

The future is mindful.

Why brands that design for neurodiversity will win the next generation of customers.

Introduction:

A New Kind of Difference

Advertising isn't static. It's shaped by the era it lives in. And we've reached a point where the old ways simply don't work anymore.

The most successful brands today aren't the loudest or the flashiest. They're the ones that listen. The ones that evolve. The ones that recognize we're entering a new era—one where relevance is rooted in inclusivity, and innovation stems from diversity of thought.

This shift is being driven, in large part, by a group that too many still overlook: the neurodivergent.

Up to 20% of people globally are neurodivergent. That's nearly one in five consumers who engage, decide, and experience the world differently. This isn't a niche audience—it's one of the largest untapped market segments in modern commerce. And collectively, they control nearly \$1.9 trillion in annual global disposable income.

Neurodivergence isn't a medical issue to fix. It's a social and cultural reality to recognize—and a business opportunity to seize.

Boomers and Gen X leaders—those who built the very frameworks of modern marketing—are finding themselves out of sync with Gen Z, a generation that not only speaks fluently about neurodivergence, but expects the world around them to adapt accordingly. In fact, over 50% of Gen Z now self-identify as having some form of neurodivergence. The disconnect isn't just generational. It's cognitive. Gen Z doesn't merely consume differently—they think differently.

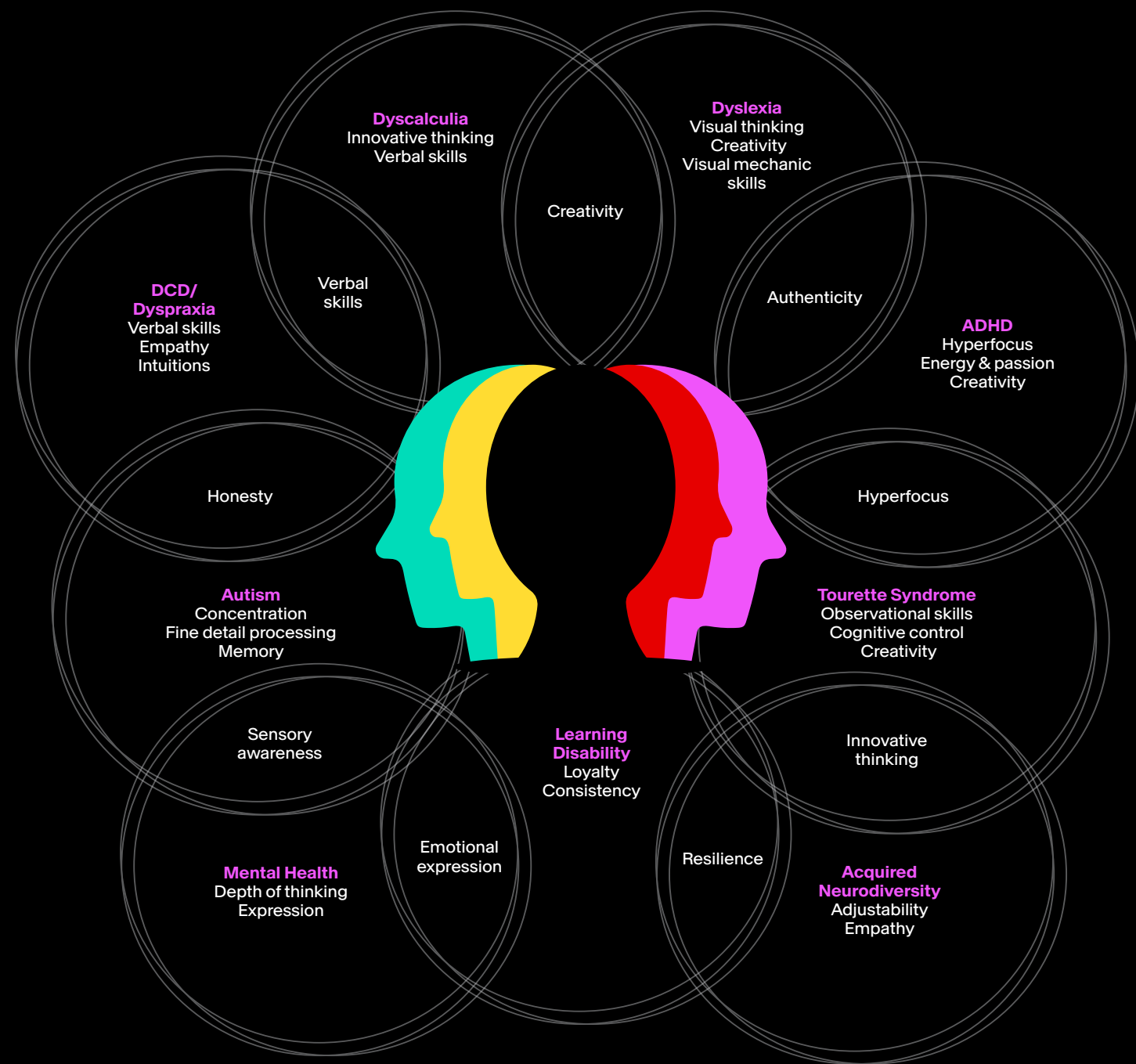
And they're demanding that brands think differently too.

So, here's the challenge—and the opportunity. Brands that continue to prioritize sameness and status quo will slowly become relics. But those who embrace cognitive diversity as a design principle—not a compliance checklist—will lead the next wave of culture, creativity, and commerce.

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20% of people globally are neurodivergent



What Is Neurodiversity?

Neurodiversity is the natural variation in how human brains function. It includes differences such as autism, ADHD, dyslexia, OCD, anxiety, and sensory processing sensitivities. But more importantly, it reflects a broader truth that there is no single “right” way to think, feel, sense, or communicate.

From a social perspective, neurodiversity reframes these sensitivities not as deficits, but as valuable ways of engaging with the world. It shifts the focus from “**what’s wrong?**” to “**what’s missing in the design?**”

Illustration source: The Overlapping Skills and Strengths of Neurodiversity by Nancy Doyle, based on work by Mary Colley.

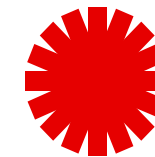
Neurodivergent individuals may:



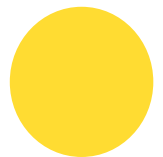
Absorb or respond to sensory input more intensely



Communicate in nonlinear or nonverbal ways



Think in patterns, pictures, or associations



Experience time, memory, or focus differently

When we build systems that recognize these differences, we unlock performance, loyalty, and innovation—at scale.

Across industries, failing to design for neurodiversity leads to measurable losses. In financial services, for example, **57% of neurodivergent users abandon credit card applications** midway due to confusing forms. Clear Channel UK highlights the importance

of inclusive and accessible shopping experiences, revealing that over 60% of shoppers have left stores due to unmanaged sensory factors—

60%

Loud music

40%

Bright lights

20%

Overstimulating

10%

Bright colors

It’s not about less ability.

It’s about different operating systems.

Let's Bust the Myths

Let's start by clearing out the old narratives:

Neurodivergence is not rare. It affects up to **20% of the global population**, making it more prevalent than left-handedness and comparable in size to the aging Boomer population—a **mainstream market hiding in plain sight.**

It's not always visible. Half of neurodivergent adults **reported not disclosing their neurodiversity** at work or in social settings.

It's not a problem to fix. Neurodivergent minds bring quantifiable advantages: JPMorgan Chase found their neurodivergent hires were over **90% more productive** in certain tech roles. In another cross-diagnosis pilot, Australia's Department of Human Services reported **30% higher productivity** from neurodiverse teams comprising individuals with ADHD, dyslexia, and autism.

It's not just about HR. It's about systems that exclude talent before they even apply. A recent UK study found that **54% of neurodivergent job seekers** cited vague job descriptions, timed testing, and ambiguous social expectations as major barriers—regardless of diagnosis.

**1.64 billion
people globally
learn and think
differently.**





Gen Z majority

53%

of Gen Z self-identify
as neurodivergent.



Gen Z shops with purpose

79%

of shoppers buy from brands
aligned with their values.

**Businesses
cannot afford
to ignore
neurodivergence.**



The Cultural Shift Is Already Here

Gen Z has grown up with a different lens. They've had the language of identity, mental health, and neurodiversity from day one. They don't see neurodivergence as something to be hidden or apologized for.

They see it as part of who they are. They expect psychological safety, sensory awareness, and inclusive language. They choose workplaces and brands that reflect their lived experiences.

This cultural fluency extends to purchasing decisions. Seventy-nine percent of shoppers say they make an effort to buy from brands aligned with their values—including inclusion.

To older generations, this might feel like culture shock. **But to Gen Z, it's simply culture.**

If brands want to remain relevant to the next generation of customers and employees, they have to recognize that this isn't a temporary wave—it's a fundamental shift in how people engage with the world.

Why It Matters to Business

Inclusion is not just about ethics—it’s about performance.

The neurodivergent market



Vast:

1 in 5
consumers
globally



Untapped:

Largely overlooked
in customer
experience design



Loyal:

When understood,
neurodivergent consumers
stick with brands that “get it”

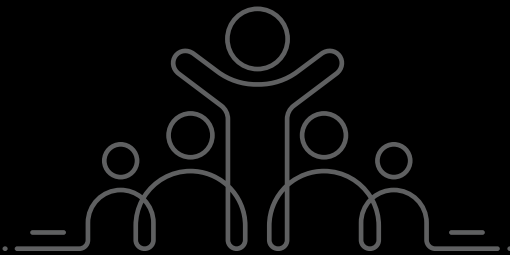
The broader disability economy is worth **\$8 trillion globally**. And yet, most brands are still designing for a narrow slice of typical norms.

Poor design decisions translate to real losses. One UK study found that supermarkets were losing over **£700 million annually** in sales because autistic shoppers found the experience too overwhelming to return. **In the travel sector, 78% with autism are hesitant to travel or visit new locations due to lack of accommodations.**

But when companies invest in neuroinclusive strategies, they see real returns:

- SAP reports** up to 1.4x increase in productivity from neurodivergent teams.
- JPMorgan Chase** found neurodivergent hires were **48% more productive** than their peers.
- Deloitte** reports that teams can be 30% more productive when they include neurodivergent professionals.

Inclusive design benefits everyone—neurotypical and neurodivergent alike. By removing unnecessary barriers and enhancing usability, it leads to stronger customer retention, more intuitive product experiences, improved accessibility compliance, and a boost in overall brand reputation. Designing with a broader range of minds in mind doesn’t just check a box—it builds better, more sustainable businesses.



Inclusive Design Benefits Everyone

Neurodivergent market

1 in 5

global customers

Disability economy is worth

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globally

78%

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UK supermarkets are losing

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How Neurodivergent Thinkers Redesign the Process

The creative process wasn't built for everyone—but it can be rebuilt by everyone.

Traditional advertising and product marketing pipelines were designed around linear thinking, verbal brainstorms, and fast consensus. Neurodivergent thinkers don't just enter these processes—they flip the script, offering a fundamentally different path to breakthrough ideas.

Neurodivergent creatives challenge linearity.

Most traditional campaigns start with “The Big Idea” and work backwards. But neurodivergent minds often build laterally, drawing from disparate influences, unexpected emotions, or hyper-specific observations. What starts as a side note becomes the strategy. What seems out of left field becomes the field.

They're naturally wired for disruption.

Whether it's the systems-level thinking of autistic strategists, the nonlinear storytelling of ADHD creatives, or the metaphor-rich communication styles of dyslexic designers—neurodivergent creators surface insights that feel more like revelations. They see what others gloss over.

Traditional creative workflows filter out

brilliance. Brainstorms reward fast talkers.

Decks prioritize polish over potency. Deadlines punish iteration. These conventions often exclude neurodivergent contributors, not because the ideas aren't there, but because the format isn't built for them.

But when we shift to asynchronous ideation, visual briefs, or voice-noted concepts, new dimensions of creativity emerge. **Many neurodivergent thinkers thrive when the process finally fits the way their minds work.**

If your brand wants to create what's next, you need the minds that see what others don't.

Neurodivergent thinkers don't “fit” the mold—they remake it. They reshape how we ideate, iterate, and inspire. They are the unexpected edge that your product launch, brand campaign, or audience breakthrough is missing.

The Customer Experience Gap

In today’s marketplace, many brands and employers inadvertently exclude neurodivergent individuals through designs that fail to accommodate diverse cognitive needs. This oversight manifests across both customer and employee experiences—resulting in disengagement, lost revenue, and untapped innovation.

At digital and retail touchpoints, inaccessible design leads to drop-off and disengagement:

Brand Barriers:

89%

of neurodivergent users face accessibility barriers due to overstimulating visuals, sensory overload, or hard-to-navigate layouts.

Cart Abandonment:

71%

of users with cognitive needs abandon sites with fast-moving ads, small fonts, or unclear navigation.

Checkout Breakdown:

50%

of neurodivergent users abandon purchases when forms are complex, error messages are unclear, or time limits cause stress.

In Physical Retail:

75%

of neurodivergent shoppers have avoided in-store experiences due to sensory triggers such as harsh lighting or unpredictable layouts.

The Employee Experience Gap

When businesses don’t design for cognitive diversity, they lose connection, loyalty, and potential. But that gap is entirely addressable through thoughtful design and policy.

Many workplaces have structural norms that hinder inclusion:

39%

provide no training

27%

train managers on the business value of neurodiversity

24%

train how to support neurodivergent team members

18%

train on disclosure response

Employee Productivity:

30%

of teams with a neurodivergent contributor are more productive

Employment Barriers:

65%

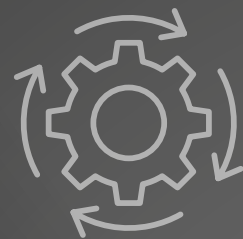
avoid asking for help due to stigma

The Power of Universal Design

Universal Design is the practice of proactively embedding accessibility into experiences from the start—by considering the full range of human difference, not just the “average” user. It creates environments where neurodivergent users can thrive—and where everyone benefits.

Flexible Inputs:

Offer multiple ways to engage—audio, text, visuals, and tactile inputs. Encourage mapping user needs across a range of permanent, temporary, and situational limitations.



Clarity of Content:

Present content in straightforward, easily digestible ways. Avoid jargon. Break complex ideas into short sections.



Calm Interfaces:

Avoid flashing visuals, excessive animation, or overwhelming color. And comfortable for all.



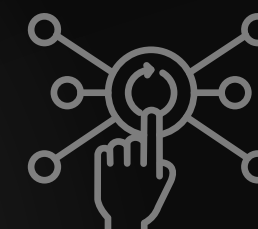
Navigation Flows:

Use consistent navigation, logical steps, and clear indicators (eg, progress bars) to reduce cognitive strain.



Sensory Preferences:

Enable user to adjust lighting, sound, and texture in both digital and physical environments.



Universal Design is not about diluting brand expression—it’s about making experiences more intuitive, usable, and inclusive from the ground up.

Leading the Movement:

Brands Doing It Right

These companies are proving that inclusion isn't a cost center—it's a growth engine.



Apple

Design that protects your attention.

Embedded accessibility features into all devices—eg, guided access, focus mode, and reduce motion settings, which are widely used globally. Apple's inclusive design ethos reinforces its brand loyalty and global reach.



IKEA

Retail that listens differently.

Designed quiet zones, simplified store layouts, and added digital readability tools for people with dyslexia. IKEA's commitment to "designing for the many" is expanding customer access and product innovation.



Microsoft

Anticipating needs before barriers.

Microsoft's Persona Spectrum is a design tool that maps user experiences across permanent, temporary, and situational limitations. By identifying shared challenges—such as limited mobility, vision, or literacy—it helps teams create inclusive solutions that benefit a wider audience.



Adobe

Inclusion, built into every interface.

Adobe's Spectrum design system and Digital Accessibility Guide equip teams with tools to build inclusive, accessible digital experiences.

These aren't one-off efforts—they're strategic investments. By designing for the full spectrum of human experience, these brands aren't just doing good—they're doing better business.



Enter “Neuroverse”

Powered by Havas: Your Strategic Partner for Growth

Neuroverse, powered by Havas, exists to augment what brands already do—unlocking untapped potential by embedding neuroinclusive thinking into the core of both customer experience and the entire employee life cycle.

Neuroverse is a strategic partner built by experts in inclusive design, digital experience, advertising, and neurodiversity. We don’t believe in one-size-fits-all tool kits. We believe in immersive transformation—auditing the journey, mapping the friction, and building solutions with the people who live these experiences every day.

We operate at the intersection of creativity, data, and empathy, helping brands unlock growth through design that reflects how all minds work.

CX + EX =

A Symbiotic Engine for Growth

Customer experience (CX) and employee experience (EX) cannot exist in silos. They're interconnected systems—and brands that treat them as separate risk breaking the chain of trust.

You can have a sensory-friendly store or a beautifully accessible website, but if your hiring practices are exclusionary or your staff isn't trained to support neurodivergent (ND) needs, the whole system falters. Great CX without great EX is a broken promise.

That's why Neuroverse delivers an integrated 360-degree approach. By aligning internal capabilities with external experiences, we help brands create adaptive ecosystems—where innovation, performance, and inclusion reinforce each other.

Your employees
don't just support
your brand experience.
They are your brand
experience.

Customer Experience (CX)

We create inclusive experiences that resonate across the neurodiversity spectrum—and beyond. Our solutions improve usability, conversion, and loyalty for all.



CX
Full Audit



UX
Personalization



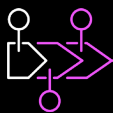
ND Creative
Services



Digital
Solutions



Sensory
Profiling



ND CX
Road Map



ND Product
Development

Employee Experience (EX)

Neurodivergent talent is already in your organization. We help you nurture it—and attract more of it—by removing barriers and embedding inclusive practices into every stage of the employee life cycle.



EX Full
Audit



ND Research
Program



ND EX
Consulting



Learning
Platforms



ND Training
Modules



ND Manager
Tool Kits



Onboarding
Tool Kits



A Movement Worth Joining

Cognitive diversity isn't just a category. It's a culture shift.
It's a design revolution. It's a competitive edge.

**The future doesn't belong to brands that stay the same.
It belongs to brands that evolve.**

Neuroverse is building a world where difference is not just accepted,
but expected—where adaptability is not a response, but a strategy.

If you want to create inspiring experiences, communicate in meaningful
ways, and build innovative teams, you're already thinking like us.

Join the movement that sees, designs, and connects to every mind.

The future is adaptive. Let's build it together.



Glossary

ADHD (Attention Deficit Hyperactivity Disorder)

A neurodevelopmental condition marked by patterns of inattention, hyperactivity, and impulsivity that can affect focus, time management, and task completion.

Anxiety

A mental health condition involving excessive worry or fear that can interfere with daily activities; often co-occurs with other neurodivergent traits and may affect sensory processing and social engagement.

Autism (Autism Spectrum Disorder)

A neurodevelopmental condition characterized by differences in social interaction, communication, sensory processing, and behavior; it exists on a spectrum and manifests uniquely in each individual.

Belonging

A sense of being accepted, valued, and included within a group or environment, particularly in workplaces.

Calm Interfaces

UI design principles that reduce visual noise and motion to improve focus and minimize sensory overload.

Camouflaging

Behavioral adaptations by neurodivergent individuals to hide their differences and blend into neurotypical environments.

Co-occurring Conditions

When an individual experiences more than one condition at the same time, such as autism with anxiety or ADHD with dyslexia.

Cognitive Diversity

The inclusion of people with different ways of thinking, problem-solving, and processing information.

Cognitive Load

The mental effort required to process information; minimizing it improves user comprehension and engagement.

DCD (Developmental Coordination Disorder)/Dyspraxia

A condition affecting motor coordination and planning, often impacting everyday activities.

DEI (Diversity, Equity, and Inclusion)

A strategic framework promoting fair treatment, access, and opportunity for all, especially underrepresented groups.

Digital Friction

Barriers or complications in digital interactions that reduce user ease—especially impactful for neurodivergent individuals.

Disability Economy

The market segment and economic impact generated by people with disabilities as consumers, employees, and entrepreneurs, emphasizing inclusion-driven innovation and accessibility-focused products and services.

Dyslexia

A learning difference that primarily affects reading, spelling, and processing of written language.

EX (Employee Experience)

The journey of an employee within an organization, from onboarding to day-to-day interactions and advancement.

ERG (Employee Resource Group)

Voluntary, employee-led groups that promote diversity, support professional development, and foster a sense of belonging.

Environmental Scanning

A form of heightened situational awareness—sometimes common in individuals with anxiety or PTSD.

Flexible Inputs

User interfaces that offer multiple interaction methods (eg, touch, voice, text) to accommodate different needs.

Hyperfocus

An intense form of concentration on a particular task or subject, often associated with ADHD or autism.

Inclusive Design

The practice of creating products or environments that are usable by as many people as possible, regardless of ability.

Intuitive Design

Design that is naturally easy to understand and interact with, often without needing detailed instructions.

Masking

A coping strategy used by neurodivergent individuals to suppress or hide traits in order to appear neurotypical.

ND (Neurodivergent)

Referring to individuals with cognitive differences from typical brain function.

Neurodivergent Consumer Insights

Research and data focused on the behaviors, needs, and preferences of neurodivergent customers.

Neuroinclusive Strategy

Business and design strategies that explicitly consider the needs and strengths of neurodivergent individuals.

Neurotypical

A term used to describe individuals whose neurological development and functioning align with societal norms and expectations.

OCD (Obsessive-Compulsive Disorder)

A mental health condition involving intrusive thoughts (obsessions) and repetitive behaviors (compulsions).

Glossary (continued)

Onboarding Tool Kits

Resources provided to new employees to help them integrate into an organization—especially important in EX strategies.

PTSD (Post-Traumatic Stress Disorder)

A psychiatric disorder that can occur in people who have experienced or witnessed traumatic events.

Persona Spectrum

A UX tool used to design for a range of user needs by categorizing them as permanent, temporary, or situational.

Reasonable Accommodations

Workplace adjustments provided to individuals with disabilities to ensure equal opportunity and inclusion.

Sensory Processing Differences

Variations in how individuals perceive and respond to sensory information, such as sound, light, and touch.

Sensory Profiling

Mapping how users respond to stimuli (light, sound, touch) to customize or adapt physical/digital environments.

Simplistic Flows/Predictable Flows

UX design structures that reduce cognitive load with consistent navigation, progress bars, and logical task steps.

Stimming

Short for “self-stimulatory behavior”; repetitive motions or sounds that help regulate emotion or sensory input.

Synesthesia

A neurological condition where stimulation of one sensory pathway leads to involuntary experiences in another (eg, hearing colors, seeing sounds).

Tourette Syndrome

A neurological condition characterized by involuntary motor or vocal tics.

Universal Design

A design philosophy that considers the widest possible range of human diversity from the start—not just accessibility retrofits.

Visual Briefs

Creative documents that rely on imagery or diagrammatic elements instead of long-form text, aiding visual processors.

Wayfinding

Design strategies and tools that help people navigate physical or digital environments easily and confidently.

This isn’t just inclusive.
It’s transformative.
This isn’t a niche.
It’s the next frontier of growth.

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About Havas

For more information on how Havas is partnering with clients to create a meaningful and inclusive future for all with Neuroverse, contact us at Neuroverse@havas.com or visit us at www.havasneuroverse.com.

Founded in 1835 in Paris, Havas is one of the world’s largest global communications groups, with nearly 23,000 people operating in over 100 markets and sharing one mission: to make a meaningful difference to brands, businesses, and people. To meet the needs of its clients, Havas has developed a seamlessly integrated strategy and operating system, Converged, fusing all its global expertise, tools and capabilities, to create, produce, and distribute real-time, optimized, and personalized marketing solutions at scale. With inspired human ideas at the heart of this unique model, supercharged by the latest data, technology, and AI, the teams work together with agility and in perfect synergy within Havas Villages to provide clients with tailor-made solutions that support them in their positive transformation. Havas is committed to building a diverse, inclusive, and equitable workplace that prioritizes the well-being and professional development of its talents. Further information about Havas is available at www.havas.com.

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