

Case Study: Driving Disability Confidence at GXO With Supported Employment

Overview

GXO, a national logistics provider, partnered with the Supported Employment Team to improve accessibility, onboarding, and retention for neurodiverse employees. This collaboration has led to meaningful operational changes, improved employee outcomes, and a more inclusive workplace culture.

The Challenge

At the outset, GXO faced several barriers in supporting neurodiverse employees effectively:

No established HR processes for onboarding neurodiverse staff

Limited communication and understanding about employee needs before arrival

No structured engagement with job coaches

Training during onboarding delivered by a range of different staff

Anxiety and communication barriers around standard workplace processes (e.g. absence reporting)

Difficulty integrating participants into workplace culture and routines



Managers reported they initially had little understanding of individual needs, with employees arriving onsite without prior introduction or reasonable adjustments in place.

Implementing the Supported Employment Model at GXO

The Supported Employment Team introduced GXO to the business case for inclusive recruitment alongside the BASE 5-Stage Supported Employment Model (Engagement, Vocational Profiling, Job Finding, Employer Engagement, and In-Work Support).

By understanding both the commercial and social value of inclusive hiring, GXO committed to working in partnership with the Supported Employment Team to embed this approach into their recruitment and onboarding processes.

Inclusive Recruitment & Onboarding



GXO demonstrated strong engagement with the model by:

Adapting traditional recruitment methods to include modified, supportive interviews

Focusing on candidate strengths rather than conventional interview performance

Offering supported onboarding for four neurodiverse and learning-disabled participants

Providing a structured training and trial period alongside job coaches

This approach reduced barriers to entry and allowed individuals to demonstrate their abilities in a practical, real-work environment.

Kamil Pawliczak has been central to the changes in inclusive recruitment and onboarding. According to staff members working alongside Kamil, the HR process has become smoother since he joined. He has been accepting of new challenges and is always available to his team for support.

Ongoing In-Work Support

Through close partnership with the Supported Employment Team:

Job coaches worked alongside GXO managers to provide hands-on, tailored support

Adjustments and strategies were introduced in real time

Managers were supported to develop confidence in working with neurodiverse employees

Jennifer Wright and newly appointed Neurodiversity Champion, Daniel Bird explained the changes they have begun implementing into their company practise:

1. Structured and Inclusive Training

Transition from multiple trainers to one consistent trainer per participant, selected for:

Patience

Strong communication skills

Extended training periods (up to 10 weeks where needed)

Adjusted training pace aligned to learning styles

2. Workplace Adjustments

Flexible attendance agreements (e.g. 10-minute grace period for lateness)

Adjusted break arrangements to accommodate health and mobility needs

Adapted communication methods (e.g. email option instead of voicemail for absence reporting)

Increased repetition and reinforcement of key safety processes (e.g. fire drills)

3. Role Matching and Progression

Rotational exposure to different roles to identify strengths

Placement into roles where individuals could succeed and thrive

Gradual introduction of responsibility at an appropriate pace

4. Social Integration and Wellbeing

Encouragement of peer relationships and team integration

Development of natural workplace friendships and support networks

Access to onsite counselling services, with highly positive feedback

5. Awareness & Culture Change

Designation of a lead (Jennifer Wright and Daniel Bird) for neurodiversity support

Proposal for employees to co-create awareness materials and share lived experiences

Increased management understanding of neurodiversity

Impact and Outcomes

For Employees

Increased confidence and independence

Improved attendance and engagement

Development of social connections within the workforce

Successful progression into meaningful roles

Greater wellbeing through access to tailored support

Examples include:

Employees who initially avoided team briefings now attend regularly and engage with supervisors

Individuals demonstrating skill progression and taking on equipment-handling roles

Visible growth in peer networks and informal support systems



For GXO

Improved retention of neurodiverse employees

More confident and capable management team

Enhanced onboarding processes and training consistency

Greater flexibility in policies and procedures

Managers highlighted a “clear difference” between early experiences and outcomes following Supported Employment involvement.

Key Innovations

Consistent trainer model significantly improved learning outcomes

Flexible communication adjustments removed barriers to attendance reporting

Extended, tailored training timelines ensured competency without undue pressure

Person-centred management approach replaced one-size-fits-all processes

Lessons Learned

Early communication and planning are critical for successful onboarding

Neurodiverse employees benefit from consistency, clarity, and relationship-based support

Small reasonable adjustments can have a significant impact on performance and retention

Inclusion drives not only wellbeing but operational success

Conclusion

The partnership between GXO and the Supported Employment Team demonstrates how practical, tailored support can transform workplace inclusion. By embedding person-centred approaches, GXO has taken clear steps toward becoming a more disability confident employer, benefiting both individuals and the organisation as a whole.

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