

Neurodiversity in Law Firms: HR Practices for Inclusive Training and Workplace Integration

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ABSTRACT:

Neurodiversity acknowledges natural variations in the human brain, including conditions such as autism, ADHD, and dyslexia, as part of the spectrum of normal cognitive diversity. In legal workplaces, where high-pressure environments and traditional training models dominate, neurodiverse individuals often face unique challenges that limit their professional growth. This paper examines the role of Human Resource Management (HRM) in fostering inclusive training practices within law firms. Through a qualitative review of HR policies, existing diversity initiatives, and secondary research on neurodiverse integration, the study highlights the gaps in current training methods and their impact on employee engagement. Findings suggest that most legal firms focus primarily on gender and cultural diversity, with neurodiversity remaining under-addressed.

KEYWORDS: Neurodiversity, HRM, Inclusive Training, Legal Workplaces, Workplace Diversity, ADHD, Autism

1.Introduction

The idea that disorders like autism spectrum disorder (ASD), attention deficit hyperactivity disorder (ADHD), dyslexia, dyspraxia, and other types of cognitive variety are a normal element of human functioning is known as neurodiversity¹. The neurodiversity perspective appreciates these conditions as distinct ways of thinking that can also be strengths, rather than seeing them through a deficit-based lens. Workplace attitudes towards inclusion have started to shift as a result of this rephrasing.²

Neurodiverse people frequently offer distinctive viewpoints and methods in the legal field, where precision, analytical skills, and prolonged concentration are highly regarded. But historically, law firms and other legal organisations have been structured around strict standards of efficiency, communication, and "professionalism," which tend to marginalise people who think or operate differently³. Stigma keeps

¹ Cleveland Clinic, Neurodivergent: What It Means, Causes & Types (2022)

<https://my.clevelandclinic.org/health/symptoms/23154-neurodivergent>.

² Judy Singer, NeuroDiversity: The Birth of an Idea (Sydney: Judy Singer Publishing, 2017)

³ University of Pennsylvania Carey Law School, Neurodiversity in the Legal Profession (Penn Law, 2023)

<https://www.law.upenn.edu/live/news/15795-neurodiversity-in-the-legal-profession>.

disclosure rates low, and companies tend to focus more on hiring than on training, retention, and cultural change in their diversity initiatives.⁴

To close these gaps, human resource management, or HRM, is essential. In addition to making workplaces more equitable for neurodiverse attorneys, progressive legal firms and professional associations are starting to see that structured training programs and inclusive HR practices may also boost organisational resilience and innovation.⁵ This study looks at these practices and investigates how legal businesses can create significant HR strategies that result in real cultural change, going beyond token gestures of inclusion.

2. Review of Literature

Numerous research and practitioner reports have emphasised the value of inclusive approaches, and the idea of neurodiversity has gained popularity in both the legal and HR literature. Medical research from organisations like the Cleveland Clinic⁶ supports the early definitions' emphasis that disorders like autism, ADHD, dyslexia, and dyspraxia are natural cognitive variances rather as impairments. This knowledge creates the foundation for rethinking workplace inclusion, especially in professions like law where neurodiverse people have historically been excluded due to strict performance, communication, and "fit" standards.

International organisations have begun to recognise these obstacles. Through awareness campaigns, training, and disclosure-friendly rules, the legal profession may better serve neurodiverse people, according to published work by the International Bar Association (IBA).⁷ In a similar vein, advocacy organisations like Neurodiversity in Law in the UK are trying to raise the profile of neurodiverse students and solicitors while pressuring companies to implement formal inclusion policies.⁸

Prominent law schools are also acknowledging similar difficulties. For instance, the disclosure issues and inaccessible hiring practices that neurodiverse professionals encounter have been brought to light by the University of Pennsylvania Law School⁹. According to consulting organisations such as Lexxic, businesses can gain a competitive advantage through inclusive hiring, workplace modifications, and ongoing training.¹⁰ Similarly, Australia's Schultz Law highlights that accepting neurodiversity can encourage innovation in the provision of legal services.¹¹

Neurodiversity has already been included into larger diversity and inclusion plans by a number of major law firms. For example, Freshfields Bruckhaus Deringer¹² has outlined its efforts as a component of a broader dedication to talent diversity. Through leadership programs and mentorship geared towards neurodiverse employees, Browne Jacobson has encouraged a "thinking outside the box" mentality¹³. According to CM Murray LLP¹⁴, genuine improvement necessitates deeper cultural change in addition to concessions, especially at top leadership levels.

Despite advancements, many neurodiverse professionals continue to avoid disclosure out of concern for potential career setbacks, according to research from the National Association for Law Placement

⁴ National Association for Law Placement (NALP), Neurodiversity Interview Series (2023) https://www.nalp.org/neurodiversity_interview.

⁵ International Bar Association, How the Legal Profession Can Better Support Neurodiversity (IBA, 2023) <https://www.ibanet.org/How-the-legal-profession-can-better-support-neurodiversity>.

⁶ Cleveland Clinic (n 1)

⁷ IBA (n 5)

⁸ Neurodiversity in Law, About Us (2024) <https://www.neurodiversityinlaw.co.uk/>

⁹ Penn Law (n 3)

¹⁰ Lexxic, How the Legal Industry Can Embrace Neurodiversity (2024) <https://lexxic.com/blog/how-the-legal-industry-can-embrace-neurodiversity>.

¹¹ Schultz Law, Neurodivergence in the Legal Profession: Embracing Diversity for Innovation (2024) <https://www.schultzlaw.com.au/neurodivergence-in-the-legal-profession-embracing-diversity-for-innovation/>.

¹² Freshfields, Neurodiversity Case Study (Freshfields Bruckhaus Deringer, 2023) <https://www.freshfields.com/en/about-us/case-studies/neurodiversity>.

¹³ Browne Jacobson, Thinking Outside the Box: Embracing Neurodiversity (2023) <https://www.brownejacobson.com/about/news-media/thinking-outside-the-box>.

¹⁴ CM Murray LLP, Navigating Neurodiversity Within Law Firms (2023) <https://www.cm-murray.com/knowledge/navigating-neurodiversity-within-law-firms-embracing-the-benefits-and-understanding-the-challenges/>.

(NALP).¹⁵ In order to alter corporate cultures, coaching platforms like PartnerUp Coaching promote tailored assistance and inclusive leadership development.¹⁶ According to articles in Australia's Law Society Journal, law companies are beginning to value neurodiverse expertise, especially when it comes to analytical and meticulous work.¹⁷

HR personnel now have access to materials from workplace associations and legal libraries in addition to the firms themselves. The law library at the University of San Diego selects resources for inclusive practice.¹⁸ Comprehensive frameworks to support neurodiverse personnel, including accessible recruitment and long-term retention policies, are advised by policy-focused organisations including the Employer Assistance and Resource Network (EARN), the CIPD, and ACAS.¹⁹ The significance of incorporating neurodiversity into more comprehensive workforce strategies is further supported by academic research, such as Rollnik-Sadowska and Grabińska's review of sustainable HRM.²⁰

2.Methodology

This study adopts a qualitative and exploratory approach, combining insights from academic literature, policy reports, and professional practice to assess how law firms are addressing neurodiversity through HR initiatives.

4.Objectives of the Study

1. To analyse existing HR practices in law firms that support neurodiverse professionals.
2. To evaluate the role of inclusive training programs in improving workplace culture, retention, and career progression.
3. To recommend evidence-based HR strategies that enhances inclusion of neurodiverse professionals in the legal sector.

5.Statement of the problem

While discussions on diversity, equity, and inclusion (DEI) have gained momentum across professions, neurodiversity remains relatively underexplored in law firms. In many cases, recruitment drives are prioritized, but sustained efforts related to training, workplace adjustments, and retention are neglected. This often leaves neurodiverse professionals facing obstacles in disclosure, career advancement, and equal participation. Thus, there is a clear need for HR frameworks that treat neurodiversity not as an afterthought but as a structural priority within organizational culture.

6.Hypothesis Statement

- *Null Hypothesis (H₀):* Inclusive training practices in law firms do not significantly affect the inclusion, retention, and career progression of neurodiverse employees.
- *Alternative Hypothesis (H₁):* Inclusive training practices in law firms significantly enhance inclusion, retention, and career progression of neurodiverse employees.

¹⁵ NALP (n 4)

¹⁶ PartnerUp Coaching, Neurodiversity in Law Firms (2023) <https://www.partnerupcoaching.com/neurodiversity-in-law-firms/>.

¹⁷ PartnerUp Coaching, Neurodiversity in Law Firms (2023) <https://www.partnerupcoaching.com/neurodiversity-in-law-firms/>.

¹⁸ University of San Diego Law Library, Neurodiversity in the Legal Profession Guide (2023)

<https://lawlibguides.sandiego.edu/c.php?g=1199056&p=8769792#s-lg-box-27797040>.

¹⁹ Employer Assistance and Resource Network (EARN), Neurodiversity in the Workplace (2023)

<https://askearn.org/page/neurodiversity-in-the-workplace>

Chartered Institute of Personnel and Development (CIPD), Neuroinclusion at Work (2023)

<https://www.cipd.org/en/knowledge/guides/neuroinclusion-work/>

Advisory, Conciliation and Arbitration Service (ACAS), Neurodiversity at Work (2023) <https://www.acas.org.uk/neurodiversity-at-work>.

²⁰ E Rollnik-Sadowska and V Grabińska, 'Managing Neurodiversity in Workplaces: A Review and Future Research Agenda for Sustainable Human Resource Management' (2024) 16(15) Sustainability 6594

7. Research Design

The study relies on both doctrinal and non-doctrinal research. Secondary data were collected from newspapers, journals, government reports, and online resources. The empirical component involved a sample of 50 respondents, selected through stratified random sampling. The study was conducted over a period of three months, and data were analyzed using average and percentage methods to identify trends and insights.

8. Result and Analysis

PART I

DOCTRINAL RESEARCH

Doctrinal research on neurodiversity in law firms demonstrates that, despite the profession's long-standing emphasis on conformity, there has been a discernible trend towards appreciating the talents of neurodivergent individuals. Supporting neurodiverse talent is beneficial for innovation, problem-solving, and improved organisational performance, as demonstrated by previous research and industry reports.

Autism, ADHD, dyslexia, and other cognitive differences are all included in the category of neurodiversity. Research in psychology and medicine has repeatedly emphasised that these are normal variations in brain function rather than deficiencies.²¹ Despite this, neurodiverse professionals frequently face obstacles due to the conventional ethos of law firms, which is defined by long hours, strict communication styles, and standardised recruitment.²²

Professional organisations like the International Bar Association have highlighted the need for reform in recent years, urging businesses to rethink hiring practices, workplace policies, and training in order to foster inclusive workplaces.²³ In response, law schools and bar bodies are starting to recognise how critical it is to prepare neurodiverse students for entry into the legal profession.²⁴

Remarkably, a few legal practices have already launched programs to encourage neurodiversity. For instance, in order to better assist neurodivergent solicitors, Freshfields Bruckhaus Deringer²⁵ has concentrated on mentoring and customised workplace modifications. According to Browne Jacobson LLP,²⁶ hiring neurodiverse staff has had excellent results, emphasising their contributions to client engagement and inventiveness. In Australia, firms have also started positioning neurodiversity as a source of competitive advantage.²⁷

The literature on human resource management highlights that achieving inclusion calls for more than just superficial measures. Strategies like frequent awareness workshops, adaptable work schedules, and customised support networks are essential for bringing about real change²⁸. Additionally, guidelines from groups such as the CIPD and ACAS emphasise that neurodiversity should not be viewed as a stand-alone endeavour but rather integrated into routine workplace procedures.²⁹

²¹ Cleveland Clinic (n 1)

²² Penn Law (n 3)

²³ IBA (n 5)

²⁴ Neurodiversity in Law (n 8)

²⁵ Freshfields (n 12)

²⁶ Browne Jacobson (n 13)

²⁷ Schultz Law (n 11)

²⁸ https://www.researchgate.net/publication/377231096_A_Theoretical_Perspective_on_Workplace_Neurodiversity_Opportunities_and_Challenges_For_HR_Management
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²⁹ CIPD, Neuroinclusion at Work (2022), <https://www.cipd.org/en/knowledge/guides/neuroinclusion-work/>; ACAS, Neurodiversity at Work (2023), <https://www.acas.org.uk/neurodiversity-at-work>.

The legal profession is still in the early phases of fully recognising neurodiversity, according to doctrinal study. However, companies who are aggressively adopting inclusive policies are not just improving equity but also bolstering competitiveness and resilience in a field that is adjusting to global change.

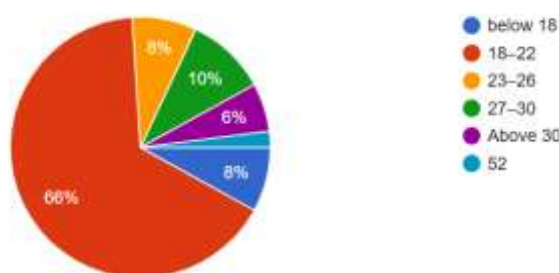
PART II

NON-DOCTRINAL RESEARCH:

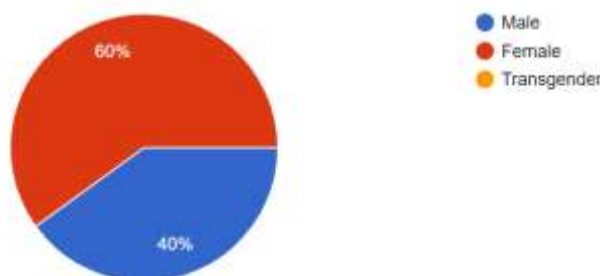
A Google Form survey was used to gather additional data and public opinions about the Neurodiversity in workplace. The survey results are presented through pie charts illustrating public perceptions.

Below are the responses form the Google form survey:

The age of the respondents: It varies from 18 to 52, 18-22 being the highest with 33 respondents and 52 being the lowest with 1 respondent



Gender of the respondent:



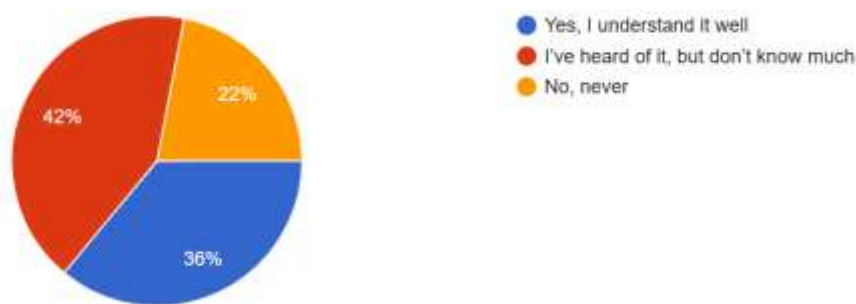
From the above chart, it is clear that 60 percentage of the respondent are female and 40 percentage of the respondent are male

Table No.1: people heard the term "neurodiversity" before

Indicators	Yes	No	Don't know much	Total
Male	7 (14.0)	4 (8.0)	9 (18.0)	20
Female	11 (22.0)	7 (14.0)	12 (24.0)	30
Total	18 (36.0)	11 (22.0)	21 (42.0)	50

Source: Primary Data

1) Have you heard the term "neurodiversity" before?



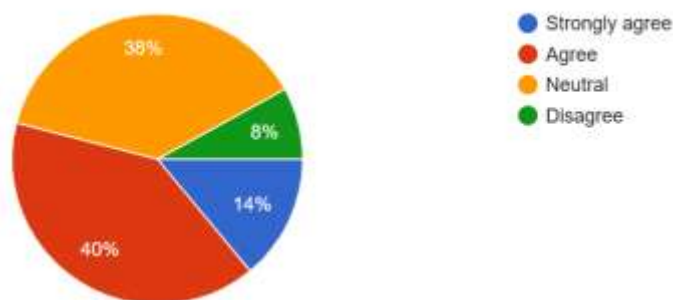
This shows the knowledge of people who have known what neurodiversity is and understands it well which is of 36.0 percentage and who don't know much of it which is of 42.0 percentages and who doesn't not know about it at all which is of 22.0 percentages. 42.0 percentages of people does not know much about neurodiversity at all, and 22.0 percentages of people have never heard of neurodiversity.

Table No.2: people who believe neurodiverse individuals bring unique strengths to legal education and practice

Indicators	Strongly agree	Agree	Neutral	Disagree	Total
Male	3 (6.0)	6 (12.0)	8 (16.0)	3 (6.0)	20
Female	4 (8.0)	14 (28.0)	11 (22.0)	1 (2.0)	30
Total	7 (14.0)	20 (40.0)	19 (38.0)	4 (8.0)	50

Source: Primary Data

2) Do you believe neurodiverse individuals bring unique strengths to legal education and practice?



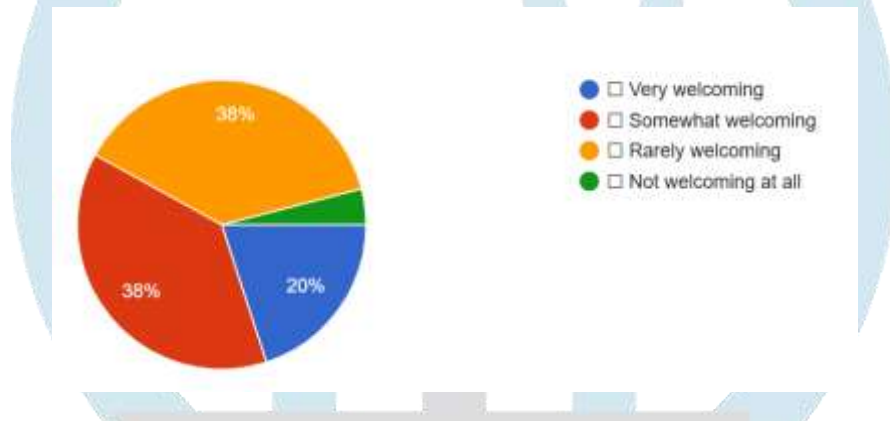
This shows that 40.0 Percentage of people believe that neurodiverse individuals bring unique strengths to legal education and practice and 38.0 Percentage of people are feeling neutral on neurodiverse individuals that they bring unique strengths to legal education and practice. Only 8.0 Percentage of people believe that neurodiverse individuals do not bring unique strengths to legal education and practice. This shows that people are welcoming enough and believe these individuals are strength than a hindrance.

Table No.3: how welcoming are law firms/colleges to neurodivergent individuals

Indicators	Very welcoming	Somewhat welcoming	Rarely welcoming	Not welcoming at all	Total
Male	4 (8.0)	7 (14.0)	8 (16.0)	1 (2.0)	20
Female	6 (12.0)	12 (24.0)	11 (22.0)	1 (2.0)	30
Total	10 (20.0)	19 (38.0)	19 (38.0)	2 (4.0)	50

Source: Primary Data

3) In your opinion, how welcoming are law firms/colleges to neurodivergent individuals?



This shows that 38.0 Percentage of people think that the law firms/colleges are somewhat and rarely welcoming to the neurodivergent individuals. 2.0 percentages think, they are not welcoming at all.

4) Have you ever received or observed training that accommodates different learning or working styles?

Table No.4: people who received or observed training that accommodates different learning or working styles

Indicators	Yes	No	Not sure	Total
Male	6 (12.0)	9 (18.0)	5 (10.0)	20
Female	12 (24.0)	11 (22.0)	7 (14.0)	30
Total	18 (36.0)	20 (40.0)	12 (24.0)	50

Source: Primary Data

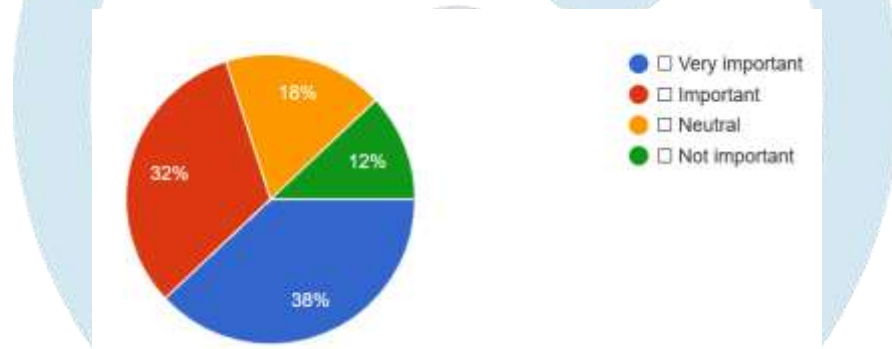
Out of 50 respondents, 36.0 percentages answered Yes, 40.0 percentages responded No, and 24.0 percentages were Not sure. This suggests that although a considerable proportion of respondents recognize the presence of neurodiversity indicators, there remains a significant level of uncertainty and lack of clarity, particularly highlighting the need for greater awareness and training initiatives within law firms.

Table No.5: people view on inclusive HR training is for integrating neurodiverse talent into legal workplaces

Indicators	Very important	Important	Neutral	Not important	Total
Male	4 (8.0)	7 (14.0)	4 (8.0)	5 (10.0)	20
Female	15 (30.0)	9 (18.0)	5 (10.0)	1 (2.0)	30
Total	19 (38.0)	16 (32.0)	9 (18.0)	6 (12.0)	50

Source: Primary Data

5) How important do you think inclusive HR training is for integrating neurodiverse talent into legal workplaces?



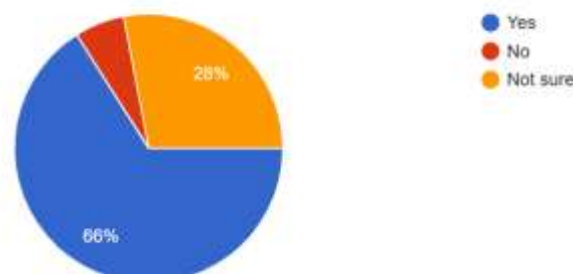
Out of these people, 38.0 percentages have felt that it is very important for inclusive HR training is for integrating neurodiverse talent into legal workplaces. Only 12.0 percentages of people felt like it is not important for inclusive HR training is for integrating neurodiverse talent into legal workplaces.

Table No.6: people view on whether neurodiverse individuals face more challenges in law firms compared to other professions

Indicators	Yes	No	Not sure	Total
Male	11 (22.0)	2 (4.0)	7 (14.0)	20
Female	22 (44.0)	1 (2.0)	7 (14.0)	30
Total	33 (66.0)	3 (6.0)	14 (28.0)	50

Source: Primary Data

6) Do you think neurodiverse individuals face more challenges in law firms compared to other professions?



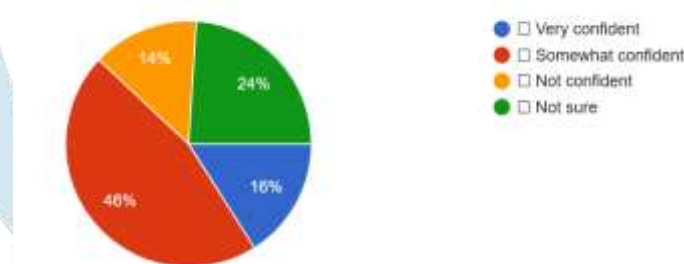
Out of this, 66.0 percentages of people said yes while 28.0 percentages have said not sure and 6.0 have said no. Since a lot of people said yes, there are a lot of chances that people will stand on the shoes of neurodiverse people and understand their pain and sufferings where there might be a new reign for them as well in firms.

Table No.7: people view on HR staff and faculty in supporting neurodiverse individuals

Indicators	Very confident	Somewhat confident	Not confident	Not sure	Total
Male	2 (4.0)	7 (14.0)	4 (8.0)	7 (14.0)	20
Female	6 (12.0)	16 (32.0)	3 (6.0)	5 (10.0)	30
Total	8 (16.0)	23 (46.0)	7 (14.0)	12 (24.0)	50

Source: Primary Data

7) How confident do you think HR staff and faculty are in supporting neurodiverse individuals?



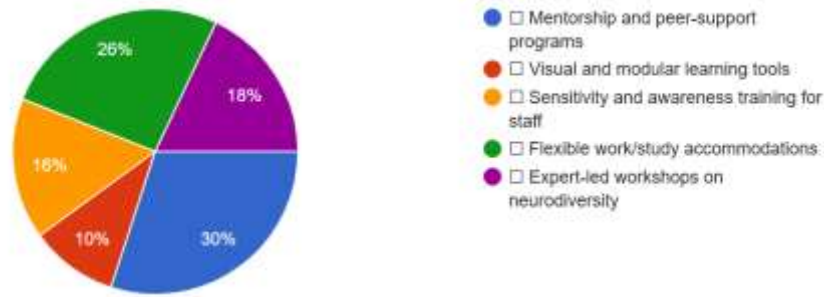
This shows that, 46.0 percentage of people feel like only somewhat they are confident regarding HR staff and faculty are in supporting neurodiverse individuals. And 24.0 percentages of people are not sure about it. This shows that, people are unaware of the problems of these people and they don't think HR staff and faculty are in supporting neurodiverse individuals.

Table No.8: people view on training methods that would best support neurodiverse individuals in law firms/colleges

Indicators	Mentorship and peer-support programs	Visual and modular learning tools	Sensitivity and awareness training for staff	Flexible work/study accommodations	Expert-led workshops on neurodiversity	Total
Male	4 (8.0)	2 (4.0)	3 (6.0)	6 (12.0)	5 (10.0)	20
Female	11 (22.0)	3 (6.0)	5 (10.0)	7 (14.0)	4 (8.0)	30
Total	15 (30.0)	5 (10.0)	8 (16.0)	13 (26.0)	9 (18.0)	50

Source: Primary Data

8) Which of the following training methods would best support neurodiverse individuals in law firms/colleges?



Out of this, 10.0 percent of respondents favoured visual and modular learning methods, and 30.0 percent thought mentorship and peer support programs would be helpful. About 16.0 percent of respondents emphasised the value of staff sensitivity and awareness training, while 39.0 percent emphasised the necessity of flexible work/study arrangements. Furthermore, 18.0% of respondents favoured workshops on neurodiversity taught by experts. The majority's preference for mentorship programs and flexible work/study arrangements shows a growing understanding that inclusive legislation and useful support networks can greatly increase the comfort and engagement of neurodiverse people in legal settings.

Many important suggestions for how law firms and universities should better support neurodiverse people through cultural and HR policy changes surfaced from the replies received. The significance of **inclusivity and equality** kept coming up. According to the respondents, neurodiverse people should be given the same consideration as everyone else and the **specialised assistance** they require to thrive. **Flexible work schedules, assistive technology availability, and designing workspaces** that may accommodate various needs were among the useful recommendations.

Numerous participants also emphasised the importance of providing personnel with **specialised neurodiversity training** as opposed to general training courses. Professionals would be better able to comprehend and adapt to different methods of working and thinking as a result. Others emphasised the importance of unambiguous **anti-discrimination guidelines** that specifically address neurodiversity and reaffirm an organization's dedication to tolerance.

Respondents' additional remarks also revealed a significant emphasis on inclusivity. Building strong **support systems** for neurodiverse people and implementing techniques like meditation to create a more **compassionate and encouraging atmosphere** were some of the suggestions. *"Let's start inclusion rather than exclusion"* was a statement that several people merely repeated. Although some respondents provided no additional information, the majority of responses highlight the growing awareness of the significance of **developing flexible, sympathetic, and truly inclusive work environments and learning environments**—places where neurodiverse people can flourish.

9.Suggestions

- 1. Institutionalize Inclusive HR Policies :** Law firms and colleges should move beyond symbolic diversity policies and embed neurodiversity into formal HR structures. This includes clear anti-discrimination clauses specifically addressing neurodiversity and transparent career progression frameworks.
- 2. Flexible Work and Study Accommodations :** Respondents strongly emphasized flexible work/study arrangements as a key support mechanism. Introducing hybrid schedules, alternative assessment formats, and assistive technologies would help neurodiverse individuals manage workload pressures in demanding legal environments.
- 3. Specialized Training and Awareness Programs:** Training should go beyond general diversity modules and include tailored sessions on neurodiversity. This would ensure that HR staff, faculty,

and supervisors are better equipped to identify needs, provide accommodations, and normalize inclusivity within the workplace.

4. **Mentorship and Peer-Support Systems** : Structured mentorship programs and peer-support groups can provide neurodiverse individuals with guidance, role models, and safe spaces for dialogue. These initiatives also reduce stigma and encourage disclosure.
5. **Embedding Neurodiversity in Professional Standards**: Bar associations and legal education councils should consider mandating neurodiversity-related inclusion practices as part of professional conduct and accreditation requirements. This would elevate inclusion from being optional to a professional obligation.
6. **On-going Monitoring and Accountability** : Firms should adopt regular diversity audits, employee surveys, and feedback mechanisms to track the effectiveness of neurodiversity initiatives. Transparent reporting will hold firms accountable and encourage continuous improvement.

10.Conclusion

Although it is rapidly becoming recognised as a significant component of workplace diversity, the research indicates that neurodiversity in legal firms is still a largely unexplored subject. Real inclusion hinges on proactive HR procedures and a culture that truly values other points of view, even when legal safeguards like the ADA and the Equality Act 2010 establish a baseline for rights. The results of the survey show that there is still a lack of understanding regarding neurodiversity, with many participants not knowing what the term truly implies. Nonetheless, there is broad consensus that neurodiverse people offer special advantages to legal practice and education. It was often noted that the best ways to assist them were through mentorship programs, flexible work arrangements, inclusive training, and awareness campaigns. Accepting neurodiversity is not only a matter of justice; it is also a wise move for the legal industry. Acknowledging and appreciating diverse cognitive processes can foster creativity, strengthen fortitude, and represent the larger dedication to justice at the core of the legal system. In order for neurodiverse people to flourish in law companies and legal education institutions, it will be crucial to implement organised HR policies, increase awareness, and establish adaptable, encouraging settings.

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