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RESPONSIVENESS TO THE CHANGING GLOBAL ORDER TOWARDS A CONTEMPORARY WORKPLACE: BUSINESS CASE FOR MENSTRUATION LEAVE IN SOUTH AFRICA

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Abstract

Gender inequality remains one of the most complex issues facing society today, particularly in the workplace. This is evident in challenges like low productivity and deficient performance, often perpetuated by male-dominated employers. Young women's menstrual cycles contribute to difficulties such as physical pain, mood disorders, lack of concentration, and intimidation, leading to lower self-confidence and poor representation in job interviews. These factors create an environment of inferiority for many women. This study aims to assess how work environments can be reformed to improve performance and provide better working conditions for women. While efforts to reduce gender inequality have been made in recent years, significant disparities remain, particularly in developing countries, where decent and quality employment opportunities for women are scarce. The study addresses Sustainable Development Goal 5 on gender equality and reports on a wider qualitative research project that explores menstrual leave policies globally through a desk-top study. The study is grounded in Bosadi Womanwood theory, which emphasizes the importance of individual experiences in creating knowledge. South Africa has yet to adopt a menstrual leave policy in the workplace. The study urges the South African government to consider such a policy, allowing women time off during menstruation. Results from the study aim to help policymakers reconsider frameworks based on objectification and ambivalent sexism, advocating for gender-responsive policy reforms in South Africa.

Keywords: Menstrual Leave, Menses, Periods, Complexity; Female Participation in the workforce; Menstrual Leave Policy

1. Introduction

The issues of menstrual leave have been placed high on the global agenda as forged by the activists and non-governmental organizations from the global south on the human rights, and gender equality agendas. According to WHO (2022), the contestations were in a bit to condemn barriers faced by women and girls which cause embarrassment and shame when lacking the necessary material to use during the menstrual periods which in turn impact on their rights to work, education, health matters, and facing discrimination in turn.

Menstruation is a normal natural function, beckoning good reproductive health and its quite significant that its implications are broader and negatively affecting the labor force as well. The

girls and women experience symptoms such as endometriosis and other illnesses associated with the menstruation which hinder them to execute certain tasks. Most importantly, the experience affects the entire bodily process and functioning which is estimated to affect approximately 26% of the population globally. This means that in total, approximately 800 million people menstruating per day will be affected (UNFPA, 2022). Additionally, Johnston-Robledo and Chrisler (2013) elucidate that the various circumstances range from the negative socio-cultural effects, physical experiences, stigmatization, medicalization, and politicization of menstruation. Menstrual leave is considered necessary because it recognizes the unique physical and emotional challenges that many women face during their menstrual cycle.

WHO (2022) seeks a global health policy that can be able to frame and align menstruation to psychological, physical, and social factors while also comprehending that people who are menstruating have access to education, information, health, protective material, and that care is offered when necessary. Menstruators should also not be alienated from participating in activities such as sport and social activities, and should be able to live, work and study normally within the educational institutions and workplaces. Menstruation should be regarded as a positive and healthy period and not something people have to be ashamed of. Lastly, the health policies should ensure that these activities are included in the relevant sectoral work plans and budgets, and their performance is measured. While United Nations Children's Fund (UNICEF) (2012) and the World Health Organization (2022) posit that menstruators should have the right to "clean sanitary environment such as menstrual management material to absorb or collect blood, that can be changed in privacy as often as necessary for the duration of the menstruation period, using soap and water for washing the body as required and having access to facilities to dispose of used menstrual management materials".

Today, effective menstrual hygiene management is acknowledged as a fundamental human right to sexual and reproductive health on a global scale. Menstruators have the right to "clean menstrual management material to absorb or collect blood, that can be changed in privacy as often as necessary for the duration of the menstruation period, using soap and water for washing the body as required and having access to facilities to dispose of used menstrual management materials," according to the World Health Organization and the United Nations Children's Fund (UNICEF) (2012).

The cultures in many countries in Sub-Saharan Africa (SSA) harbor beliefs that menstruating women are sick and hence carry illness and disease. These beliefs inevitably lead to the development of a sense of stigma around menstruation that has limited the mobility of African women for centuries (Beinart and Brown, 2013).

According to UNFPA (2018), among African cultures in South Africa (e.g., Setswana, isiXhosa, and isiZulu), freedom of menstruating women is curtailed around new-born babies, weapons, or cattle (Beinart and Brown, 2013), from touching water or cooking, attending religious ceremonies, or engaging in community activities. This results in menstruating women feeling obliged to hide their condition and creates an environment in which menstruators could choose to be absent from school or work. Armour *et al.* (2019) in their recent study has shown that 40% of women take leave of absence from work out of the 90% of women surveyed in Australia due to debilitating menstrual pain. Schoep *et al.* (2019) compounded that the people in Netherlands account for an average of nine days of lost productivity a year, principally due to absenteeism. This study included 32,748 women in The Netherlands between the ages of 15 and 45. The findings were that menstruating women missed an average of one day of work per year and were less productive for an additional Twenty-three days. According to Hashimy (2022), menstruating women are repeatedly labelled negatively and stereotyped as excessively unreliable and unsuited for decision-making, leading to lower pay, inferior positions, fewer responsibilities, opportunities, and promotions at work. As such, just one in five women who "called in sick" due to menstrual problems related the legitimate grounds of their non-attendance from their work or school.

According to a Survey by Public Health in England (2018), women's burdens about period pain and periods are their third-largest reproductive health issues, (after evading unwanted pregnancies and their sex lives). This paper seeks to fill in research gaps on the topic of menstrual leave policy development at the national and firm levels and to generate information that could contribute to developing a relevant policy pathway tailored to the South African context. It

highlights issues emanating from menstrual leave policy considerations and implementation as well as the potential implication of menstruation leave policy for South Africa.

These questions should provide a comprehensive framework for exploring the various aspects of menstruation leave in the context of South African workplaces and how they fit into the broader global conversation.

Section one introduces the subject while section two discusses potential motives that may underlie the implementation of the menstrual leave policy. The motives of the paper are in section three, the nature of the menstrual leave policy is highlighted emphasizing inclusivity and product policy considerations. Section four is the research methodology section. Proposals of menstrual leave policy are discussed in section five with the practical implementation of the policy at the firm level. The effectiveness of the menstrual leave policy is also highlighted. The last section discusses the results of the study and considers the possible implications of the menstrual leave policy for South Africa. According to the National Institute of Child Health and Human Development (2017), the symptoms of menstruation symptoms are associated with fatigue, mood disorders, bloating, back pain, headaches, cramping, all associated with dysmenorrhea. Some women of reproductive age experience abnormal uterine bleeding (Whitaker and Critchley, 2016). Section two below discusses the literature findings followed by the theoretical framework. The research design which describes the research methodology, sample, and the analysis of data is presented in section five and overlaps to section six which describes the results of the study. The last section which presents the possible implications of Menstrual Leave if implemented in South Africa provided recommendations and concluded the study.

2. Motives for menstrual leave implementation

At the time of ovulation, the decision making gets swayed in various spheres of influence due to hormone levels. Croson and Gneezy (2009) explicated that women are known to be more risk-averse and less competitive than men on average. Most importantly, Speroff and Fitz (2005) illuminated that gender differences exist in the economic domain because, during the menstrual cycle, women demonstrate natural distinctions in levels of the ovarian hormone's estrogen and progesterone. According to Hennegan *et al.* (2021), absence from work due to menstruation during the last menstrual period is 11% in Niamey, Niger, 17% in Nigeria, and 19% in Burkina Faso.

Menstrual leave policies are distinct in the sense that only menstruators should apply for sick leave and it's applicable only to the people who are on a menstruation age and have an intact reproductive system. In Europe, though the EU Member States' initiatives seek to fix the health and safety concerns affecting women, there is currently no country that has a national menstrual leave program. Spain has a potential to become the first Western country to provide menstrual leave to women who are experiencing pain during the menstrual period to stay away from work for three days per month. Such policies have been taking place in countries including Zambia, Indonesia, China, and Japan. Whereas in the United States it is not common as they view it as a complicated issue with many ramifications. Inherently, menstruation is not supposed to be viewed as a taboo or as a shameful period where menstruators will shy away from being victimized. If they are in pain and in their periods, whereas everyone will know their period as depicted from their absence from work, it should be regarded as normal, they should not be fearful of their status and force to go to work, they should stay at home than to expose themselves to strain. This study seeks to provide an understanding of the current context in terms of answering the following questions:

- i. What does the current state of menstruation leave policies in South Africa?
- ii. How do South African menstruation leave policies compare to those in other countries with established policies?
- iii. How do menstruation leave policies affect employee satisfaction and productivity in South African workplaces?
- iv. What are the perceived benefits and drawbacks of menstruation leave from the perspective of employees and employers in South Africa?

Whereas the study would also establish what the cultural and social context in South Africa would influence attitudes towards menstruation leave, and the prevailing societal attitudes towards menstruation. The global legal and policy considerations and challenges associated with implementing menstruation leave policies in South Africa as informed by other countries will be explored to look at how they support the paper's arguments or hinder the adoption of menstruation leave policies?

2.1. Benefits of paid menstrual leave

WHO (2022) expounded that several countries have laws and policies on menstrual medical leave which provide relief to menstruators experiencing discomfort, pain, discomfort and other symptoms and signs. According to Barnack-Tavlaris *et al.* (2019), menstrual leave may also be a potential solution to addressing reproductive/menstrual health needs without having to use sick time or vacation time. Paid leave is known to improve employee retention (Boushey and Glynn, 2012) which is cost-saving for businesses through reduced turnover costs, encouraging valuable workers to stay with the same employer. Turnover costs an average of one-fifth of an employee's annual salary.

2.3. United Nations Convention on elimination of discrimination (Cedaw)

Menstrual leave policies are a topic of discussion about gender equality. CEDAW defines equality as having equal access to political and public life and taking needs like reproductive rights into account. This is not to say that the promotion of equal rights is about making people equal. Instead, it promotes equal access and opportunities by acknowledging that everyone's requirements are unique (OHCHR, 2023). According to the World Health Organization (WHO) (2024), period stigma must be ended. Menstrual bleeding lasts three to five days during a woman's reproductive years, and menopause sets in around age 45 and lasts for six years after the period has ended, but the real suffering begins when a woman is treated unfairly and is considered untouchable, dirty, or disgraced because of social, cultural, or religious practices in some parts of the world.

3. Nature and policies of menstrual leave policy

In terms of the Nature of Menstrual Leave Policies, Menstruation Cycle Products Period poverty is defined as a lack of access to menstrual products, hygiene facilities, waste management, and education. Menstrual period poverty leads to loneliness and is the root cause of frustrations and challenges in women's lives which creates an urgency in addressing it. Michel *et al.* (2022) posits that period poverty causes physical, mental, and emotional challenges.

Tampons, menstrual cups, menstrual discs, disposable, and cloth sanitary pads, as well as period panties, are often used as sanitary items. Other goods like reusable menstrual cups and tampons, which are less harmful to the environment, are still not widely used in low-income countries. The use of cloth is sometimes portrayed as being unsanitary. As Mahajan (2019) notes, an absorbent, clean cloth is a common and reasonably priced menstrual health product. There is proof that training and peer support dramatically boost menstrual cup adoption and acceptance (Mason *et al.* 2019). The cost of sanitary products is beyond the reach of most indigent persons in South Africa. About seven million South African girls lack the funds to purchase secure menstrual products. In a nation where the majority of people live on less than USD 1.90 per day, Nigerian girls and women spend between 2-4 days of their daily income on menstrual products; the cheapest packet of sanitary pads is USD 1.30 (Global Menstrual Collective, 2023).

In South Africa, it has been found that the access to pads and tampons is not a given in all SA prisons. They are closely restricted and sometimes run out, leaving women without any solutions except to beg for more from the guards. More sanitary products are available in the commissary, but you must pay for them, which most incarcerated women just cannot afford. Elam Empowerment (2023) expounded that period poverty is rampant among incarcerated women as

it is often an overlooked issue. Menstrual health is a basic human right, and it is crucial for the government to ensure that there is a budget specifically allocated for correctional facilities on the provision of menstrual material. The former Minister Ronald Lamola, former Minister of Justice and Correctional Services in South Africa until June 2024, should prioritize menstrual health for incarcerated women in the South African carceral system, ensuring that the correctional services budget adequately addresses this vital need. There should be a balance on budget allocations as the priority is mostly given to male prisons due to their magnitude. Within the female prisons, budget allocations for menstrual hygiene are inconsistent, pointing to a potential absence of a direct policy addressing this issue. Incarcerated women resort to using absorbent material such as blankets, newspapers, and old rags which pose threatening illnesses to their lives caused by infection from unhygienic practices and infested material. The same applies to girls from disadvantaged communities who lack sanitary supplies who go to an extent of using cow dung, and even chicken feathers. These is not only limited to women but also affect transgender, non-binary people which requires an adjustment on the language use when addressing this as a policy issue. These malfeasances are incongruent with the Bosadi Womanhood Theory which is contextualized in the next section.

An increasing number of governments have turned to policies and regulations to make menstrual products affordable, accessible, and safe. Globally, there has been a move towards removing VAT/GST from MH products to increase their use by making them more affordable, especially in lower-middle-income countries. Some governments have removed taxes on menstrual products (WHO, 2022) or are addressing challenges faced in obtaining menstrual products. Countries like Kenya began in 2004 to gradually reduce tariffs on “period goods”. By 2016, Kenya had eliminated value-added tax (VAT) on both imported menstrual products and the raw materials required to make them (World Bank Group 2022). Nigeria did the same by getting rid of the VAT on domestically produced goods. South Africa removed VAT on sanitary pads in April 2019, but VAT on tampons remains (Rossouw and Ross, 2022). Some nations have eliminated their respective value-added taxes on menstrual products, including Malaysia, Lebanon, Tanzania, Ireland, Colombia, and Mexico. However, removing taxes in these countries did not lead to cheaper menstrual health products. According to WHO (2020). (Ethiopia, Ukraine, and other countries, governments should make menstruation inclusive as part of a broader Sexual and Reproductive Health response for those who are displaced because of war or natural calamities.

4. Theoretical framework

This study departs from a taxonomy of Bosadi Womanhood theory which is based on the premise that people create their own knowledge based on their own individual experiences and internal knowledge (Masenya ngwana' Mphahlele, 1996).

Bosadism, is a theory for the context of Black South African women encompassing racial oppression, sexist African culture, classism as well as general sexism. The debates on the period poverty expounded in the above paragraph are positioned well within this analogy of racial and sexist oppression. Essentially, when relating this to the incarcerated women which is inclusive of all the racial groups in carceral places, it becomes concerning that discrimination amongst women is still visible and practical. A Bosadi perspective, the Northern Sotho word bosadi (womanhood) is an abstract noun from the word mosadi which means 'woman, married woman, wife' (Ziervogel and Mokgokong 1975). The word mosadi comes from the root, -sadi, which has to do with womanhood; bosadi for example may be translated as, womanhood' or 'private parts of a woman'. Though the noun bosadi is a Sotho word (Northern Sotho, Southern Sotho, and Tswana), it has counterparts in other South African languages. The arguments in this article are based on Bosadism theory as the women and girls being referred to in, her discussion is basadi according to Ngwana Mphahlele Masenya' s (2016) description. Examples of this include: musadzi (Venda), wa nsati (Xi-Tsonga), umfazi (Zulu), and so forth.

5. Research methodology

An in-depth desk review of documents, papers, and articles about menstrual leave policy across the globe has been undertaken in the wider study. The desk review started in June and continued through August 2023.

5.1. Study population and sample

Population refers to the set of participants or objects who share specific features that have been identified (Banerjee and Chaudhury, 2010). As this paper followed document analysis, the population in this case refers to the content analyzed from the documents as well as the literature. The population of interest inside the wider population that the researcher is interested in is referred to as the target population. The target population should consist of objects with which a researcher pulls sample components. They contend that the available population is merely a portion of the target group that an investigator includes in that specific research project and that the target population encompasses everything that comes under the specific interest of the study. The objects in this study were the records identified reflected on the table as n-18. These were records which leaped out during the literature search.

5.2. Sample size

Pitney and Parker (2009) explain that sampling refers to selecting a representative portion of a population to determine the features of the entire population (Webster and Lark, 2012). Sampling is crucial in qualitative research as it assists in answering the research questions, and the researcher must select a sample that will provide insight into the phenomenon under study (Pitney and Parker, 2009). This study adopted non-probability sampling to select the participants who are purposive and convenient sampling. Non-probability sampling methods do not give each member of a target population an equal chance to be selected for participation. A further objective of qualitative research is the collection of high-quality, non-numerical data, which can only be done by selecting a small, well-informed sample of records. The identification of 18 records led to the screening of 15 records from the 18 identified. The screening involved scanning and skimming to identify the most relevant records to the study of which 12 records were extracted from those screened because of non-conformance and compliance with the research objectives which reduced the records to 5 which were included in the study.

Table 1. Sample of the study

Identification	Screening	Exclusion	Eligibility	Inclusiveness
Total records identified through database search. N-18	Total records screened. n= 15	Total records after duplicates were removed. n=12	Full text assessed for eligibility. n=5	Study included. n=5

Source: Author's own compilation

5.3. Data extraction and results synthesis

Table two outlines the various article titles, year of publication, location of the publication, type of country-level or firm-level policy, and other menstrual healthcare contexts. Scientific articles have been similarly analyzed and, in their cases, the strength of each scientific article, reasons for their strength ratings, are reported in the table below which provides a descriptive analysis of the findings.

Table 2. Data extraction

Article Titles	Year of Publication	Name of the Journal
Could Spain's New Menstrual Leave Inspire Other Countries?	2023	American Bar Association
The Prevalence and Academic Impact of Dysmenorrhea in 21,573 Young Women	2019	Journal of Women's Health
Taking leave to bleed: Perceptions and attitudes toward menstrual leave policy, Healthcare for	2019	Women International,
Managing menses: An analysis of workplace inclusivity and representation.	2021	International Journal of Development Research
Female-led Klasha breaks a barrier to gender inclusion in Nigeria with new menstrual leave policy,	2022	Ecosystems

Source: Authors own compilation

5.3. Thematic vignettes emerged from the data

This research was inspired by Alvesson and Sköldbberg (2018) who espoused that a research should be considered as a synthetic representation of the themes which elaborate that the original data is relevant while Alexander and Becker (1978), explicated that "vignettes are short descriptions of a person or a social situation which contain precise references to what are thought to be the most important factors in the decision-making processes. The research was grouped into thematic vignettes to be able to locate the themes within those vignettes which are informed by the motives of the research. These findings have then been summarized below.

6. Results and discussion

Results emerging from the study will enable the policy makers to rethink a better framework based on objectification and ambivalent Sexism. This will follow the approach of Levitt and Barnack-Tavlaris (2020) who discuss the idea of menstrual leave, a policy option that provides employees with time off during menstruation.

A progressive and empathetic workplace policy known as menstruation leave represents a substantial shift in how employers recognize and address the difficulties that people experience during their menstrual periods (Hashimy, 2022). This policy recognizes that this normal biological process can, for many, cause discomfort, suffering, and a variety of related concerns that can affect their general well-being and productivity. It is based on a profound awareness of the physical and emotional complexities surrounding menstruation.

Menstrual leave allots menstruators time off from work if they are being negatively impacted by symptoms or illnesses associated with menstruation. This policy may be a potential solution to the negative experiences that menstruators have in the workplace (Barnack-Tavlaris *et al.* 2019). Experts say menstrual leave is a complicated issue with numerous layers, including potential legal and labor ramifications. If passed, the law would, subject to the production of a medical certificate, allow women who experience severe menstruation period pain to take three days of sick leave a month, rising to five days in exceptional circumstances.

Analysts retrace the first national legislation on menstrual leave back to the Soviet Union where it was introduced in 1922. At this time, the Bolshevik menstrual policy was directed at women working in factory jobs, providing them with two to three monthly days of fully paid leave during their period (Euronews 2021).

Menstrual leave is now referred to as one day" leave in Zambia as of 2015. It is a constitutionally protected leave that allows women to take a day off once a month. A female employee has the right to sue her company if this policy is refused to her.

Women in Taiwan are granted three "menstrual leave" days annually, in addition to their 30-day yearly sick leave. In Japan, a woman only needs to inform her employer that she is finding working on specific menstrual days to be exceedingly difficult. Her employment is thereafter

protected for the remainder of her time. The Labor Standard Act ("LSA") grants working adult women in South Korea one day of maternity leave.

Organizations such as Coexist (UK), Gozoop (India), and Victorian Women's Trust (Australia) offer menstrual leave benefits (Barnack-Tavlaris *et al.* 2019). In Nigeria, Klasha, a cross-border commerce technology company, with Offices in San Francisco and Lagos, pioneered the implementation of menstrual leave policy in 2022 providing for five annual menstrual leave days per female employees (Chukwu, 2022).

The policy is well implemented in Zambia, which though practices patriarchal culture, the country supports the notion that childbearing and rearing is an important function of womanhood. Few employers implement it in South Korea (Price, 2022). A revision of the LSA changed menstrual leave from paid to unpaid leave and stipulated "the request of the female concerned would be a necessary condition" to claiming the benefit. Some of the literature findings in terms of country-specific comparative analysis are depicted in Table 3 below. Also please note that, the law in Spain states that the new policy will help combat the stereotypes and myths that still surround periods and hinder women's lives.

Table 3. Country specific situational analysis

Countries	Leave Conditions	Progress on implementation
Spain	Three-day "menstrual" leave of absence - with the possibility of extending it to five days. Dr's note required	Passed the law on menstruation leave.
Taiwan	Maximum of three days of menstrual leave per year, with employees receiving half of their regular wage.	Menstrual leave is currently offered in 2002 and amended in 2013.
Indonesia	Industrial right for women miners or factory workers. The law no longer mandates two days of paid leave but instead makes the policy subject to negotiation between employers and unions	Menstrual leave was offered in 1948
South Korea	One day of unpaid leave per month awarded at the employee's request. All female employees are entitled to the benefit, irrespective of their job status or how long they're worked in the company. Employers who violate the law are liable for up to two years in prison or a fine of up to 10 million won (around €7,500).	Menstrual leave is currently offered
Zambia	One day of leave from work each month without having to produce a medical certificate or give a reason to their employer	Menstrual leave is currently offered
Italy	Proposing a bill that would have given three fully paid days off to workers who obtained medical certificates	Proposal failed in 2018
Russia		Failed to take off in 2013
Belgium	Four-day week and gives employees the right to ignore their bosses after work.	Approval granted
Japan	Industrial right calendar day, half-day, or by the hour. Women workers simply have to request it, and no medical documentation is required	Implemented in 1947
Portugal	A trial of a four-day week, reignited by the COVID-19 pandemic,	Trial

Source: Authors own compilation

8. Conclusion and recommendations

The discussion in this manuscript serves to contribute to the policy agenda on the South African government to consider adopting a menstrual leave policy in the workplace. If consideration is given by the South African government and the labor environment to offer and provide leave entitlements to the female workers which aligns the condition to physiological fluxes such as menopause through the introduction of menstrual leave, like in other countries, it could be a relief to the most affected. The move could advance gender equality and normalize menstruation in the workplace and the effects it may have on women. Some analysts voice the concern that the adoption of a menstrual leave policy could backfire against women by discouraging employers from hiring them.

The menstrual leave law passed in Spain, the first European country to do so, will be funded by the socialist state. Employees' pay during menstrual leave days will be covered by the social security system at 75% of earnings up to a monthly cap (Alfaisal, 2023).

An employer in South Africa interested in implementing this policy as part of South African women's constitutional rights must decide what would constitute a fair leave entitlement and whether this entitlement can be accrued on a monthly basis. Additionally, they need to decide whether an employee needs a doctor's note in order to take the leave (Moosa, 2023). Employers must be alert to and cautious about requests for an employee to confirm menstruation or gender identity because the nature of the leave has consequences for privacy issues. In this sense, transgender males and those who identify as gender non-conforming may also be eligible for menstrual leave. Last but not least, businesses should take precautions to avoid the likelihood that menstruation leave may affect productivity negatively.

This study addressed the Sustainable Development Goal number five on gender equality. We have recommended a paradigm shift in terms of working conditions for women and reconsider remedies which sculpt gender responsive prospects through policy reforms and transformation of African societies. Additionally, we recommend that government should provide sanitary dignitary material to the schools, special places of safety, and the correctional services institutions as a means to an end. The future prospects for the paper would tap into the economic implications as well as the global perspectives and trends to provide future directions to the policy makers. The economic implications shall explore the implications in terms of implementing the menstruation leave policies to businesses in terms of productivity, and how they impact on financial performance and operational efficiency of South African businesses. As we have learned through this study on the lessons from global best practices in implementing menstruation leave policies, what would be the next steps on effectively addressing potential challenges and resistance when introducing menstruation leave policies? These would provide direction on the potential future developments in menstruation leave policies globally, and how might these impact South Africa and how can South African businesses prepare for and adapt to future changes in global standards regarding menstruation leave.

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