



# Reasonable adjustments: a simple framework for managers



# What are reasonable adjustments?

Reasonable adjustments are **small, practical changes** that remove barriers at work and help people perform at their best.

They're often associated with disability or neurodivergence - but in practice, many adjustments benefit **everyone**, especially during change or high workload.



**Key point:** You don't need a diagnosis to start a conversation about support.

## What reasonable adjustments can look like (real examples)

Adjustments don't have to be expensive or complex. Common examples include:

### Clarity and structure

- Clear priorities and deadlines
- Written follow-ups after meetings
- Breaking work into smaller steps

### Planning and workload

- Flexible deadlines where possible
- Staggered tasks instead of everything at once
- Regular check-ins to confirm what's urgent vs what can wait

### Communication and feedback

- Specific, actionable feedback (not vague traits like "be more proactive")
- Advance notice of changes where possible
- Agreed communication preferences (written vs verbal)

### Environment

- Quiet spaces or fewer interruptions
- Noise-cancelling headphones
- Flexible location (e.g. remote or hybrid working)



## Manager best practice: how to get adjustments right



**Ask, don't assume:** Focus on what helps someone work well – not on labels or diagnoses.

**Co-design the support:** Agree adjustments together. What works for one person won't work for everyone.

**Start small:** One or two changes are often enough to make a big difference.

**Treat adjustments as flexible:** What works now might need tweaking later – especially as roles or workloads change.

**Review regularly:** Build a simple check-in into 1:1s: “Are these adjustments still working for you?”

## What managers should not do



Try to diagnose or label behaviour



Assume adjustments are permanent or costly



Wait for a crisis before offering support



Treat adjustments as “special treatment”



### Remember:

Adjustments are about fairness, not favouritism.

## Useful questions to start the conversation

You can use these whether or not someone has disclosed a condition:



“What helps you do your best work?”



“What tends to make work harder or more stressful?”



“Is there one small change we could try to make this easier?”



“Would written follow-ups or clearer priorities help?”





## Documenting and reviewing adjustments

Good support isn't "set and forget".



### Best practice

- Agree what's been put in place
- Be clear on who's responsible for what
- Set a review point (e.g. in 4-6 weeks)
- Log key agreements so there's clarity and continuity

This protects both the individual *and* the business.

## When to get extra support

You don't have to do this alone. If you're unsure what adjustments are appropriate, or support needs feel more complex, you can:

- Speak to HR or an occupational health provider
- Signpost to trusted external resources
- Encourage employees to explore additional support options

**Looking for an HR consultant or expert? Get in touch with one of [Breathe's Partners](#)**

## Trusted resources for managers and employees

### [ADHD UK - Reasonable adjustments](#)

For practical examples of workplace adjustments

### [Access to work \(GOV.UK\)](#)

Government scheme providing funding for workplace support and equipment

### [Acas - Supporting neurodiversity at work](#)

For clear, employer-focused guidance

## Final reminder for line managers

You're not expected to have all the answers. Your role is to **listen, adapt and review**.

When you make reasonable adjustments part of everyday management, you reduce stress, build trust - and unlock potential across your whole team.

### **Record reasonable adjustments in Breathe.**

Log agreed support, responsibilities and review points, so adjustments stay clear, consistent and easy to revisit.



[Learn more about Breathe's HR software](#)