The Return On Dyslexic Thinking...

A blueprint for innovation.

The $Trillion Dollar Question:
Can you afford not to empower Dyslexic Thinking?

MADE BY DYSLEXIA

supported by

randstad enterprise

"Dyslexic Thinking delivers the skills the co-intelligence economy demands. The Return on Dyslexic Thinking should give every workplace a financial imperative to harness these skills. Leading companies aren't asking *if* they should empower dyslexic talent, but *how fast*"

Kate Griggs, Founder, Made By Dyslexia

Dyslexic Thinking is worth $4.5 Trillion Dollars* to the global economy.

But $3.2 Trillion Dollars remains untapped, because only 30%** of dyslexic thinkers are empowered at work.

In today's age of innovation, competitive advantage comes from **co-intelligence** – the powerful collaboration between AI and human creativity. **Dyslexic Thinking** is the human intelligence AI needs to power innovation.

For the first time, this report quantifies the **Return on Dyslexic Thinking (RoDT)**. Using new analysis and data provided by Randstad Enterprise, we estimate both today's realised value and the additional **vast untapped value** that could be unlocked when all dyslexic thinkers are fully empowered.

Return on Dyslexic Thinking (RoDT) at a glance: today vs full potential

UK	UK: Today £29.5B	Untapped £68.8B	Total £98.2B
USA	USA: Today $195.6B	Untapped $456.4B	Total $652.0B
Global	Global: Today $1.4T	Untapped $3.2T	Total $4.5T

"Empowering Dyslexic Thinking isn't a tick-box exercise. For organisations and nations that want to grow, lead and innovate, the Return on Dyslexic Thinking makes the business case to recruit and empower this talent"

Mike Smith, Chief Executive, Randstad Enterprise

*Rounded for clarity. Figures may not sum due to rounding. **30% empowerment based on analysis from Randstad Enterprise. See Appendix A2.

Why so much value is untapped

Research finds only **30%*** of dyslexic thinkers are empowered at work. Empowerment rises when organisations:

- value Dyslexic Thinking as a skill and use skills-first hiring
- build culture and systems so that Dyslexic Thinking thrives
- provide the tools and development that let dyslexics lean into their strengths

Why this matters now

Innovation drives growth. Nations and companies that empower Dyslexic Thinking will innovate faster, solve harder problems, and build more resilient performance in a co-intelligence world.

*For detail on methods, calculations and assumptions, see Methodology page 8; Appendix page19.

Why it pays

When organisations tap into Dyslexic Thinking skills, they see stronger innovation, growth and agility.

INNOVATION:

Top innovators see **about 2× revenue growth** in their core and nearby industries. These outcomes are built on **creativity** and **problem-solving**[1].

R&D WITH AI:

AI can make R&D **about 2× faster** and add around **~$0.5T a year**[2] when teams use it well. **Big-picture thinking, creativity and problem-solving** are the human skills that make AI outputs commercially valuable.

DESIGN-LED GROWTH:

Companies strong in design grow faster (**+32% revenue; +56% total return to shareholders**[3]). Design operationalises **empathy** and **problem-solving**.

SKILLS-FIRST IMPACT:

Organisations with a **skills-based approach** to talent are **57%** more likely to be agile, **107%** more likely to place talent effectively, and **98%** more likely to retain high performers[4].

What to do next:

Learn how to empower Dyslexic Thinking in your organisation with our free training and workplace guide (see page 18).

The $Trillion Dollar Question:

Can you afford not to empower Dyslexic Thinking?

1. https://www.mckinsey.com/capabilities/strategy-and-corporate-finance/our-insights/innovative-growers-a-view-from-the-top // 2. https://www.mckinsey.com/capabilities/quantumblack/our-insights/the-next-innovation-revolution-powered-by-ai // 3. https://www.mckinsey.com/capabilities/mckinsey-digital/our-insights/the-business-value-of-design // 4. https://www.deloitte.com/us/en/insights/topics/talent/human-capital-trends/2023/skills-based-model-end-of-jobs.html

Skills demand across Industrial Revolutions

Industry 1.0:

Mechanisation

- Craftsmanship
- Agricultural skills
- Basic literacy

Industry 2.0:

Electrification

- Mechanical skills
- Technical literacy
- Basic arithmetic

Industry 3.0:

Automation

- Manufacturing expertise
- Typing skills
- Routine problem-solving

Industry 4.0:

Digitisation

- Digital literacy
- Coding abilities
- Analytical skills

Industry 5.0:

Human-AI collaboration: co-intelligence

- Complex problem-solving
- Adaptability
- Creativity & innovation

Dyslexic Thinking skills > > > Dyslexic Thinking skills > > > Dyslexic Thinking skills

Demand for traditional skills declines and demand for Dyslexic Thinking rises

1780 | 1870 | 1970 | 2011 | NOW

The Innovation Age

In an age where co-intelligence drives innovation, dyslexics hold the skills the future needs.

Technology and AI are transforming work, but competitive advantage now comes from co-intelligence: the powerful collaboration of Artificial Intelligence and Human Creativity, driven by Dyslexic Thinking.

As our **Intelligence 5.0** report notes, we are entering **Industry 5.0**: humans and AI working together to drive innovation.

What the research says:

The UN's Inclusive Artificial Intelligence for Development (2025)[5] finds economies that embrace innovation build resilience and long-term growth.

Deloitte's Government Trends 2025[6] likewise shows that governments fostering innovation through technology adapt faster and perform better.

McKinsey[7] reports leading companies treat innovation as a core growth strategy and use AI to create new value (not just cut costs); their analysis indicates AI can double R&D speed and unlock ~$0.5T in annual value.

> **"Where AI aggregates, Dyslexic Thinking innovates. Together, they make a powerful team, combining the strengths of both ways of thinking, often leading to innovations that drive business success"**

Intelligence 5.0

5. United Nations, Technology and Innovation Report 2025, Inclusive Artificial Intelligence for Development, https://unctad.org/system/files/official-document/tir2025_en.pdf // 6. Government Trends 2025, Deloitte, https://www.deloitte.com/us/en/insights/industry/government-public-sector-services/government-trends.html#undefined // 7. https://www.mckinsey.com/capabilities/quantumblack/our-insights/the-next-innovation-revolution-powered-by-ai

> **“The more we embrace dyslexia as a skill, the more we create the space to see there are different approaches to solving problems”**
>
> **Nicole Leverich, Chief Communications Officer, LinkedIn**

Who holds the human skills to drive innovation?

Dyslexic thinkers. They excel in creative thinking, complex problem-solving, big-picture insight, interpersonal skills and innovation. These are the human skills that drive growth and progress.

Pairing AI with Dyslexic Thinking creates a practical blueprint for innovation – dyslexic thinkers bring the human skills that power co-intelligence with AI and turbocharge transformation.

Anticipating this shift, in 2022, LinkedIn listed Dyslexic Thinking as a searchable skill. Studies from the World Economic Forum[8] and Randstad Enterprise[9] show that Dyslexic Thinking skills are the most in-demand human skills worldwide (see page 7).

Now this report outlines – for the first time – the financial imperative to empower Dyslexic Thinking

And poses the $Trillion Dollar Question for organisations, governments and educators...

Can you afford not to empower Dyslexic Thinking?

What is Dyslexic Thinking?

A distinct set of cognitive skills – including creativity, visualisation, problem-solving, communication and big-picture thinking – often found in people with dyslexia. These abilities power innovation by spotting patterns others miss, reframing problems and generating unconventional solutions. They are increasingly valued in today's and tomorrow's workplaces.

Now recognised as a skill on LinkedIn: **Dyslexic Thinking +**

and in the dictionary:

dyslexic thinking

[dis-**lek**-sik **thing**-king] Phonetic (Standard) IPA

noun

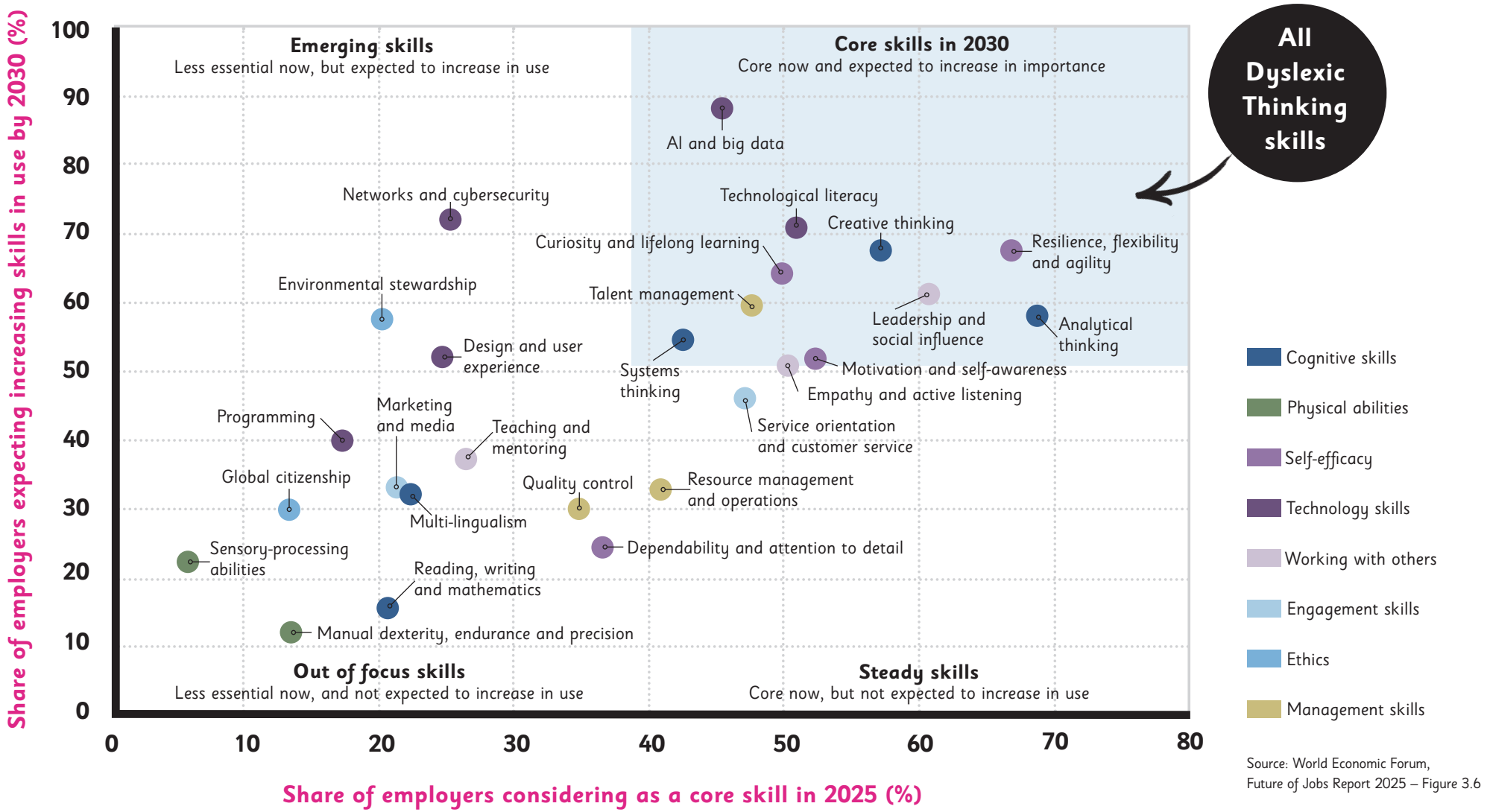
1 an approach to problem solving, assessing information, and learning, often used by people with dyslexia, that involves pattern recognition, spatial reasoning, lateral thinking, and interpersonal communication.

Dyslexic Thinking skills

8. https://www.weforum.org/publications/the-future-of-jobs-report-2025/ // 9. https://www.randstadenterprise.com/in-demand-skills/

Dyslexic Thinking skills are the skills of the future

World Economic Forum: Core Skills in 2030



Source: World Economic Forum, Future of Jobs Report 2025 – Figure 3.6

Methodology

What is the Return on Dyslexic Thinking?

The Return on Dyslexic Thinking (RoDT) model estimates the current and potential value created by dyslexic thinkers in organisations, and at national/global level. (Developed with Randstad Enterprise.)

1 in 5

are dyslexic – 20% of population

Source: Yale Center for Creativity

Formula: (D×E)×V=RoDT

D

Dyslexic talent population: share of employees who are dyslexic

D = Dyslexic talent population: ~20% – the incidence of dyslexics in the population.

×

E

Empowerment rate: % of dyslexic employees who are empowered

E = Empowerment rate: E rises when you recognise dyslexia as a skill, use skills-first hiring, provide tools, and build a workplace culture and systems so that Dyslexic Thinking thrives.

×

V

Value per dyslexic thinker: average additional annual value vs a non-dyslexic peer

V = Value per dyslexic thinker: report default: ~$20,000; see Appendix A3.

=

Return on Dyslexic Thinking

Notes: Report default for empowerment rate (E) = 30%. Use organisation-specific D/E where possible. See Appendix A1-A3 for the rationale behind E and V.

Methodology

Worked example

This worked example sets out the Return on Dyslexic Thinking for a large global organisation with 46,000 employees. It shows the current value of Dyslexic Thinking in the workforce, and then calculates the untapped and total potential if 100% were empowered.

Company with 46,000 employees

D

Dyslexic talent population (20%): = 9,200

×

E

Empowerment rate (30%): = 2,760

×

V

Value per dyslexic thinker: = $20,000

=

(Untapped)
$128.8M

(Current)
$55.2M

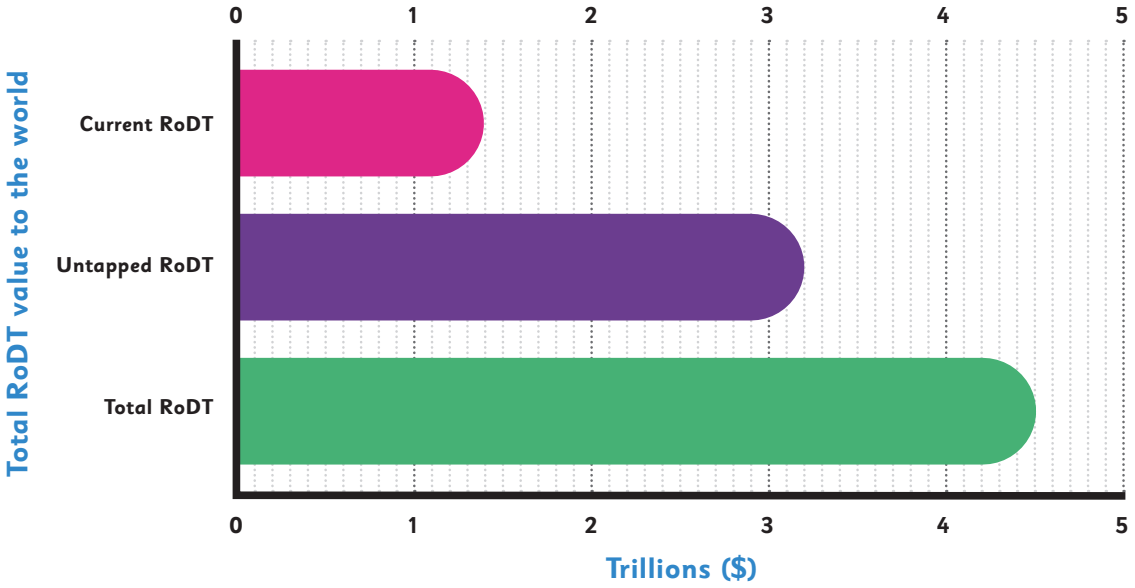
(Total)
+$184.0M per year

Global Return on Dyslexic Thinking

Right now, it's estimated only 30% of dyslexic thinkers are empowered in organisations across the globe. But when all dyslexics are fully empowered, they could generate $4.5 Trillion Dollars for the global economy – unlocking $3.2 Trillion Dollars of untapped value.

Total RoDT value to the world:

Current RoDT value	Untapped RoDT value	Total RoDT value
$1.4 Trillion	$3.2 Trillion	$4.5 Trillion



> "Dyslexic thinkers have the skills needed to collaborate with AI and turbocharge innovation around the world: creative thinking, complex problem-solving, interpersonal skills and innovation. These are the skills that will drive global growth and move organisations forward"

Kate Griggs, Founder,
Made By Dyslexia

Global Return on Dyslexic Thinking (Top 20 innovation economies)

We apply the RoDT model to each of the Global Innovation Index (GII) Top 20 economies[10] to estimate the current, untapped and total value. We then sum those Top 20 results to derive the global RoDT number used throughout the report.

RoDT value for Top 20 most innovative countries (2025)

Rank	Country	Current RoDT value (USD billions)	Untapped RoDT value (USD billions)	Total RoDT value (USD billions)
1	Switzerland	$6.5	$15.2	$21.8
2	Sweden	$6.3	$14.7	$21.0
3	USA	$195.6	$456.4	$652.0
4	Republic of Korea	$34.6	$80.6	$115.2
5	Singapore	$4.7	$10.9	$15.6
6	UK	$39.6	$92.4	$132
7	Finland	$3.1	$7.3	$10.4
8	Netherlands	$11.8	$27.4	$39.2
9	Denmark	$3.9	$9.1	$13.0
10	China	$880.8	$2055.2	$2936
11	Germany	$5.5	$12.9	$18.4
12	Japan	$81.4	$189.8	$271.2
13	France	$36.7	$85.5	$122.2
14	Israel	$5.6	$13.0	$18.6
15	Hong Kong, China	$4.4	$10.4	$14.8
16	Estonia	$0.8	$2.0	$2.8
17	Canada	$25.3	$59.0	$84.2
18	Ireland	$3.3	$7.8	$11.2
19	Austria	$5.4	$12.6	$18
20	Norway	$3.5	$8.1	$11.6

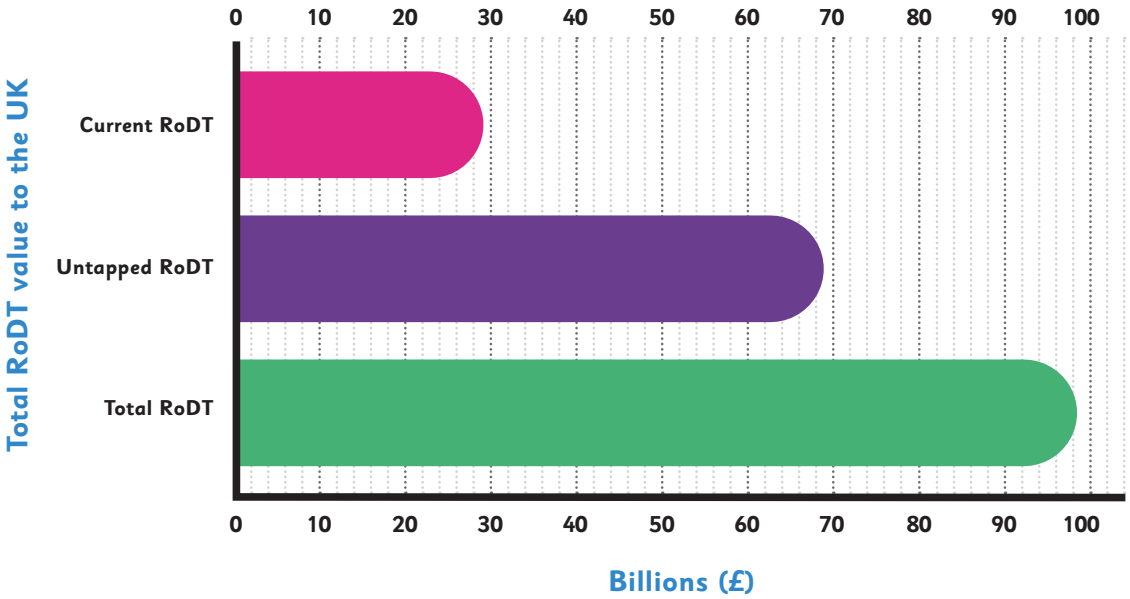
10 https://www.wipo.int/web-publications/global-innovation-index-2025/assets/80937/global-innovation-index-2025-en.pdf. GII data partners include the World Bank, IMF, OECD, WEF and UNESCO. Figures use full-precision calculations but are displayed to one decimal. Figures may not sum due to rounding.

UK Return on Dyslexic Thinking

Right now, it's estimated only 30% of dyslexic thinkers are empowered in UK organisations. But when all dyslexics are fully empowered, they could generate £98.2 billion for the UK economy – unlocking £68.8 billion of untapped value*.

Total RoDT value to the UK:

Current RoDT value	Untapped RoDT value	Total RoDT value
£29.5 Billion	£68.8 Billion	£98.2 Billion



> "In the age of innovation, we need a rich mix of minds – different backgrounds, perspectives and ways of thinking – if we're to solve the complex problems we face"

Anne Keast-Butler,
Director, GCHQ

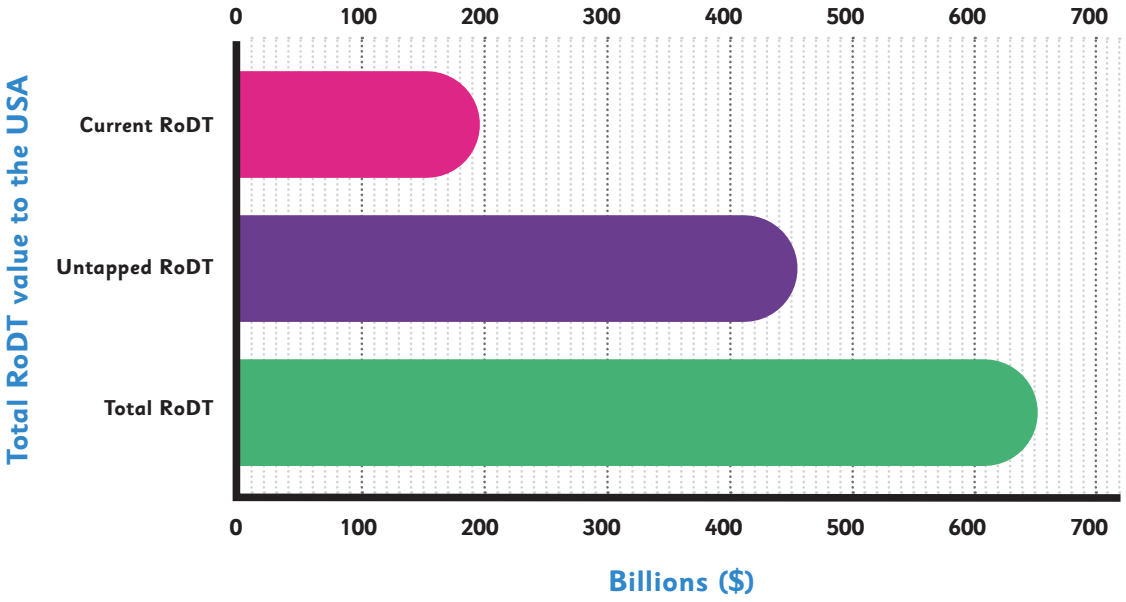
*Data supplied by Randstad Enterprise. Calculations use full precision; values are rounded for display. Figures may not sum due to rounding. Currency: USD amounts were converted to GBP at the USD-GBP rate on 4.9.25. Value per dyslexic thinker (V) was converted from $20,000 to £14,889.50. Conversions are fixed to that date for consistency.

USA Return on Dyslexic Thinking – national

Right now, it's estimated only 30% of dyslexic thinkers are empowered in US organisations. But when all dyslexics are fully empowered, they could generate $652.0 billion for the US economy – unlocking $456.4 billion of untapped value*.

Total RoDT value to the USA:

Current RoDT value	Untapped RoDT value	Total RoDT value
$195.6 Billion	$456.4 Billion	$652.0 Billion



> "The value that organisations risk missing out on by not empowering Dyslexic Thinking is staggering. It all starts with seeing Dyslexic Thinking not as a challenge, but as a valuable asset that enriches our workplace and, if empowered fully, can propel future innovation and growth"

Kelly Jones, Chief People Officer, Cisco

*Data supplied by Randstad Enterprise. Calculations use full precision; values are rounded for display. Figures may not sum due to rounding.

USA Return on Dyslexic Thinking – top 15 states

We apply the RoDT model to each of the top 15 US states (by workforce size) to estimate the current, untapped and total value for each state*.

State	Current RoDT value (USD billions)	Untapped RoDT value (USD billions)	Total RoDT value (USD billions)
California	$21.6	$50.5	$72.1
Texas	$17	$40.1	$57.3
New York	$12	$28.1	$40.1
Pennsylvania	$7.5	$17.5	$24.9
Illinois	$7.4	$17.3	$24.7
Georgia	$6.0	$14.0	$20.0
North Carolina	$6.1	$14.3	$20.4
Virginia	$5.1	$12.0	$17.1
Washington	$4.4	$10.3	$14.7
Massachusetts	$4.5	$10.4	$14.9
Colorado	$3.6	$8.4	$11.9
Maryland	$3.4	$8.0	$11.4
Minnesota	$3.7	$8.5	$12.2
Oregon	$2.4	$5.6	$8.0
Utah	$2.1	$4.9	$7.1

*Data supplied by Randstad Enterprise. Calculations use full precision; values are rounded for display. Figures may not sum due to rounding.

Entrepreneurship shows what's possible when Dyslexic Thinking is empowered

1 in 3 entrepreneurs are dyslexic[11] and use their Dyslexic Thinking to innovate and empower their teams.

5 REASONS DYSLEXIC THINKING FUELS ENTREPRENEURSHIP:

1 Imaginers: dyslexics instinctively spot gaps in the market and disrupt industries.

2 Big-picture thinkers: they excel at simplifying products, propositions and messages.

3 Resilient problem-solvers: their comfort with failure drives persistence, adaptability and growth.

4 Passionate questioners: dyslexics push boundaries and don't accept the status quo.

5 Leaders, team builders and empathisers: dyslexics build highly motivated, high-performing teams.

> "I've long known the value of Dyslexic Thinking in dreaming big and growing ideas into successful businesses. But for the first time, the economic value of Dyslexic Thinking to the world is clear. Dyslexics are set to play a vital role in driving innovation in the AI age"

Richard Branson, Founder, Virgin Group

Scan to read: Learn more in our Entrepreneurs Spotlight report

11. https://www.forbes.com/councils/forbesbusinesscouncil/2023/06/02/dyslexia-and-entrepreneurship-a-competitive-edge/

The Power of Dyslexic Thinking

From sparking world-changing innovations to driving today's most creative companies, dyslexic minds have always shaped the future.

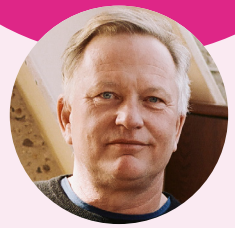
Their ability to see differently, solve problems in new ways and adapt with imagination makes Dyslexic Thinking one of the greatest untapped resources of our time. Imagine what becomes possible when we recognise, value and fully empower it.

"Throughout history, dyslexic minds have been at the forefront of innovation, from the light bulb to the iPhone, shaping the world we live in. So just imagine what discoveries we can unlock when we fully empower the dyslexic minds of today – discoveries that could redefine our future"

Dame Maggie Aderin-Pocock,
Space Scientist &
Communicator

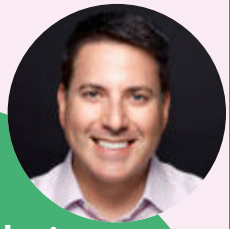
"Having dyslexia makes you look at things differently, which in turn gives you an advantage in everything that you do"

Nick Jones, Founder,
Soho House



"The untapped value of Dyslexic Thinking is there for every organisation to draw from. Creative thinking, innovation and adaptability are at the heart of many Virgin companies – and nurturing these skills in your people is what helps drive organisations forward"

Nikki Humphrey,
Chief People Officer,
Virgin Group



"At Axios HQ, we know that Dyslexic Thinking plays a vital role in unlocking innovation – with the Dyslexic Thinking skill of simplifying underpinning our business. Now organisations across the globe should empower all dyslexics across the workforce, as we see this age of AI unleashing the power and creativity of dyslexic thinkers"

Roy Schwartz,
Co-founder, Axios

Steps to empower Dyslexic Thinking – and increase your RoDT

The Return on Dyslexic Thinking model shows that nations and organisations can no longer afford to delay empowering Dyslexic Thinking.

> **"Now is the time to harness the Return on Dyslexic Thinking. Organisations can no longer afford to overlook the valuable skills that dyslexics offer them – the skills that AI can complement but cannot replace: resilience, empathy, creativity, communication and, most importantly, innovation"**
>
> **Laura Powell, Global Head of People, International Wealth & Premier Banking and Enterprise Talent, HSBC**

What can you do?

By following these four simple steps, you can empower Dyslexic Thinking and unlock growth:

STEP 1:

Define dyslexia as a valuable skill – this creates a culture where dyslexic thinkers feel valued.

STEP 2:

Offer adjustments that enable dyslexics to thrive – create systems for newly recruited and existing dyslexic thinkers to lean into their valuable strengths.

STEP 3:

Tailor recruitment processes for dyslexics – create systems to successfully attract, recruit and retain dyslexic thinkers in your organisation.

STEP 4:

Support Dyslexic Thinking communities – affinity groups create vital two-way dialogue between dyslexic employees and senior leadership teams. They are also a vital way to track your RoDT drivers (D, E, V).

Get started with these three resources:

LinkedIn Training: Empowering Dyslexic Thinking at Work:

a free course to help managers and teams empower Dyslexic Thinking in the workplace.

DyslexicU: Hiring Dyslexic Thinking Talent:

a free, step-by-step course to design and run skills-first recruitment and filter in dyslexic thinkers.

The Dyslexic Thinking Workplace Guide:

a free comprehensive resource to empower Dyslexic Thinking across the employee lifecycle, including links to training and tools.

Analysis in this report provided by Randstad Enterprise.

RoDT model developed by Randstad Enterprise for Made By Dyslexia.

Appendix

A1 The RoDT value is calculated using a systematic approach.

Step 1: Establish a baseline economic contribution per employee in the sector.

Step 2: Apply a performance uplift based on research findings.

The final RoDT value reflects the unique contributions of dyslexic thinkers, who bring added value through Dyslexic Thinking skills – like creativity, problem-solving, big-picture thinking and adaptability, supported by cultures and systems to thrive.

A2 Rationale for E (~30%).

Empowerment rate (E).

E is the percentage of dyslexic employees whose strengths are actively used in their day-to-day work. The ~30% figure is an evidence-informed global baseline estimate that indicates partial, not systemic, empowerment. It reflects findings from Dyslexic Thinkers: Recruiting the Unique Talent Your Company Needs (2023) and aligns with external signals such as WEF Future of Jobs trends and the uptake of Made By Dyslexia training and resources. Because empowerment varies by sector, role and maturity, organisations should measure their own E and then model the gains from targeted changes.

How to measure E (suggested approach):

- Short, anonymous survey of dyslexic employees on strengths use and barriers.
- Manager pulse and team maturity checks (e.g., adjustments offered, strengths-based tasks, meeting norms).
- Inclusion/process audit across hiring, tools, workflows and development.
- Tracking of adjustments and training adoption, with follow-up to confirm behaviour change.

Use: apply your current E as the baseline, set a realistic target E, and quantify the uplift via RoDT.

A3 Rationale for V (~$20,000).

Value per dyslexic thinker (V).

V represents the additional annual value per dyslexic thinker compared with a non-dyslexic peer, averaged across sectors. For this report, we apply a conservative global average.

A4 How we calculate global figures.

The global RoDT value is based on the Global Innovation Index's Top 20 economies. For each country, we estimate the dyslexic share of the workforce (20%) and apply current (30%) and potential (100%) empowerment rates. These figures are multiplied by a global average of annual value per empowered dyslexic thinker (~$20,000). Country values are then aggregated to give the global totals: **~$1.4T current, $3.2T untapped, and $4.5T potential.** Minor differences may occur due to rounding.

MADE BY DYSLEXIA