes, spacing and layouts, more accessible websites and other online tools or the provision of language training at work.

Overall, Dyslexic people can be regarded as just 'stupid' which can be a scar carried for life by even the most successful Dyslexic. Without suitable help to read job advertisements, fill in forms or write emails, decent employment opportunities can seem out of reach to many with the condition.

### 2.4.2 The business case for employing Dyslexic people in cyber security

GCHQ, according to a report in the Sunday Times, employs more than 120 Dyslexic and Dyspraxic people for their ability to process and analyse complex data. Like the Dyslexic code breaker, Alan Turing, these individuals lend their differences to the investigation of cyber criminals by using their strengths in analysis, problem solving and pattern recognition.

Dyslexics can often grasp new concepts quickly, spot patterns, connections and similarities that other people might miss and can be natural puzzle solvers.

Some individuals are especially good at spatial reasoning. For example, putting together three-dimensional spatial perspectives. 'Interconnected reasoning' such as the ability to see the "gist" or big-picture context surrounding an event or idea. Many Dyslexics work in highly interdisciplinary fields or fields that require combining perspectives and techniques gained from different disciplines or backgrounds. Often these individuals can see connections that other people haven't seen before.



## 2.5 Dyspraxia

### 2.5.1 The current employment situation for people with Dyspraxia

**Up to 5% of the population have Dyspraxia.** Coverage of the condition tends to relate exclusively to young children and consequently its effects are very poorly understood for people of working age. In a multi-skilled economy where one job requires strengths across other several and unrelated areas, having Dyspraxia makes working life much more difficult.

The Dyspraxia Foundation found that 66% of people surveyed with the condition were in paid employment, 9% were in unpaid and/or voluntary positions, 21% were unemployed or job seeking and 4% retired. It also reported that although 64% of adults voluntarily disclosed a diagnosis to employers, only 33% actually received any specific advice or support. As a result, employees with Dyspraxia were at risk of underperforming or losing their job. Poor awareness and understanding means many adults have experienced discrimination or difficulties at work and employers and organisations are not benefitting from the unique skills and perspectives they have to offer.

Worryingly, 68% of employees who chose not to disclose their diagnosis said they did so because they were concerned they would be discriminated against.

Many office environments are noisy, fast paced and busy and have a constant onslaught of phone calls, text messages and emails which can derail the attention of people not living with Dyspraxia, so for those with it, efficiency is a big problem and falling behind in a project can be costly for a business. Some of those affected also have sleep problems, so this can have consequences such as not being able to get up and out to work in the morning.

### 2.5.2 The business case for employing people with Dyspraxia in cyber security

There has been little research on this topic so far, but some researchers have identified the following strengths in people with Dyspraxia: problem solving abilities and new ideas and ways to tackle problems which is helpful when dealing with new and unknown issues; developing new ways to learn and carry out work; superior verbal intelligence; determination and attention to detail; pattern-spotting and big-picture thinking.

Poor management practises and lack of adjustments, owing to inadequate understanding, means there is a substantial waste of potential, despite the fact that adjustments required for Dyspraxic people are easy to implement, have low or no cost and can pay for themselves in a matter of weeks once there is the awareness.



### 3. Workshop objectives

The workshop was divided into two parts reflecting two main objectives:

To find out how the recruitment process can work better for people with ADHD, Autism, Dyspraxia and Dyslexia and how they can be further encouraged to join the cyber security industry (**Breakout Session 1**)

To find out how the workplace environment can be improved for neurodiverse people with as mentioned above (**Breakout Session 2**)



## 4. Supporting inclusive recruitment for neurodiversity

In 2018, the Westminster AchieveAbility Commission found evidence of systematic barriers to employment for millions of potential employees in the UK who are neurodiverse. The report highlighted a widespread lack of awareness about all of the areas of neurodiversity, failures in government support and workplace discrimination, but one of the main findings was that it is recruitment processes which are failing them.

### 4.1 What needs to change in the recruitment process and how can more neurodiverse people be attracted into the cyber security industry?

Participants generated a number of generic ideas applicable to all neurodiverse people in the recruitment process as well as more specific ideas relevant to defined conditions and are presented below.

#### 4.1.1 Ideas applicable to all areas of neurodiversity

- Emphasise neurodiversity as part of the organisation's brand. E.g. on the diversity and recruitment part of the organisation's website. Case studies on how neurodiverse employees have previously been supported and succeeded within the organisation could be included and are likely to encourage further applications from neurodiverse people.
- Make role descriptions for jobs inclusive, clear and precise. Make it easy for people to identify the core skills requirements/expectations and include a diversity and inclusion statement which invites people with different thinking styles to apply and helps find the right people for the right jobs.
- Provide opportunities during all phases of the recruitment process to disclose as neurodiverse if people wish to. This may initiate useful discussions and enable appropriate support to be given at various stages i.e. interviews.

#### 4.1.2 ADHD

- Employers need to understand and have awareness that people with ADHD may have difficulty with time-management and may appear distracted or impatient during interviews. Also employers need to be aware that written applications may give the impression of someone who has literally become jaded writing it.
- Access to Work is a publicly funded employment support programme that provides grants to those with certain conditions. Vibert says: "The scheme can be used by people with ADHD to help pay for support such as ADHD coaching, which helps them to develop strategies to manage their condition and succeed in life, including in employment." Programmes such as this can help prepare prospective employees for the recruitment process amongst other things.

#### 4.1.3 Autism

- Language used in the engagement process for recruitment should be considered because Autistic people may only apply for a role if they meet every single requirement listed in a job advert, due to their very literal understanding.
- Employers to conduct empathetic interviews that are not biased against lack of eye contact, excessive anxiety, unconventional body language or apparent lack of social interaction skills.
- List 'must have' skills separately from 'nice to have'. There is also a need to change the focus on social skills in the recruitment process.
- Increasing awareness of the opportunities in the industry, as well as presenting it as a desirable workplace for Autistic people is also important.
- Training and support needed to help people to the point where they can be employed. CREST has published a report on Autism and the Technical Security Industry which recommends the creation of specific films related to Autism and a 'day in the life' interviews featuring Autistic cyber security professionals in order to try and attract more recruits. An additional benefit is that films of this nature may stop many talented individuals turning to the dark side of hacking.

#### 4.1.4 Dyslexia

- Make job adverts audio or visual as well as written. This reflects well on businesses and also makes job adverts stand out to candidates from all backgrounds. It's inclusive and creative.
- Write adverts in plain English without technical jargon or hyperbole. Short paragraphs and bullet points are a good way to get things across clearly and concisely.
- Make any technical tests that form part of the application process inclusive too by applying assistive options such as spelling and grammar checkers using something like Microsoft Word which allows a candidate to alter the colour of the page they're writing on. Dyslexic friendly fonts such as Sassoon, APhont, Read Regular and Open Dyslexia can also be downloaded to make it easier for those with Dyslexia to digest information.
- Interviews should be viewed as fact-finding missions where questions are kept simple and straightforward. Visual aids such as slides or worksheets could be used to demonstrate ideas and concepts, but kept short and concise. It's also good practice to take things slowly, offering water and perhaps short breaks during a longer session. Candidates should be informed that they can take their time, and the pace should be measured and calm. That way, everyone gets an equal shot.

#### 4.1.5 Dyspraxia

Like Dyslexic people, Dyspraxic individuals may have difficulty with time-management and personal organisation. In addition, Dyspraxic people may display many of the sensory sensitivities shown by Autistic people. With this in mind, employers involved in the recruitment process (particularly interviewers) should be cognisant of these facts, show empathy and make allowances and adjustments accordingly e.g. carrying out interviews in a place free of distraction, bright lighting, etc. Also many people with Dyspraxia are also Dyslexic (see Dyslexia recruitment suggestions in Section 4.1.4 above).





## 5. Neurodiversity in the workplace

How can neurodiversity be encouraged and supported in the workplace? Hills says it's important to challenge lazy thinking styles at work: "The way we express ourselves if we see someone as an outsider means we're more likely to dismiss their ideas. We need to see how, if we slow down, take time to listen and think about how neurodiverse individuals' views might be helpful, this might reveal a different perspective. "This is hard in a busy environment where we're rewarded for getting things done on time and people are used to us operating in certain ways."

Dr Jill Miller, of the CIPD (Chartered Institute of Personnel and Development), says employers need to consider all elements of the employee cycle when it comes to embracing neurodiversity – often, the focus is on adapting how we recruit. "As well as that, we need to think about internal progression," she advises. "We're quite stuck on expecting certain competencies from our leaders and managers; we have very traditional views of what a leader should be like." Working with relevant employee networks or focus groups can be useful, she says. "They can help to shape the people management approaches and identify the flaws in HR processes. Charities also have a wealth of information on specific conditions."

### 5.1 What needs to change in the workplace and what reasonable adjustments can be effected

Participants generated a number of ideas for helping neurodiverse people in the workplace. Many of the ideas suggested below can be implemented easily and at little cost to the employer, but can make a big difference for people who are neurodiverse. Having these options in place will make the workplace more attractive to a wider group of people, and reflect better on an organisation's brand. Having these options already in place is an obvious advantage. This can also have an extremely positive effect on the morale of teams, and give particular individuals a chance to thrive and grow. Staff loyalty and motivation can be improved as well as the office becoming a less stressful place.

#### 5.1.1 Ideas applicable to all areas of neurodiversity

- Utilise teams to full potential. Understanding neurodiverse and neurotypical people's specific strengths and enabling skills to be used in appropriate roles in the workplace. Seemingly opposite or contrary strengths may actually be complementary, interconnected, and interdependent in the natural world and in the world of work. If harnessed, this leads to better balance of skills and greater productivity.
- Many adaptations made can benefit all employees, such as allowing employees whose concentration is disturbed by an open-plan office to wear earphones or face a wall. Not communicating everything over email and not expecting neurodiverse employees to be able to prepare for a meeting in five minutes - leave space between meetings.
- Employees should be given access to sources of advice on mental health issues and resilience training tools, workshops, etc. Everyone has a responsibility to do this.
- Developing a culture where wellbeing is a priority, as well as investing in leadership development, are important elements of designing out bullying and harassment.
- Employers should not leave employees waiting for reasonable adjustments, it should be done promptly.
- Neurodiversity awareness training across an organisation including senior management who can champion the cause.

#### 5.1.2 ADHD

- Increase employer awareness about the condition leading to better and more tailored management.
- Access to Work programme and others like it to help people with ADHD in the workplace through coaching in communication skills, mentoring, setting priorities and goals, etc.
- Allow breaks and physical activity to enhance productivity.
- Provide roles that involve enough stimulation to prevent boredom i.e. may be better suited to higher pressure roles in cyber security.

### 5.1.3 Autism

- Walking meetings for line manager catch ups. Less eye contact.
- Times of uncertainty at work can cause immense pressure on individuals but even more so for people on the Autistic spectrum. Any times of change e.g. restructuring, should be communicated with the support of clear change management guidelines and a variety of internal communication channels, while providing opportunities for staff to ask questions.
- In open-plan offices set aside quiet rooms and hot-desking areas that offer more privacy.
- Adjustments made to the physical environment in terms of lighting, noise and equipment.
- Avoid stereotyping Autistic individuals and potentially narrowing their career opportunities i.e. can't have jobs that require social skills.

### 5.1.4 Dyslexia

- Publishing company-wide newsletters or announcements in multiple formats, including audio and large print.
- Enable staff to have their choice of colours, themes and fonts on their work computers.
- Assist with time management, organisational skills and offer one-on-one tutoring to help overcome any difficulties.
- Assistive software such as voice recognition and word prediction can help, as well as advanced spell checkers and auto-corrects.
- Provide training. Where possible, hands-on tutoring can help with time management or organisational issues brought about by Dyslexia. Hands-on learning works extremely well.
- Encourage breaks. Applies to all workers, but for those with Dyslexia rests from the screen for a few minutes on a regular basis will improve concentration levels.
- Open plan offices are full of distractions which can affect Dyslexics. Arrange things so that they can work with an element of privacy.

### 5.1.5 Dyspraxia

Many adults with Dyspraxia experience few problems in the workplace having developed their own strategies for working effectively. Others however, require additional support and understanding to enable them to successfully perform their role. If an employee discloses that they have Dyspraxia in the UK, their employer has a duty under the Equality Act 2010 to make reasonable adjustments to accommodate their needs.

- Motor difficulties can be effectively mediated with reasonable adjustments such as alternative tools, an ergonomic seating assessment or a review of the working environment to reduce sensory distractions such as noise and artificial light. In open-plan offices set aside quiet rooms and hot-desking areas that offer more privacy.
- Time spent teaching an employee with Dyspraxia how to use new equipment and mentoring to help with planning and prioritisation of tasks is time well spent. Providing written reminders when new equipment or systems are introduced will benefit all employees, as well as the individual with Dyspraxia - new processes are also more likely to be adhered to which will benefit the organisation.
- Provide databases online so people can't lose paperwork or provide helpful tools such as pencil grips and writing slopes for people's desks.

The main reason, however, that people with Dyspraxia end up leaving a job is a lack of support by an employer. Each person with Dyspraxia is different, so reasonable adjustments will vary for every individual. Adjustments don't have to be costly and could involve just minor changes to routines or equipment. People with Dyspraxia usually know what works for them, so employers and employees should work together to identify strategies to bridge areas of difficulty and realise an employee's potential.

## 6. Summary and call for action

### 6.1 Summary

Having a 'neurodiversity strategy' should not be a one-size-fits-all initiative. "We need to ensure we don't generalise about certain groups of people, such as assuming all Autistic people dislike social interaction," says Miller. Listening to people about their needs and how they prefer to operate is often the best strategy. "On a personal level, if someone discloses, you can talk about what would make them more comfortable. It's about acknowledging differences in cognitive processing across a spectrum, not just how a 'condition' relates to work. Once you realise this, you see it in a new way. However, some people may not want to disclose, so good practice would be to consider reasonable adjustments from any applicant or employee; this could take performance from good to excellent."

Embracing a workplace where different thinking styles can thrive makes good business sense – Silberman argues that Autistic people "made Silicon Valley happen". Inclusivity needs to become paramount. "There's anecdotal evidence that managers who are trained in supporting neurodiverse employees treat their teams more as individuals and are better people managers as a result," says Miller.

It's time to awake this sleeping giant so everybody can flourish. Overall, however, it's about tolerance and understanding of each other.

### 6.2 Call for action points

- Expand the remit of support groups to include Dyslexia, Dyspraxia and ADHD to oversee and coordinate activities and set performance metrics as per Autism NeuroCyber.
- Following the Action in Autism report – continue to publicise reports on neurodiversity in cyber security as per Autism report, etc.
- Work with NeuroCyber and specialist groups on skillsets, business benefits, etc.
- Create cyber security specific career guides for Dyslexia, Dyspraxia and ADHD and update University Careers guide accordingly.
- Produce short films focussing on positive attributes and career opportunities for forms of neurodiversity covered in this report.
- Expand day in the life films to include people with Dyslexia, Dyspraxia and ADHD.
- Create specific links on neurodiversity on Inspired Careers website.
- Investigate a virtual work placement application process.
- Review activities supporting interview process for – NeuroCyber toolkit.
- Specialist subject area white papers and films from research and work placement material and post on appropriate CREST and other channels.
- Trial career inspiration and work placement material.
- Create guides or links to guides that support the application and interview processes.
- Mentoring and interview workshops i.e. more formal help with application process at Access Day 2.

#### Signposts:

Neurocyber - The Cyber Neurodiversity Group

<https://www.neurocyber.uk/>

NAS - National Autistic Society

<https://www.autism.org.uk/>

CPID - Neurodiversity at work information

<https://www.cipd.co.uk/knowledge/fundamentals/relations/diversity/neurodiversity-work>



For further information, please contact CREST at [www.crest-approved.org](http://www.crest-approved.org)

### CREST (International)

Level 2 The Porter Building,  
1 Brunel Way, Slough, Berkshire SL1 1FQ, UK

Call: +44 (0) 20 3058 3122

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