

# THE ADAPTIVE WORKPLACE ADJUSTMENT PLAN



# Toolkit

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# Purpose of AWAP



Workplaces across Luxembourg are increasingly confronted with the realities of **disability** in all its forms - including **chronic illness, multisystemic disease, sensory hypersensitivities, neurological conditions, and rare disorders**. Many of these conditions are **dynamic**, with symptoms that **fluctuate** daily or episodically, leading to **variable functional capacity**. Yet most organisational structures continue to rely on assumptions of stable health, predictable functioning, and uniform capability. When these assumptions collide with the lived realities of disability, the consequences extend beyond discomfort: they create preventable harm, reduce participation, and generate long-term occupational health risks.

The **Adaptive Workplace Adjustment Plan (AWAP)**, developed by LëtZ Be Inclusive!, directly addresses this systemic gap. AWAP is a disability-inclusive, prevention-driven occupational health model designed to protect employees whose health conditions fluctuate unpredictably. It aligns work organisation with medical safety requirements using a structured, multidisciplinary framework that integrates **early risk identification**, medical pacing, cognitive ergonomics, sensory ergonomics, flexible attendance, environmental and chemical safety, clear communication, and continuous review.

## **Disability**

Long-term physical, sensory, cognitive, or multisystemic condition affecting daily function.

## **Chronic Illness**

Long-term health condition with persistent or recurring symptoms

## **Multisystemic Disease**

Condition affecting several body systems at once (neurological, immune, metabolic, etc.).

## **Sensory Hypersensitivities**

Heightened sensitivity to stimuli such as noise, light, odours, or touch.

## **Neurological Conditions**

Disorders affecting the brain, nerves, or spinal cord (e.g., MS, migraine, epilepsy)

## **Rare Disorders / Rare Disease**

Conditions affecting fewer than 5 in 10,000 people; often complex or multisystemic.

## **Fluctuate / Fluctuating Disability**

Symptoms and capacity vary daily or episodically, sometimes unpredictably.

## **Variable Functional Capacity**

Ability to perform tasks changes depending on health status, fatigue, or symptoms.

## **Adaptive Workplace Adjustment Plan (AWAP)**

A prevention-first occupational health model aligning work conditions with medical safety.

## **Early Risk Identification**

Spotting early signs of overload or instability to prevent deterioration

# About Lëtz Be Inclusive!

## Who we are

Lëtz Be Inclusive! ASBL is a Luxembourg-based non-profit organisation dedicated to promoting social inclusion, equal opportunities, and non-discrimination, with a particular focus on supporting individuals in vulnerable situations. Based in Steinsel and active nationwide, we work to strengthen participation, dignity, and accessibility across workplaces, communities, and public systems.

Lëtz Be Inclusive! operates across a broad and interconnected range of initiatives. We lead evidence-based advocacy and public education efforts to advance diversity, equality, and human rights. This includes running awareness campaigns on health and social justice, delivering programmes that empower marginalised individuals, and strengthening patient engagement through initiatives that amplify the voices of people with lived experience within Luxembourg's health ecosystem.

In addition, we provide consulting and coaching services to institutions seeking to improve diversity, equity, workplace accessibility, psychosocial risk prevention, and disability inclusion. Through this combination of activities, Lëtz Be Inclusive! has become a key reference point within Luxembourg's social and health landscape, contributing to the creation of environments where everyone can participate fully, safely, and with dignity.



# The Adaptive Workplace Adjustment Plan Process

## The Adaptive Workplace Adjustment Plan (AWAP) Process

Early, Structured Dialogue:  
Mapping the Health Landscape

1

Health-Centered Role Design:  
Aligning Responsibility With  
Capacity

2

Integration of Medical Pacing:  
Preventing Exertion-Related  
Deterioration

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Environmental and Sensory  
Stability:  
Minimising Physiological Risk

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Continuous Review:  
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Foundations for  
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# The Adaptive Workplace Adjustment Plan Process

## Step 1

### Early, Structured Dialogue: Mapping the Health Landscape



Every AWAP begins with a deliberate, respectful conversation that explores the employee's **work-related health needs** and **practical limits** as they experience them. Participation is always voluntary; no one is ever required to disclose personal health information, and we never ask employees to share more than they wish to. Instead, we simply **offer a safe, supportive space** where they may share - at their own pace and comfort level - if doing so helps create safer, more sustainable working conditions.

We recognise that some employees may feel hesitant to speak openly about their needs, especially if they have previously encountered stigma, disbelief, or misunderstanding. AWAP (Adaptive Workplace Adjustment Plan) is designed to break that pattern. The process is grounded in **psychological safety**, **non-discrimination**, and **respect**: employees decide what to share, and their experiences are met with trust, not scrutiny.

This early dialogue is an **organisational mapping phase** - not a medical assessment. It helps both sides understand which aspects of work may be challenging, which patterns are sustainable, and what forms of support promote safety, stability, and meaningful participation.

#### **Work-Related Health Needs**

Practical needs expressed by an employee regarding how work affects their functioning, well-being, or stability. These needs are shared voluntarily and without requiring medical detail or diagnosis.

#### **Practical Limits**

Self-defined boundaries that describe what an employee can safely sustain in a work context - such as workload, pace, sensory exposure, or scheduling - based on their lived experience.

#### **Psychological Safety**

A workplace condition in which employees feel safe to express needs, limitations, or concerns without fear of stigma, negative judgement, or retaliation.

#### **Non-Discrimination**

A commitment to ensuring equal treatment and equal opportunity for all employees, regardless of disability, health status, or other protected characteristics.

#### **Organisational Mapping Phase**

The initial AWAP conversation where work patterns, risks, needs, and limits are explored collaboratively - not medically - to inform safe work design.

Crucially, AWAP does not wait for an **occupational doctor** to impose adjustments after difficulties occur. It is a **preventive process** shaped jointly by employer and employee, guided by **lived experience**, organisational responsibility, and a clear principle: **we trust employees when they tell us what they need to work safely.**

At the same time, AWAP provides a clearer and more supportive foundation for occupational doctors. By establishing needs early and transparently - based on what the employee voluntarily chooses to share - it enables occupational doctors to review and endorse **reasonable adjustments** within a well-structured, coherent framework, reducing the likelihood of unnecessary back-and-forth and helping everyone stay aligned on practical, supportive solutions.

Importantly, AWAP does not limit occupational doctors in recommending additional reasonable accommodations. Instead, it offers a solid starting point that they can build upon. The entire model is designed with one purpose: **to support employee well-being and ensure that work remains safe, sustainable, and aligned with individual needs.**

The conversation goes far beyond generic "adjustments." It helps identify the **employee's safe working boundaries**, such as:

- how their capacities or symptoms fluctuate,
- how physical, cognitive, or emotional effort accumulates,
- how sensory or environmental factors affect functioning,
- how fatigue or overstimulation builds and recedes,
- and how they recognise when they need to pause or rest.



### **Occupational Doctor (or Occupational Physician)**

A workplace health professional responsible for assessing fitness for work and supporting reasonable accommodations. Within AWAP, their role is enhanced by clear, employee-informed information.

### **Preventive Process (or Prevention by Design)**

An approach that proactively identifies risks and integrates safety into work organisation from the outset, instead of intervening only after problems arise.

### **Lived Experience**

First-hand knowledge gained through personal experience of disability or chronic illness. In AWAP, it is treated as a reliable and authoritative source of information.

### **Reasonable Adjustments / Reasonable Accommodations**

Changes to the working environment, schedule, or organisation of tasks that allow an employee with a disability or chronic condition to work safely and effectively without imposing undue burden on the employer

### **Safe Working Boundaries**

Conditions that ensure an employee can perform their role without risking deterioration, overstimulation, or preventable health setbacks. These boundaries are identified based on lived experience and voluntary sharing.

By mapping this landscape together, employer and employee establish a shared, transparent foundation for all subsequent decisions. Nothing is left to assumption; prevention begins with clarity, consent, trust, and genuine collaboration.

## Step 2

# Health-Centered Role Design: Aligning Responsibility With Capacity

Once the individual's health landscape is understood, the role can be aligned with what their physiological, cognitive, and mental health capacities can safely sustain. This does not reduce responsibility; it simply ensures that responsibilities are carried out within a safe and medically appropriate framework. **The work itself remains the same, but the conditions are shaped so the person can engage in a stable and sustainable way.**

Because each person's thresholds, triggers, and recovery patterns differ, **every AWAP is individually tailored.** No two plans are identical. One employee may work best with structured mornings, another with shorter cycles of focused activity, another with reduced sensory input. Each plan reflects the specific conditions under which the individual can perform reliably.

In practice, this means sequencing workflows to prevent cumulative overload; placing more demanding tasks at times of greater stability; and organising meetings in ways that reduce unnecessary sensory, cognitive, or emotional strain. Communication becomes clearer and more predictable, supporting smoother day-to-day functioning.

This approach does not lower expectations. It creates the conditions in which **high-quality work can be maintained without compromising health.** The result is a more consistent, sustainable pattern of work and a lower likelihood of avoidable setbacks.



If a **measurable difference in work capacity** becomes apparent when compared with standard role expectations, **financial support measures** can be **accessed through** the MELBA evaluation from **ADEM**, ensuring that any remaining work-related barriers are addressed appropriately.

## Step 3

# Integration of Medical Pacing: Preventing Exertion-Related Deterioration

For individuals whose conditions involve post-exertional vulnerability, pacing is not optional - it is medically essential. AWAP embeds pacing principles directly into task organisation and scheduling, ensuring that work is structured in a way that prevents exertion from accumulating beyond safe limits. Predictable pauses are built into the workflow to avoid invisible overload, and when the body signals the need for immediate rest, the framework allows for rapid adjustment without penalty.

This responsiveness is critical. It prevents delayed crashes, immune activation, neurological flare-ups, and the multi-day collapses that often follow workdays that appear “normal” from the outside. By integrating medical pacing as a core design element, AWAP ensures that productivity is sustained without compromising health.

## Step 4

# Environmental and Sensory Stability: Minimising Physiological Risk



The workplace environment is assessed through the same preventive lens. Factors such as noise, lighting, scents, interruptions, temperature fluctuations, and chemical exposures may be harmless to most, yet can pose significant risks for individuals with neurological or immune sensitivities. AWAP identifies these elements and ensures that the employee’s environment is **sensory-stable** and **medically safe**.

**Often, the required adjustments are low-cost or cost-free.** Their impact, however, is substantial: when environmental triggers are reduced or eliminated, overall health risk decreases markedly, and work becomes both safer and more sustainable.

### **Sensory-stable environment**

An environment in which sensory input (e.g., noise, light, scent, movement, interruptions) remains predictable, low-fluctuation, and within a range that does not trigger neurological, sensory, or immune symptoms.

### **Medically safe environment**

A work setting designed so that environmental, cognitive, and organisational factors do not exceed the employee’s medically defined thresholds, thereby preventing symptom escalation, deterioration, or health-related incidents.

## Step 5

# Continuous Review: A Living Prevention Cycle

Fluctuating conditions evolve, and the measures that support stable functioning at one point in time may require reconsideration as circumstances change. For this reason, the AWAP is designed as a dynamic framework. It is reviewed on an annual basis, with the option to initiate additional reviews when the employee indicates that their support needs have shifted. This approach ensures that the plan can be recalibrated in line with evolving health realities, operational responsibilities, or organisational developments.

Where more substantial modifications to the existing arrangements are under consideration, the review process may include consultation with the occupational doctor, where appropriate. This ensures that any proposed adjustments remain fully aligned with medical safety requirements and are integrated into a coherent, preventive support structure.

This ongoing review mechanism serves as an essential safeguard. It enables the early identification of emerging risks, helps prevent avoidable deterioration, and maintains the AWAP as a stable and reliable framework for sustained, safe participation in work.

## Step 6

# Dignity and Psychological Safety: Foundations for Honest Communication

Within the AWAP framework, prevention begins with an environment where employees can communicate openly and without hesitation. The process relies on psychological safety: employees must feel confident that raising early concerns - whether related to workload, sensory exposure, environmental triggers, or changes in how they experience their work—is welcome and appropriate. AWAP embeds this principle into daily practice. Conversations about adjustments are treated as routine elements of maintaining safe, sustainable work, not as special requests or signs of weakness.

For many people with disabilities or chronic illnesses, past experiences include being dismissed, doubted, or encouraged to “push through” symptoms. AWAP is intentionally designed to interrupt that pattern. It establishes a structured, respectful framework that recognises lived experience as a valid basis for decision-making. **Employees are not required to defend or repeatedly explain their needs.** Instead, the process acknowledges that fluctuating conditions can produce predictable risks and that addressing these proactively is both responsible and necessary.

**Integrating dignity and psychological safety** into AWAP produces **clear wellbeing benefits.** When employees know they can speak openly, stress levels decrease, symptom escalation becomes less frequent, and preventable health deteriorations are avoided. This stability enhances the predictability of work, improves cooperation, and contributes to a healthier organisational climate.

By grounding communication in dignity and psychological safety, AWAP ensures that information flows early, accurately, and without stigma. This creates the conditions required for preventive action and supports the broader aim of the plan: to maintain safe, sustainable participation in work for employees whose health needs fluctuate.

This cultural shift may be one of AWAP’s most transformative effects. **It invites respect, removes stigma, and reframes inclusion as a collaborative, preventive practice.**



#### **In Essence**

AWAP transforms occupational health from a reactive system into a proactive one. It embeds medical safety into the architecture of work, allowing employees with complex conditions and/or disabilities to participate fully without risking deterioration.

By aligning tasks, environment, communication, and pacing with the body’s real capacities, AWAP replaces uncertainty with clarity, instability with sustainable participation, and risk with prevention.

## Voluntary Participation and Respect for Privacy

AWAP is offered as a voluntary and supportive framework, designed with particular sensitivity to the realities of individuals living with chronic illness and disability. Participation is never mandatory, and no employee is required to disclose diagnoses or personal medical information. The process relies solely on the functional and safety-related information that a person chooses to share, ensuring full respect for privacy and autonomy.

This principle reflects the values that guide LëtZ Be Inclusive!: a commitment to:

- non-discrimination,
- equal treatment,
- and the creation of workplaces where people are treated with dignity and understanding.

AWAP is also an expression of a broader ethos - one that views inclusion as something both protective and compassionate.

The voluntary, consent-based nature of AWAP helps cultivate a climate of trust. It ensures that support is offered without pressure, and that individuals with disabilities and/or chronic or fluctuating conditions can access preventive structures without fear of stigma or intrusion. In this way, AWAP balances policy obligations with a human-centred approach, demonstrating that compliance and care can work hand in hand to create safer, more equitable workplace.

# ANNEX: Real-Life Implementation of AWAP at Lëtz Be Inclusive!

The following annex presents a real Adaptive Workplace Adjustment Plan developed and implemented at Lëtz Be Inclusive! for an employee recognised as a salariée en situation de handicap. It demonstrates how AWAP translates theory into practice and shows how preventive work design can be operationalised in day-to-day organisational life.



## Annex 1: Reasonable Adjustments Plan – Recognised Disabled Worker

### Commitment to Inclusion

The employee and employer agree to the Reasonable Adjustments Plan set out in this annex. Annex 1 forms an integral part of the employment contract and outlines agreed measures to accommodate the employee's recognised disability. The plan will be reviewed regularly and may be amended by mutual agreement to reflect changes in the employee's condition, role, or the organisation's operational needs.

Our organisation is fully committed to promoting equity, inclusion, and accessibility for all employees. We acknowledge the highly disabling and complex nature of the employee's conditions, and we affirm our commitment to fostering a respectful, supportive, and inclusive work environment that recognises and accommodates the significant challenges they face.

Our goal is to provide meaningful employment tailored to the employee's capacities, supporting their sustained professional engagement and overall wellbeing. We aim to ensure that the employee can remain in active employment and avoid unnecessary early exit from the job market due to health limitations.

We believe every employee has the right to participate safely and meaningfully in the workplace. This plan reflects our shared values of dignity, fairness, and reasonable support, ensuring that the employee can continue to contribute in a sustainable and protected manner.

### Work Schedule & Leave

- Flexible work schedule with adjustable start/end times and breaks to support health needs and therapy sessions.
- Employee may take up to two days of sick leave per week as needed to manage multiple chronic conditions, without requiring a doctor's note.
- Permission to stay at home to recover when necessary.
- Allocation of an additional 2-hour rest period per day to support recovery after daily physiotherapy (5x per week)

### Work Environment

- Option to work remotely as needed to manage physical and energy limitations.
- Provision of ergonomic furniture and equipment to ensure physical comfort and reduce pain or discomfort.
- Workspace controls for temperature and minimizing exposure to allergens or irritants.
- Access to a quiet rest area during work hours, with the freedom to use it as required.

### Work Pace & Task Management

- Regular breaks: approximately 20 minutes break after every 45 minutes of work.
- Flexibility in task prioritisation and additional breaks as needed.
- Recognition that tasks may take longer than standard (up to twice the usual time) due to health impacts.

### Communication & Cognitive Support

- Clear, written communication with meeting summaries and accessible materials.
- Flexible deadlines to accommodate cognitive fatigue and fluctuating focus.

### Medical & Therapy Appointments

- Full support for attending regular therapy and medical appointments during work hours, as required.

### Training

- Ongoing training and support provided to ensure the employee's long-term integration and participation in the workplace.

## **1. Introduction**

This Adaptive Workplace Adjustment Plan forms an integral part of the employment relationship and reflects a shared commitment to protecting the employee's health and wellbeing. It outlines jointly agreed preventive measures designed to reduce the risk of deterioration, support fluctuating capacity, and enable long-term, sustainable participation in the labour market.

Lätz Be Inclusive! acknowledges the complexity of the employee's chronic, dynamic conditions and commits to maintaining an environment that respects these realities. The plan ensures that the employee can work safely, upholding both their health and their professional contribution.

## **2. Work Schedule and Attendance**

The employee follows a flexible, adaptive schedule that aligns with daily health fluctuations. Start and end times may vary, ensuring work takes place only during medically stable periods. Due to the unpredictability of multisystemic illness, the employee may remain home when immediate rest is required.

Up to two days of sick leave per week may be used without a medical certificate, reflecting the nature of the condition. When physiotherapy or other essential treatments occur, an additional two-hour rest period supports safe recovery.

## **3. Work Environment**

Remote work is available whenever needed to reduce exposure to sensory, immune, or environmental triggers. When present onsite, the employee has access to ergonomic equipment and a stable, low-stimulation workspace free from strong scents, chemicals, or unnecessary noise.

A quiet recovery area is available during the workday, enabling early symptom management before escalation occurs.

## **4. Work Pace and Task Organisation**

Work is organised according to pacing principles that prevent overexertion. Tasks are sequenced by cognitive load, allowing more demanding activities to take place only when the employee is in a stable phase.

Preventive breaks are encouraged after focused work and may occur at any time based on early symptom signals. Project timelines remain adaptable, ensuring safety even when symptoms fluctuate or recovery needs increase unexpectedly.

Medical pacing refers to the strategic distribution of cognitive, physical, and emotional effort to prevent post-exertional crashes and long-term deterioration. It is essential for individuals whose conditions worsen with overexertion.

## **5. Communication and Cognitive Support**

All essential communication is provided in structured written formats. Meeting summaries, task instructions, and timelines are documented clearly and concisely to reduce cognitive load and prevent overload.

Verbal communication - particularly spontaneous or complex exchanges - is minimised unless necessary, ensuring the employee can process information without undue strain.

## **6. Medical Appointments and Health Management**

Medical appointments, treatments, and follow-up care are fully accommodated and integrated into the schedule without requiring additional justification.

Ensuring uninterrupted access to care is a preventive measure that reduces the risk of symptom escalation and maintains long-term stability.

## **7. Training and Development**

Professional development remains a key component of the role. Training is delivered in formats that minimise overload - through written materials, paced sessions, or remote learning - enabling skill development without compromising health.

## **8. Long-Term Integration and Review**

This plan is a living document, reviewed regularly to ensure ongoing alignment with the employee's health status and the organisation's operational needs. The goal is long-term employment, preserved health, and sustained, meaningful contribution.

A living document remains flexible and evolves as circumstances change. For fluctuating conditions, it provides a stable yet adaptable structure for ongoing prevention.

## **9. Closing Note**

This annex demonstrates that preventive workplace adaptation is both feasible and highly effective. It protects health, stabilises participation, and preserves the dignity and expertise of the employee. Within the broader AWAP framework, it stands as a concrete example of how Luxembourg's workplaces can integrate modern occupational-health principles with compassion, intelligence, and long-term vision.

# Additional Resources & Key Contacts

## **AAA - Association d'assurance accident**

4, rue Mercier  
L-2144 Luxembourg  
Tel. (+352) 261915-1  
Website : <https://aaa.public.lu/fr.html>

## **ADEM - Agence pour le développement de l'emploi**

19, rue de Bitbourg  
L-1273 Luxembourg  
Tel. (+352) 247-88000  
Website : <https://adem.public.lu/>  
Information regarding financial support :  
<https://adem.public.lu/en/employeurs/demander-aides-financieres/embaucher-salarie-handicape-ou-reclasse.html>

## **Chambre des salariés du Luxembourg**

18, rue Auguste Lumière L-1950 Luxembourg  
BP 1263 L-1012 Luxembourg  
Tel. (+352) 27 494 200  
Website : <https://www.csl.lu/en/>  
Panorama Social 2025:  
[https://www.csl.lu/app/uploads/2025/10/2025-09\\_panorama2025\\_complet\\_web.pdf](https://www.csl.lu/app/uploads/2025/10/2025-09_panorama2025_complet_web.pdf)

## **Direction de la Santé**

### **Division de la Santé au Travail (DSAT)**

20, rue de Bitbourg  
L- 1273 Luxembourg  
Tél. : (+352) 247-85587

## **Disability in the EU: facts and figures**

<https://www.consilium.europa.eu/en/infographics/disability-eu-facts-figures/>

## **EU Strategic Framework on Health and Safety at Work 2021-2027**

<https://osha.europa.eu/en/safety-and-health-legislation/eu-strategic-framework-health-and-safety-work-2021-2027>

## **Inspection du Travail et des Mines (ITM)**

BP 27  
L-2010 Luxembourg  
Tel. (+352) 247-76100  
Website : <https://itm.public.lu/en.html>

## **Institut national pour le développement durable et la responsabilité sociale des entreprises (INDR)**

7, rue Alcide de Gasperi  
L-1615 Luxembourg  
BP 3024  
L-1030 Luxembourg  
Tel. (+352) 27 330 1  
Website : <https://indr.lu/fr/>

## **Ministère du Travail**

26, rue Sainte-Zithe  
L-2763 Luxembourg  
Tel. (+352) 247-86100  
Website : <https://mt.gouvernement.lu/fr.html>  
Information regarding Employees with Disabilities :  
<https://mt.gouvernement.lu/dam-assets/publications/brochure-livre/minist-travail-emploi-salaries-handicapes-luxembourg/cahier-2-les-salaris-handicaps-au-luxembourg-nature-du-handicap-et-caractristiques-des-salaris-actifs.pdf>

## **Union des Entreprises Luxembourgeoises (UEL)**

7, rue Alcide Gasperi  
L-1615 Luxembourg-Kirchberg  
PB 3024  
L-1030 Luxembourg  
Tel. (+352) 26 009 1  
Website : <https://uel.lu/en/>



## Contact us

For more information, contact us by post at 26 rue J-F Kennedy L-7327 Steinsel, by email (see below) or visit us at [www.lbi.lu](http://www.lbi.lu)

### General Inquiries

[contact@lbi.lu](mailto:contact@lbi.lu)

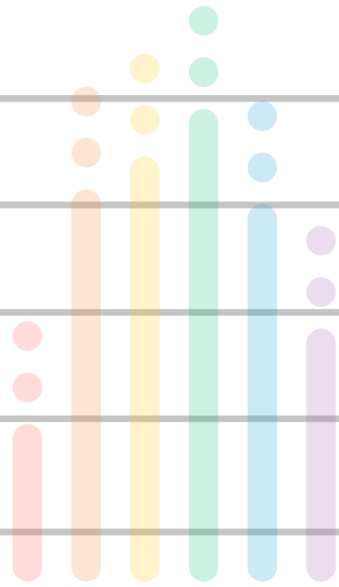
### Psychological Counselling & Coaching

[psy@lbi.lu](mailto:psy@lbi.lu)

### CPD Courses

[formation@lbi.lu](mailto:formation@lbi.lu)

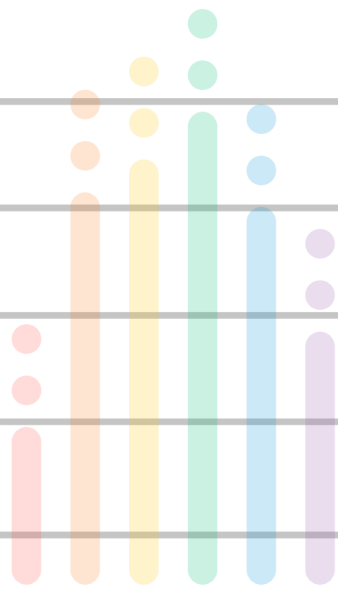
# NOTES



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