



MOORE THAN ARTHRITIS | DETAILED GUIDE

The Employer's Guide to Arthritis and Fluctuating Conditions

Create fair systems that retain skill, reduce barriers and build trust.



WORKPLACE INCLUSION Practical, respectful and evidence-informed guidance for sustainable work.

Supporting People | Raising Awareness | Building Community | Living Beyond the Diagnosis

Stronger together. Beyond limits.

General workplace information - not individual medical or legal advice | Version 1.0 | August 2026



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Create fair systems that retain skill, reduce barriers and build trust.

KEY MESSAGE Good management focuses on work design, individual disadvantage and practical solutions - not assumptions about a diagnosis.

Policy Make routes for support clear and accessible.	Early conversation Encourage disclosure without pressure.	Individual assessment Understand the person, role and context.
Reasonable adjustments Act promptly and explore alternatives.	Confidentiality Restrict health information to genuine need.	Review and culture Monitor outcomes and challenge stigma.

Scope This resource offers general workplace information. It cannot determine whether a person is legally disabled or what is reasonable in a specific case.



What can make workplace inclusion harder

Look beyond diagnosis labels to the interaction between the person, the role, the environment and workplace systems.

Manager inconsistency Support depends on who receives the request.	Medicalisation Managers seek diagnosis detail instead of work impact.	Rigid absence systems Disability-related patterns are not considered.
Procurement delay Equipment or changes take too long.	Poor handover Agreements are lost when roles change.	No measurement The organisation cannot see recurring barriers.

AVOID ASSUMPTIONS Individual experience, role demands and effective support vary.



Actions that may reduce disadvantage

Use a person-centred discussion and competent advice where needed. Adjustments should be effective, proportionate and reviewable.

Train managers Build confidence in conversation and escalation.	Publish routes Explain HR, occupational health and adjustment processes.	Use a passport Record agreed adjustments and review triggers.
Assess work risk Consider DSE, manual handling, travel and environment.	Protect data Apply appropriate access controls and retention.	Learn systemically Use anonymised patterns to improve work design.

Confidentiality Agree what information may be shared, with whom and for what practical purpose. Health information requires particular protection.



From first conversation to review

A consistent process improves trust, accountability and the chance that support works in practice.

1. Receive and acknowledge the concern
2. Understand functional disadvantage
3. Explore and assess options
4. Implement without unnecessary delay
5. Record and review effectiveness
6. Improve the wider system

Questions for the conversation

- What work outcome matters most?
- Which task, practice or environment creates the barrier?
- What has helped or made things harder before?
- Which options should be tried or assessed?
- Who will act, by when, and when will we review?

Keep it practical Record the decision, reason, action owner, target date, confidentiality agreement and review point.



Use this page to prepare or record action

Complete only the fields that are relevant. Keep personal health information secure and share it only through appropriate routes.

1. Our request route is:

2. Decision owner is:

3. Typical implementation time is:

4. Review process is:

5. Health-data access is limited to:

6. Organisational learning measure is:

Action record Decision: _____ Owner: _____ Target date: _____

Review date: _____ Measure of success: _____



Use the right route for the issue

Workplace inclusion can involve equality law, employment rights, health and safety, data protection, HR policy and medical care. One conversation may not resolve every part.

Important Equality law, health and safety, data protection and employment rights can overlap. Obtain competent legal or specialist advice for complex cases.

Appropriate next steps may include

- Review the adjustment or work plan with the employee and manager
- Use HR, occupational health, health and safety or Access to Work where appropriate
- Seek medical advice for new, severe or worsening health symptoms
- Use a union, Acas, Citizens Advice or independent legal advice for employment concerns
- Call 999 for a life-threatening emergency or use NHS 111 for urgent medical help that is not an emergency

Jurisdiction Equality Act 2010 information in this resource applies to England, Scotland and Wales. Northern Ireland has separate disability-discrimination legislation and support routes.



Trusted workplace information

Use current primary guidance and obtain professional advice for the facts of an individual case.

[1] **GOV.UK - Reasonable adjustments.** Duties and practical examples for disabled workers. [Open source](#)

[2] **HSE - Employers duties and adjustments.** Workplace safety and disability adjustments. [Open source](#)

[3] **ICO - Workers health information.** Protecting special-category health data. [Open source](#)

[4] **Acas - Supporting disabled people at work.** Inclusive conversations, language and confidentiality. [Open source](#)

[5] **Acas - Disability-related absence.** Managing absence and return fairly. [Open source](#)

[6] **GOV.UK - Access to Work.** Support with additional disability-related work costs. [Open source](#)

Evidence checked: 21 August 2026. Review sooner if UK employment, equality, health or data-protection guidance changes.

Related Moore Than Arthritis workplace resources

- Talking to Your Employer About Arthritis
- Reasonable Adjustments in Practice
- Managing Pain, Fatigue and Flare-Ups at Work
- Line Manager Support Toolkit
- Workplace Accessibility Self-Assessment Toolkit

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Disclaimer This resource provides general educational information and is not medical, occupational-health, employment or legal advice. Moore Than Arthritis does not determine disability status, employment rights or the reasonableness of an adjustment. Obtain advice from an appropriately qualified professional about individual circumstances.

Stronger together. Beyond limits.