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Menopause and The Workplace:
Training Content & Delivery Guide (Step 4: Case Study Analysis)

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Introduction

Theory helps us understand *why* menopause inclusion matters. But real organisational change happens when strategies are applied in context.

These two case studies show how workplaces can take different, but effective, approaches to supporting menopausal employees, one through a public sector focus of **Organisational Justice**, while the other shows us how private sector innovation applies the Job Demands-Resources (JD-R) Model to workplace design.

By engaging with these examples, participants will connect key frameworks from the training to **real-world practice**, and begin to imagine what's possible in their own work environments.

How to Use This Tool:

Use this PDF during **Step 4: Case Study Analysis** from the Training Content & Delivery Guide of Module 2, or assign it as pre-work or follow-up reading.

- **Step 1:** Read both case studies carefully. Identify the key actions taken by each organisation.
- **Step 2:** Consider how those actions align with the frameworks:
    - *Which parts reflect **justice, fairness**, or **systemic support**?*
    - *Where do you see **balance between job demands and resources**?*
- **Step 3:** In small groups, pairs, or individually, discuss:
    - What supported inclusion in each case?
    - What barriers still remained?
    - How did leadership shape the outcomes?
    - What ideas could realistically apply in your own workplace?

Case Study 1. NHS England:
Normalising Menopause Through Organisational Justice

NHS England has taken a comprehensive approach to menopause inclusion by developing formal policies that include line manager training, workplace adjustments, and awareness campaigns.

The NHS Menopause Improvement Programme supports:

- Compassionate conversations
- Flexible scheduling, and
- Equitable access to occupational health services

This reflects key principles of Organisation Justice Theory, ensuring fair processes and respectful interpersonal treatment (NHS England, 2022; NHS Employers, 2024).

Example: At Sherwood Forest Hospital NHS Foundation Trust implemented research-based intervention educating managers and destigmatising menopause, which improved staff wellbeing and organisational culture (NHS England, 2022).

These efforts align with UK legal obligations such as:

- The **Equality Act 2010**

- The **Health and Safety at Work Act 1974**

  Both protect employees from discrimination and require employers to safeguard health and welfare (ACAS, 2023).

Case Study 2: SAP (Germany)
Strategic Design Using JD-R Model

SAP, a global software company, embeds menopause support into its **core wellbeing and inclusion strategy**. Employees have access to:

- Flexible work arrangements

- Confidential support services

- Health insurance that covers menopause-related care.

These are **strategic design choices** grounded in the **Job Demands-Resources (JD-R) Model** (Bakker & Demerouti, 2007).

Menopause symptoms, such as fatigue, brain fog, and mood swings, increase job demands, yet performance systems often ignore these hidden pressures (van de Scheur, 2022).

What makes the difference are job resources:

- Supportive managers

- Flexible scheduling

- Control over the work environments

SAP trains managers to understand menopause and incorporate it into team planning, encouraging a culture of support that gives employees more control and reduces pressure. According to the JD-R Model, increasing resources lowers stress and boosts engagement (van de Scheur, 2022). By integrating menopause into everyday management, SAP reduces stigma and retains experienced talent.

Case Study Reflection Worksheet

Use the following questions to reflect on each workplace example. You may respond individually, in pairs, or in small groups. Feel free to write directly into the space provided.

Case Study 1: NHS England

Organisational Justice in Action

1. **What specific actions supported menopause inclusion in this case?**

   _____

   _____

2. **What types of fairness (procedural, distributive, interactional) can you identify?**

   _____

   _____

3. **What role did leadership or institutional policy play in shaping the outcome?**

   _____

   _____

4. **Can any of these strategies be applied to your workplace? Which ones, and how?**

   _____

   _____

Case Study 2: SAP (Germany)

Workplace Design Using the JD-R Model

1. **What specific supports or resources were offered to menopausal employees?**

   _____

   _____

2. **How did SAP address the balance between job demands and resources?**

_____

_____

3. **How did management training or work design contribute to inclusion?**

_____

_____

4. **Which of these practices feel realistic or inspiring in your own context?**

_____

_____

Suggested Observations: For Facilitators or Self-Guided Reflection

These notes are not meant to provide "correct answers" but to support deeper analysis of the case studies in relation to the frameworks discussed in Module 2. Use them to guide discussion, offer clarification, or reflect after group dialogue.

Case Study 1: NHS England

Framework Focus: Organisational Justice Theory

- Procedural Justice:
  - Structured manager training
  - Clear access to occupational health services
  - Formal policies across the NHS system

- Interactional Justice:
  - Emphasis on compassionate conversations
  - Destigmatisation through awareness campaigns

- Distributive Justice:
  - Flexible scheduling to accommodate health needs
  - Recognition of symptoms in work allocation and support

- Legal Alignment:
  - Reinforces fairness and duty of care under UK legislation (Equality Act, H&S Act)

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Framework Focus: Job Demands–Resources (JD-R) Model

- Job Demands:
    - Menopausal symptoms (e.g., fatigue, brain fog, mood swings) increase cognitive and emotional demands
    - Traditional performance systems often overlook these invisible factors

- Job Resources:
    - Flexible work options
    - Confidential support and menopause-related health coverage
    - Manager training to increase control and autonomy

- Design Insight:
    - SAP's approach reflects proactive workplace design
    - Investing in resources leads to better engagement and talent retention
    - The organisation builds resilience through structure, not just empathy

Final Prompt:

Reflect on your own workplace or context:

Which framework do you see most clearly reflected?

Which one is most absent?

What small shift could move your team toward greater inclusion?