

Harnessing neurodiversity: A strategic advantage to foster business edge for Malaysia



Shape the future
with confidence



PETRONAS

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Foreword



Ruslan Islahudin

Senior Vice President &
Group Chief Human Resources Officer
Petroliam Nasional Berhad (PETRONAS)

At PETRONAS, we are passionate about progress. Our journey has always been about looking beyond the horizon – driven by curiosity, optimism and a deep sense of purpose. With this same spirit, we are proud to champion neurodiversity as a critical yet often overlooked dimension of workforce transformation. This effort strengthens our broader diversity and inclusion (D&I) agenda, enriching our organization while driving social impact across the communities we serve.

We truly believe that growth is most meaningful when everyone has the opportunity to contribute and thrive. Progress, for us, reflects the full spectrum of human potential where different ways of thinking, learning and contributing are not only accepted but deeply valued.

Creating a workplace that recognizes and embraces cognitive diversity is essential to drive innovation, build agility and sustain relevance in a rapidly evolving world. This is especially critical as energy transition accelerates, reshaping the landscape and calling for new skills, mindsets and ways of working.

To meet these demands, we need a future-ready workforce equipped not only with digital, analytical and technical capabilities but also with the creativity, resilience and distinctive problem-solving; approaches that neurodivergent individuals commonly bring. We recognize their immense potential to help bridge this gap and enrich how we solve problems, build teams and serve society.

At PETRONAS, we are committed to creating an ecosystem where neurodivergent individuals are not only welcomed but supported to thrive. This commitment resulted in the establishment of our Neurodiverse Centre of Excellence (NCoE). A platform to reimagine hiring, reframe performance and reshape understanding of neurodiversity across the organization. Our journey has been deeply informed by the lived experiences of our neurodivergent colleagues and the leaders who support them.

But meaningful change is never solitary. Advancing neurodiversity requires collective effort across corporate organizations, policymakers, educators and the broader community. It is in this spirit that we are pleased to present this white paper in collaboration with EY, sharing our learnings and ongoing evolution. It reflects a shared belief that neuroinclusion is not a niche initiative, it is an imperative.

We hope this paper sparks meaningful action, informs inclusive practices and lays the foundation for a more neuroinclusive future for Malaysia and beyond. In doing so, we move closer to a future where every individual's potential is recognized, valued and empowered. Creating lasting impact not just for today, but for generations to come.

Foreword



Low Choy Huat

Malaysia People Consulting Leader
Partner
Ernst & Young Consulting Sdn. Bhd.

Malaysia stands at the cusp of a new industrial era, driven by national ambitions, such as the New Industrial Master Plan (NIMP) 2030, the National Energy Transition Roadmap (NETR) and MyDIGITAL Malaysia Digital Economy Blueprint. These transformative plans call for more than just technological advancements. They demand a truly inclusive approach to human capital development, one that embraces the full spectrum of cognitive diversity across our workforce.

Neurodiversity presents a powerful opportunity to tap into an unseen talent pool and enable neurodivergent individuals to make meaningful contributions to high-value job roles. This will allow us to reimagine how we drive organizational transformation through innovation, productivity and inclusion.

However, there are inherent challenges in our community, such as stigma due to limited awareness, rigid hiring norms and a restricted structured support at the workplace. All of which continue to hinder progress in our Asian society.

Through our collaboration with PETRONAS, we explored how organizations can evolve to better include neurodivergent talent as a pathway to innovation and sustainable organizational performance.

The purpose of the white paper is to inspire Malaysian companies, harness neurodiversity at work and accelerate the neurodiversity movement for Malaysia. The movement requires a collective shift in mindset, culture and system on how we define talent and performance.

This journey will be filled with lots of learning, unlearning and relearning at the intersection of humanity, technology and business.

Together, we can do something to make Malaysia a better place for all, leaving no one behind.

Understanding the value of neurodiversity for Malaysia

Neurodiversity refers to the natural variations in human cognition – how individuals think, learn and process information differently. This includes individuals with autism, ADHD, dyslexia and dyspraxia, among others.

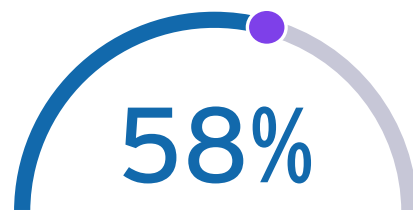
Conversations around neurodiversity have been gaining traction, what was once a discreet conversation is now gaining momentum. This shift is particularly evident in Asia, where engagement on neurodiversity has grown over the past five years, notably in countries such as Malaysia, Singapore and the Philippines.

In the business world, cognitive diversity is increasingly recognized as a driver of innovation and inclusion. Leading corporate organizations from industries including professional services, technology and software have already taken strides by tapping into neurodivergent talent. Their journey highlights a simple truth – that neurodiversity is more than just a checkbox, but a competitive edge in today's evolving economic landscape.

Generational trend for the future workforce¹



of Gen Z identify as neurodivergent



of the workforce will comprise of Gen Z and millennials by 2030*

*Gen Z refers to individuals born between 1997 and 2012, while millennials refers to individuals born between 1981 and 1996².

Malaysia's economic transformation

As industry demands shift and technology advances, Malaysia's landscape continues to evolve, opening new doors for innovation and growth. In 2024, the country recorded a robust growth rate of 5.1%, driven by strong domestic demand and increased investments³.

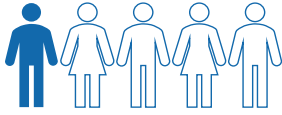
More recently, Talent Corporation Malaysia Berhad (TalentCorp) identified infocommunications, energy and power, and global business services as key industries experiencing significant growth due to digital transformation. Within this shift, 60 emerging roles were identified, with 43 roles directly linked to artificial intelligence (AI) and digital domains⁴.

This trend signals a rising demand for specialized expertise and presents a valuable opportunity for neurodivergent talent with strengths in these fields. Roles such as data stewards, system architects, AI auditors and prompt engineers are particularly well-suited to leverage these abilities.

By embracing this talent pool, Malaysia has a unique chance to redefine what inclusive growth looks like – one that is more innovative, more human and more prepared for the future.

An unseen and untapped talent pool

In 2024, Malaysia's population was estimated at 34.1 million, with 23.9 million individuals in the working-age group (ages 15 to 64)⁵. Within this group, it is estimated that between 3.6 and 4.8 million working-age Malaysians may be neurodivergent; representing a significant yet often overlooked portion of the country's talent landscape.



15-20%

of the global population identify as neurodivergent¹



85-90%

of neurodivergent individuals remain unemployed or underemployed⁶

Neurodivergent individuals bring distinct cognitive strengths, such as complex problem-solving and analytical thinking, which are highly relevant to today's rapidly evolving business landscape. These capabilities not only enhance innovation but also contribute to operational efficiency and strategic decision-making.

Tapping into a neurodivergent talent pool also offers more than just inclusion, it represents a powerful opportunity to bridge workforce gaps and drive sustainable growth. A recent study found that when neurodivergent individuals receive equitable opportunities alongside neurotypical peers, gross domestic product (GDP) increases by 1.2% annually⁷. This reinforces the strategic imperative of fostering neurodiversity as an economic catalyst.

Further amplifying this perspective, an EY co-authored paper published in the *MIT Sloan Management Review* highlighted the transformative potential of neurodivergent talent in the workplace. The paper presented key findings that underscore the impact of neuroinclusion on business performance, innovation and organizational resilience⁸.

Neurodivergent individuals can possess the following strengths...



Pattern recognition



Reasoning



Hyperfocus



Innovative thinking

... which help hone these future forward skills



Technology literacy



Cybersecurity



Data analysis



AI and big data

Barriers in embracing thinking differently

Integrating neurodiversity into the workplace presents real challenges for both neurodivergent individuals and employers striving to support them. As part of an ongoing EY global study on the value of neuroinclusion, interviews were conducted with 28 Malaysian neurodivergent talents, employers and service providers to capture first-hand accounts of their experience. Two key challenges were identified through this fieldwork.

Challenge #1: Prevalent social stigma and cultural barriers

Many still view neurodivergence as a deficiency, overlooking the strengths and capabilities that neurodivergent individuals have to offer. This often results in the following outcomes:



Fear to disclose diagnoses

Many neurodivergent talents do not share their diagnoses due to fear of discrimination, leaving employers unaware of the necessary support that would help employees thrive.



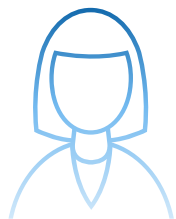
Pressure to mask

Without psychological safety and awareness, neurodivergent talents feel pressured to suppress behaviors to fit in; increasing the risk of potential burnout.



Limited career opportunities

Job prospects for neurodivergent individuals remain limited. Despite having the required skills for a role, social barriers (i.e., credential requirements, workplace biases) can hinder career growth.



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I choose not to disclose my diagnosis, as past judgement has made me feel unsafe in sharing.

Neurodivergent individual

Challenge #2: Limited neuroinclusive workplaces

Despite the prevalence of global neuroinclusion practices, Malaysia still lacks localized national guidelines that organizations can readily adopt. This makes it challenging for employers to design and implement sustainable support systems. As a result, neurodivergent individuals often struggle to thrive in the workplace due to several factors:



Gap in understanding

Managers who are uninformed of neuroinclusion may struggle to support their team. This could result in missed opportunities to leverage the strengths of their neurodivergent talents.



Complex work processes

Workplace processes can be overwhelming for many. Unclear instructions, inflexible policies along with the pressure to adapt quickly act as added challenges for neurodivergent talents.



Inaccessibility of job coaches

In Malaysia, there is little awareness on the availability of qualified job coaches trained to support neurodivergent individuals. This results in limited support for career development.



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Neurodiversity is about unlocking the full potential of our workforce – harnessing diverse ways of thinking to drive innovation and excellence, pushing boundaries to deliver impactful outcomes not only for the enterprise, but also for society at large.

Ir Ts Mohd Yusri Mohamed Yusof
Senior Vice President
Projects, Technology & Health, Safety, Security & Environment (HSSE)
Petroliam Nasional Berhad (PETRONAS)

Progressing with purpose: PETRONAS' journey

At PETRONAS, championing neurodiversity is central to our vision of inclusive progress where every individual has the opportunity to contribute and thrive. We see this not only as a moral imperative, but as a long-term investment to meet evolving talent needs, nurture inclusive leadership and contribute to nation-building. With this commitment, we established the Neurodiverse Centre of Excellence (NCoE) in 2023 to foster a workplace where all neurotypes are valued and supported throughout the employee lifecycle. In this chapter, we share our lived experiences and lessons learned from our journey thus far.



Why neurodiversity in PETRONAS?

As the world of work evolves, so too must our definition of talent. At PETRONAS, we recognize that the future calls for individuals with strengths in systems thinking, problem-solving, pattern recognition and focused execution – capabilities commonly found among neurodivergent individuals.

Yet, these individuals often remain underrepresented due to conventional hiring and workplace practices that unintentionally overlook their potential. Our decision to invest in neurodiversity is shaped by three critical shifts:

- A rising demand for digital, data and innovation capabilities to drive energy transition and business transformation.
- A growing recognition that cognitive diversity fuels creativity, adaptability and innovation in complex, fast-changing environments.
- A need for empathetic, future-ready leaders who foster psychological safety and are guided by lived experiences.

As we continue to learn and evolve on this journey, we see that it is not only about reshaping practices within PETRONAS, but also the privilege to contribute to a broader national agenda of advancing neuroinclusion across Malaysia through cross-sector collaboration.



Advancing sustainability and nation-building through neuroinclusion

Championing neurodiversity reflects PETRONAS' broader commitment to sustainability and inclusive progress. Guided by our Statement of Purpose - A Progressive Energy and Solutions Partner, Enriching Lives for a Sustainable Future - we see meaningful inclusion not only as a corporate responsibility but as a strategic imperative.

Embedding neurodiversity within our talent ecosystem reinforces our alignment with the United Nations (UN) Sustainable Development Goals (SDGs) and strengthens our resolve to create a more equitable, resilient workforce – one where no one is left behind in the transition.

Beyond our own walls, we are committed to catalyzing systemic change. Through collaboration with ecosystem partners, including our Memorandum of Understanding (MoU) with EY in Malaysia, we are contributing to a national neurodiversity movement focused on future-fit talent, inclusive employment pathways and organizational readiness.

By embracing neurodiversity, we are not only building a more capable workforce, but we are also helping to shape a future where differences are recognized as strengths and every individual is empowered to thrive.

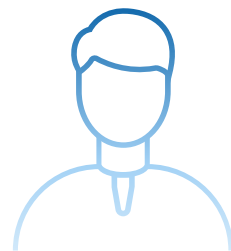
2023: Laying the foundation

- Strengthened leadership alignment with shared vision on neuroinclusion through a discovery workshop with senior leaders. The PETRONAS NCoE was then established to spearhead strategy, capability building and implementation across the firm.
- Onboarded the first neurodivergent cohort through a minimum viable pilot, leveraging a more inclusive recruitment and assessment process. Early success outcomes helped to secure executive endorsement for enterprise scaling with more focus on risk framing and change management.
- Created a safer and more sustainable support system, innovating from the lens of 3S (i.e., sourcing, skilling, supporting). A regular feedback loop was established to act on required adjustments in improving workplace inclusion and fostering psychological safety.

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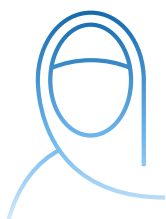
I learnt that no matter how small, my contribution has helped my team in efficiency and daily work.

PETRONAS neurodivergent talent in Cybersecurity



2024: Expanding inclusion and deepening support

- Expanded hiring with a second cohort of neurodivergent talents across additional functions, such as data science and UX design, supported by enhanced onboarding experience at key employee touchpoints informed by lived experience.
- Amplified neurodivergent voices by encouraging self-advocacy through their active participation in awareness sessions and upskilling programs.
- Strengthened cross-functional collaboration between human resources (HR), line managers, job coaches and NCoE to facilitate the availability of consistent and coordinated support for the talents.
- Deepened ecosystem engagement through knowledge sharing, academic collaboration and strengthened strategic connections with selected ecosystem players such as Social Security Organisation (SOC SO), TalentCorp and more.



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It's worth it to trust in others again. Kindness is more common than I expected.

PETRONAS neurodivergent talent in Cybersecurity

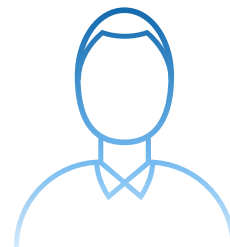
2025: Driving continuity across the enterprise

- Scaled neuroinclusive practices enterprise-wide by applying insights and lessons learnt from the initial two years of implementation.
- Strengthened psychological safety marked by more employees self-disclosing as neurodivergent - supported through targeted awareness, team upskilling and empowerment tools to advocate for their workplace needs.
- Expanded talent pathways through targeted neurodivergent hiring in internship roles and the GEES Protégé program, fostering continuity and early-career inclusion.
- Accelerated momentum with the launch of internal NCoE Leadership Series and continued the national level momentum through the CHRO Roundtable and Neurodiversity Action for Development, Inclusion and Network Empowerment (NADI&NE), as a multi-stakeholder collaboration platform.

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I feel proud that I am contributing to the acceptance, normalization and integration of neurodivergent individuals into the workforce.

PETRONAS neurodivergent talent in Software Engineering



Our lived experience

Inclusion becomes real when it moves from intention to practice. We are encouraged by stories that reflect the cultural shifts, leadership growth and human connection that continue to shape inclusion at scale.

Our neurodivergent talents



The true impact of the NCoE program lies in the lived experiences of those involved - neurodivergent talents, their line managers and workplace allies. From improving psychological safety to reshaping expectations around communication and performance, this experience is helping us challenge assumptions, co-create practical solutions and unlock new ways of working.

We are empowering our talents with the tools and language to advocate for what they need to thrive. Leading to deeper leadership empathy, stronger team cohesion and workplace adjustments that continue to shape PETRONAS' inclusive culture.

Inclusive leadership



The NCoE is never just about placing neurodivergent talents into roles – it is about creating the conditions for them to thrive. That vision calls for a shift in how leaders communicate, support and enable performance.

Our leaders shared that leading neurodivergent teams taught them to listen more deeply, communicate with greater clarity and lead with empathy. They became more intentional in aligning tasks to strengths and fostering psychologically safe environments that support diverse ways of thinking and working.

Capturing success stories



The neurodivergent talents in PETRONAS brought unique strengths - pattern recognition, deep focus, innovation and consistency that translated into tangible business outcomes.

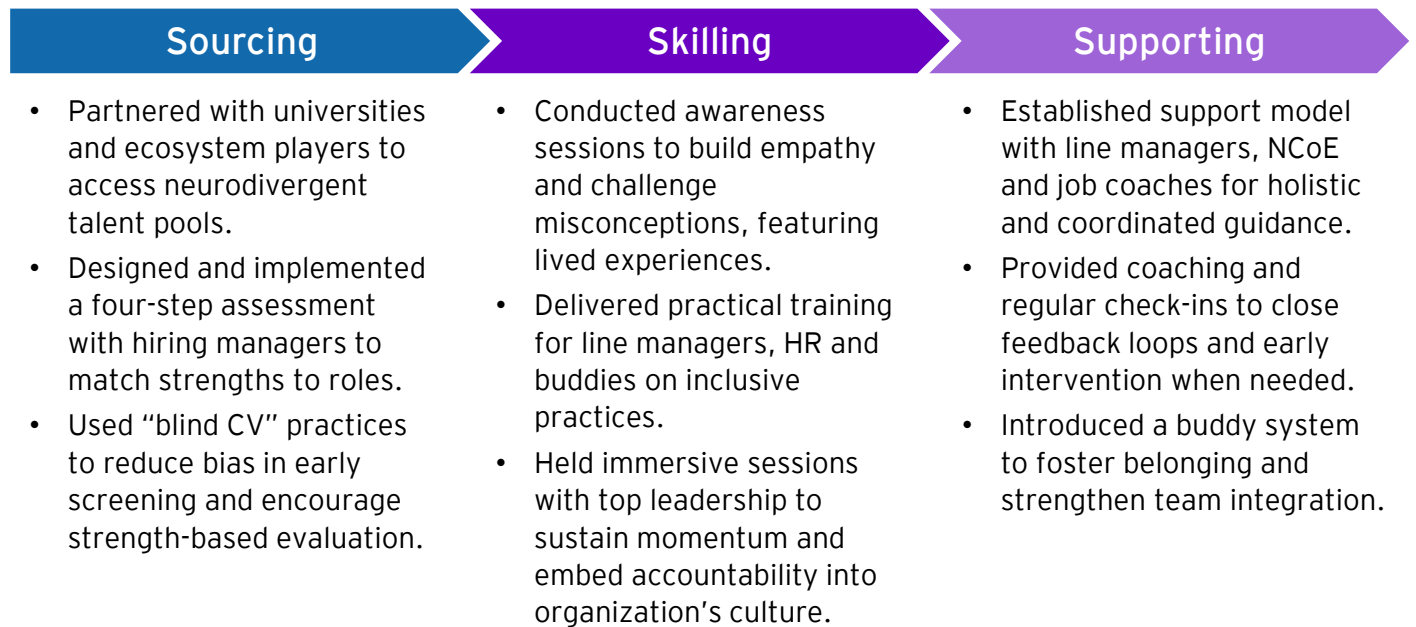
A Cybersecurity executive optimized five security alert runbooks that enhanced incident response management and improved investigation results by 12% across all security alerts in 2024. This refinement also presented further automation opportunities, potentially saving 128 minutes per day.

Our neurodivergent talents improved the onboarding programs of two departments by challenging the norms. The Testing team accelerated their learning speed by one month while the Monitoring and Security Operations Centre team enhanced the clarity of their instructional manuals, reducing upskilling period for new hires by three months.

Our executive identified automation opportunities in incident ticket patterns and reduced manual review time. Resulting in two hours saved per day by automating some of the manual work which impacted 4,800 tickets per year.

3S Talent management model

PETRONAS continues to evolve its HR practices to build a more neuroinclusive workplace. Innovating through the lens we learnt from EY's 3S talent management model, we reimagined the employee lifecycle to be more strength-based, empathic and inclusive. Each stream represents a deliberate effort to rethink traditional practices, grounded in practical execution and a commitment to learning.



A portrait of Maria Teo, a woman with long dark hair, smiling. She is wearing a dark, textured blazer over a light-colored collared shirt. The background is a soft, out-of-focus light color.

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Neuroinclusion starts with collaboration and HR plays a key role. By rethinking hiring and talent practices, HR can remove barriers and create a workplace where neurodivergent talents can thrive.

Maria Teo
Senior General Manager Global HR Partner
Project, Technology & HSSE
Petroliam Nasional Berhad (PETRONAS)

A portrait of Luqmahani Mustafa Kamal, a woman wearing a beige hijab and a dark blue blazer over a patterned top. She is looking directly at the camera with a slight smile. The background is a soft, out-of-focus light color.

“

Driving neurodiversity inclusion requires ongoing change management — shifting mindsets from viewing neurodivergent talents through a deficit lens to embracing a strength-based perspective that values diverse ways of thinking.

Luqmahani Mustafa Kamal
Senior General Manager Global HR Partner
Downstream Business
Petroliam Nasional Berhad (PETRONAS)

Our lessons learnt

This neurodiversity journey has brought about powerful lessons on what it takes to make inclusion real. These reflections are not just principles, they are lived realities from the ground - what worked, what stretched us and what continues to evolve. Captured here are the six most significant shifts that helped turn strategy into practice, grounded in shared ownership, human connection and ongoing learning.

Inclusion requires early and sustained business ownership

One of the most impactful lessons is that inclusion cannot be driven by HR alone. The success of neuroinclusion efforts depend on early and continuous involvement from business leaders and hiring managers. When these stakeholders are engaged from the onset, we see marked improvements in both hiring success and retention rates.

From shaping job scopes and designing the support environment to nurturing inclusive team culture, inclusion shifts from a compliance exercise to a shared responsibility. Business units become invested, adaptive and accountable in enabling neurodivergent talents to thrive. Line managers, in particular, have evolved into active advocates, making inclusion a key business capability.

Support ecosystems must be collaborative and integrated

We have learnt that neuroinclusion is most effective when it can be sustained by a connected support system – line managers, HR partners, buddies, the NCoE team and most importantly, neurodivergent talents themselves.

This enables proactive support not just for the talents but also for the line managers beyond initial the onboarding period. When this network operates cohesively, it enables proactive intervention, continuous development and inclusive decision-making that support both performance needs and personal well-being throughout the employee lifecycle.



“

We often have preconceived notions about neurodivergent individuals, that their communication and teamwork is poor, but that's not really the case.

Lisa, Head of Custom Solutions



“

The insights from our neurodivergent colleagues have taught me that true collaboration begins with empathy and understanding.

Azlan, Line Manager at Cybersecurity

Agility to match talent to opportunity

One of the most practical shifts we have made is rethinking how we define and match talent to roles. Standard job descriptions often overlook the unique strengths of neurodivergent individuals.

We learnt that greater agility is needed in revisiting role design, assessment criteria and performance expectations as this is key in unlocking their potential. With a close support model in place, we are learning to better tailor interventions - such as redesigning tasks, adjusting timelines and reframing communication to suit the way each individual works best.

These small but intentional shifts improve job fit suitability which can lead to enhanced confidence among talent. They help align strengths with meaningful contributions, ultimately elevating job satisfaction.



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Neurodivergent talents inspire us all to think differently and challenge our assumptions.

Amir, Line Manager at Test Centre



The neurodivergent voice matters

Lived experiences continue to shape our program in powerful ways. We learnt the value of consistently listening genuinely to our neurodivergent talents as their lived experiences reveal not just challenges faced, but insights that can help us create a better system. Their perspectives and aspirations are inputs as we build a culture of trust, respect and shared problem solving.

As we are still learning on this journey, these insights continue to guide how we define success, redesign our support structures and reimagine career pathways. By co-creating solutions, we have learnt that inclusion is not something we do for them - it is something we do with them.

Change requires advocacy and structural shifts

This journey has reinforced the importance of both advocacy and systemic change.

While awareness sessions and lived experience advocacy helped open hearts and minds, real progress came when we paired this with structural enablers that allowed change to take root.

We learnt to balance “push” and “pull” levers – “push” through embedding neuroinclusive lenses into HR frameworks, policies and processes; “pull” through storytelling, team reflection and inclusive leadership behaviors. Together, these shifts are slowly helping to translate awareness into sustained behavioral change, making neuroinclusion a part of everyday practice.

Never forget human dignity

Perhaps the most powerful lesson that cuts across every part of this journey, is this – inclusion is not about perfection, it’s about people. It is about honoring human dignity, making every employee feel seen, valued and respected not just for what they can deliver, but for who they are. Inclusion in the workplace becomes real when it can balance performance potential and personal humanity.

As PETRONAS scales our efforts from digital functions to enterprise-wide adoption, this principle remains to be our compass. We are not just shaping systems; we are supporting human beings. Therefore, what will continue to guide us is empathy, humility and our shared purpose.



A portrait of a middle-aged man with short dark hair and glasses, smiling. He is wearing a blue blazer over a white shirt. His arms are crossed, and he is holding a dark watch with a red strap on his left wrist. The background is a plain, light-colored wall.

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By harnessing untapped talents, we can advance innovation, drive sustainable growth and uplift communities – building a better world for all.

Ismed Darwis Bahatlar
Malaysia Markets Leader; and Partner
Ernst & Young Consulting Sdn. Bhd.

Shaping the movement together

Recognizing the strategic importance of neurodivergent talent, EY and PETRONAS signed an MoU in June 2023 to raise awareness, strengthen organizational readiness, support targeted upskilling and advance community collaborations.



EY and PETRONAS MoU signing

From 2023 to 2025, the collaboration has ignited conversations about neurodiversity at the workplace, connected stakeholders across the neurodiversity ecosystem and forged academic collaborations to facilitate seamless employment transition and establish a sustainable talent pipeline.

By championing neurodiversity as a business imperative, this collaboration has laid the foundation for a more inclusive and future-ready workforce.



CHRO neurodiversity roundtable series: CHRO #1



Co-creation workshop: Reimagining the neurodiversity ecosystem in Malaysia



CHRO neurodiversity roundtable series: CHRO #2



BFM Interview: Neurodiversity within the workplace



Strategic partner recognition by HRD Corp



Academic collaboration for talent sustainability



Awareness session with Association of Banks in Malaysia (ABM)



Awareness session with Yayasan Peneraju



Awareness session with Young Presidents' Organization (YPO)



Awareness session with Universiti Teknologi PETRONAS (UTP)

EY and PETRONAS have successfully reached numerous organizations and individuals throughout the neurodiversity ecosystem.



>50k

Individuals



>200

Corporate organizations

Service providers

NGOs

Academia

Government agencies

Support groups

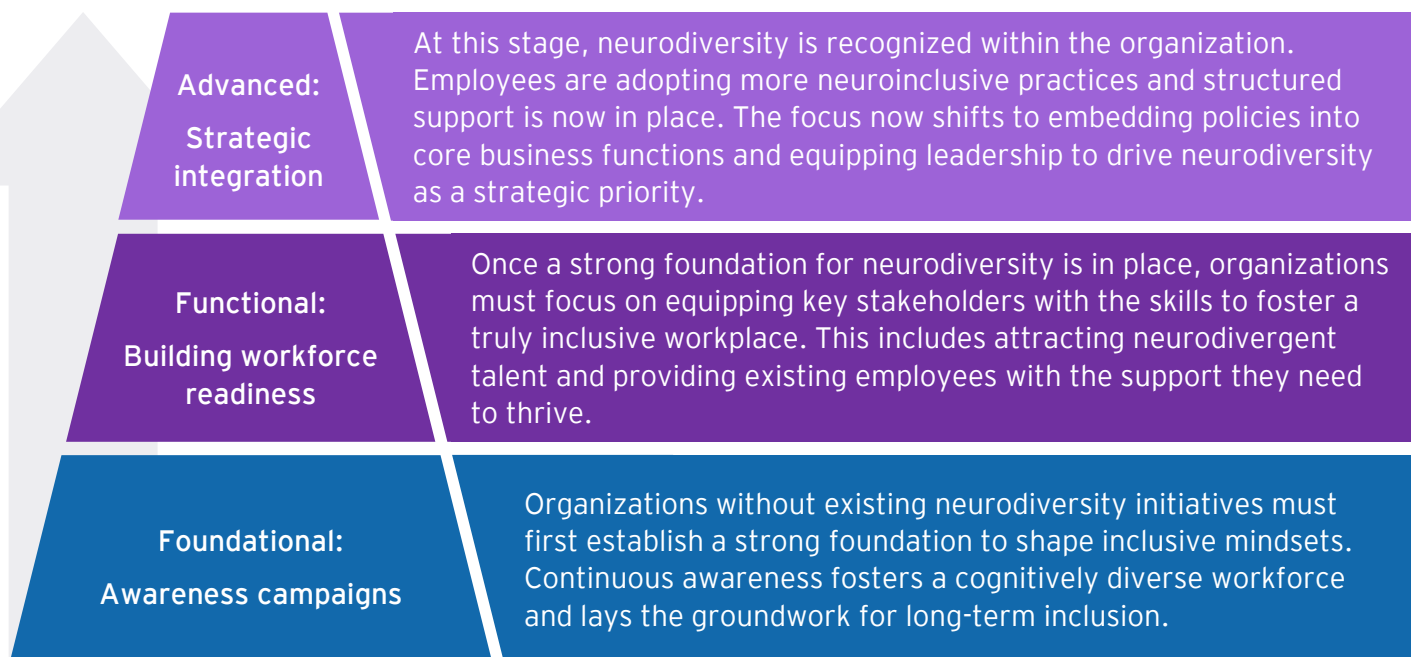
Advocates

Neurodiversity ecosystem partners engaged

Transforming hidden talent into business impact

Organizations have numerous opportunities to cultivate a workplace where both neurodivergent and neurotypical individuals thrive, shaped by the workforce's awareness and readiness.

Drawing from PETRONAS' experience and the *Global Party Alliance DEI Lighthouse 2023 Report*, which highlighted EY's neuroinclusive practices, here are some best practices for advancing neuroinclusion at work⁹.



Foundational: Awareness campaigns

To have meaningful impact, consider the following strategies:

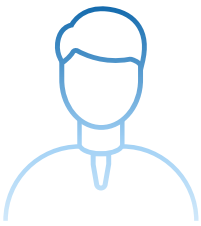
- **Tailor communication to the audience** – Leaders appreciate knowing about the business impact; while employees benefit from practical guidance.
- **Use storytelling to build connections** – Success stories and testimonials make neurodiversity relatable and encourage engagement.
- **Host panel discussions and fireside chats** – Bring in industry experts and neurodivergent individuals to share valuable insights.

More importantly, awareness must be a continuous effort that is woven into the organization's culture. By making education an ongoing commitment, organizations set the stage for true transformation.

Functional: Building workforce readiness

Training of the workforce typically covers the following areas:

- **Sourcing** - Re-evaluate current recruitment and selection processes, consider optimizing job descriptions and reimagining interview formats from competency-based to strengths-based.
- **Skilling** - Equip employees with key competencies to foster a neuroinclusive workplace; these include practicing a growth mindset, active listening and adaptive communication.
- **Support** - Establish workplace accommodations that balance feasibility and effectiveness, distinguishing between reasonable adjustments and those that may not align with operational needs.



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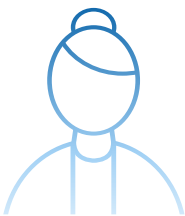
Continuous education of neurodiversity could remove the stigma associated with it.

Manager of a neurodivergent talent

Advanced: Strategic integration

Key initiatives to enhance neurodiversity within the organization include:

- **Building the business case** - Demonstrate how neurodiversity enhances productivity, cost optimization and operational resilience.
- **Conducting dialogue sessions** - Expose executive leadership to neurodivergent talents who are comfortable to share their lived experiences, allowing leaders to gain first-hand experience.
- **Research and policy alignment** - Collaborate with self-advocating neurodivergent talents to ensure informed decision-making that drives meaningful policy amendments.



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Successful integration of neurodiversity in the workforce is also equipping the workforce with the right mindset.

Service provider for neurodivergent community

Call to action

EY and PETRONAS' shared journey underscores a powerful truth - neurodivergent individuals bring distinct strengths that can spark innovation, enrich team dynamics and future-proof Malaysia's talent pipeline. However, real progress requires more than awareness, it calls for coordinated action across the ecosystem.



This white paper sets the stage for a shared understanding of neurodiversity at work, aiming to inspire collective action across Malaysia's inclusive employment landscape. A key part of moving this agenda forward is through collaborations, such as the NADI&NE Circle and SOCSO who are committed to co-developing a national framework that is detailed and practical, designed to:

- Support employers of all sizes.
- Strengthen Malaysia's inclusive employment ecosystem.
- Advance economic equity and social cohesion.

Through collaboration and shared commitment, there is a significant opportunity to create lasting impact where every individual's unique strengths are recognized and empowered.

As such, we call all Malaysians to reflect, unite and join us in championing neurodiversity for our nation.

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