

# 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"

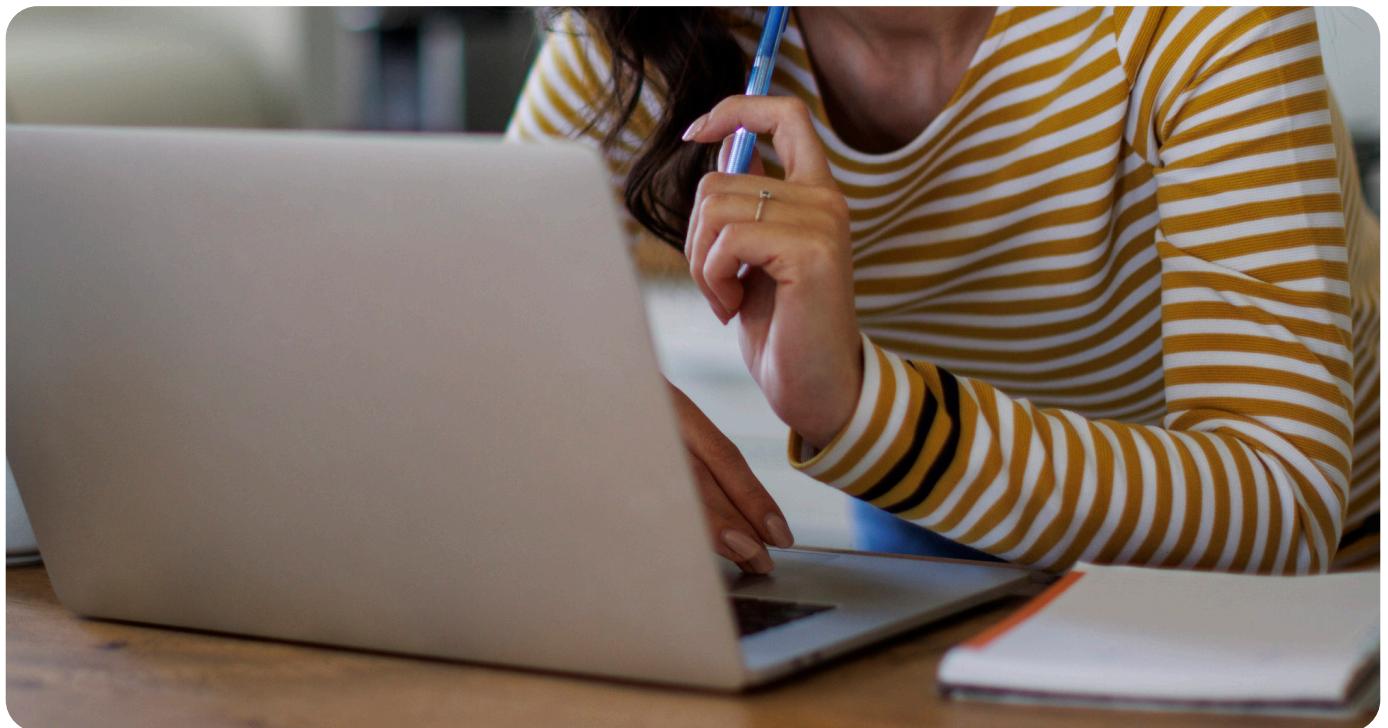


**Remember:**  
Adjustments are about fairness, not favouritism.

## 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](#)