



MOORE THAN ARTHRITIS | PRACTICAL TOOLKIT

Employee Reasonable Adjustments Toolkit

Turn workplace barriers into a clear, reviewable request.



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



Employee Reasonable Adjustments Toolkit

Turn workplace barriers into a clear, reviewable request.

KEY MESSAGE A strong request explains the disadvantage, proposes an effective change and leaves room to discuss alternatives.

Barrier statement Describe the workplace disadvantage.	Functional evidence Explain impact with concise examples.	Adjustment options List one or more practical changes.
Expected benefit Connect the change with work outcomes.	Implementation Identify timing and dependencies.	Review Agree measures and a date.

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.

Diagnosis-only request The workplace effect remains unclear.	Single option A refusal leaves no alternative route.	No written record Details change after the meeting.
No time frame The request remains open indefinitely.	No interim support Disadvantage continues during assessment.	No escalation Concerns are not raised appropriately.

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.

Map tasks Identify specific barriers and frequency.	Prioritise Choose the adjustment with greatest likely impact.	Gather relevant support Use fit note, OH or practical evidence where helpful.
Write concisely State request, reason and proposed start.	Discuss alternatives Keep the outcome in focus.	Maintain a passport Record and update agreements.

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. Complete the barrier map
2. Choose possible adjustments
3. Prepare the written request
4. Meet and discuss options
5. Record implementation
6. Review and escalate if needed

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. Workplace barrier:

2. Functional effect:

3. Requested adjustment:

4. Alternative options:

5. Expected work benefit:

6. Implementation/review date:

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 Employees do not need to provide unrestricted medical records. Share information that is relevant and proportionate to the workplace decision.

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] **Acas - Reasonable adjustments.** Making, discussing, recording and reviewing adjustments. [Open source](#)
- [3] **Acas - Reviewing adjustments.** Adjustment reviews and passports. [Open source](#)
- [4] **Acas - Occupational health assessments.** Consent, confidentiality and assessment. [Open source](#)
- [5] **ICO - Workers health information.** Protecting special-category health data. [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.