

# Global Women's Cultural Guide 2022

INSIGHTS AND INSPIRATION FOR SUPPORTING WOMEN'S EQUALITY YEAR-ROUND





#### ABOUT THE COVER ARTIST

## Meital Shushan

Meital Shushan is an Israeli Jewish artist living in Tel Aviv from Moroccan and Iraqi heritage.

Her works explore topics such as identity, femininity and emotions.

Meital is the proud owner of SoBetty, an independent freelance illustration and design studio. SoBetty specializes in inclusive social awareness projects for branding agencies, startups, magazines, toy manufacturers and non-profit organizations. The studio's clients, both commercial and nonprofit, address a range of issues such as feminism, LGBTQ+, political and social equality, among others.

 [@meitalshushan](https://www.instagram.com/meitalshushan)

“The culture guide cover reflects entrepreneurs adapting to today’s challenges of running a business. As a Solopreneur, I understand the difficulties of balancing personal life, the uncertainty of what the future holds and a constantly changing work environment.

I believe that through flexibility, persistence and community — showing up for each other — we can overcome these obstacles and thrive.”

MEITAL SHUSHAN,  
COVER ARTIST

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# 01. The Global State of Women



## A Moment to Celebrate the Past and Contemplate the Future

International Women's Day (March 8) serves as a moment to recognize and celebrate the contributions of women throughout history. From its first celebration in 1911 to movements across the globe for voting rights and liberation, history is full of trailblazing women who have contributed to creating a more just, humane society.

Yet, such wins for women tell only part of the story. For even as women continue to push forward, obstacles remain high and wide — from the global pandemic's impact on economies, childcare and of course, our families' health to systemic barriers such as gender bias and wage inequality that serve to subdue women's progress.

Today, women are still overrepresented in industries hit hardest by COVID-19. As many as 510 million women globally work in sectors such as food service, entertainment and retail<sup>1</sup> that have been slower to rebound over the past two years.

We've witnessed how these pressures and expectations on women have contributed to everything from the Great Resignation<sup>2</sup> to increased feelings of depression and anxiety. Meanwhile, subsets of double-marginalized women have continued to face concurrent forms of oppression in their daily lives.

On International Women's Day and throughout the year, Meta recognizes what women have faced, celebrates those who go beyond, and provides actionable resources to pave a more empowered world for all.





## Compounded Effects for Double-Minorities

Stepping into the pandemic, women of color suffered some of the steepest spikes in unemployment rates. Much of this is likely a result of women, particularly women of color, disproportionately working in service, care and domestic work sectors<sup>3</sup> — jobs with historically low pay and among the hardest hit during the pandemic. Even before the pandemic, women of color have often been their families' breadwinners. In the U.S., 67.5% of Black mothers and 41.4% of Latina mothers are the primary or sole breadwinners for their families, compared with 37% of white mothers.

Meanwhile, pay inequality between genders remains, with U.S. women still earning only 83 cents, on average, for every dollar earned by men. This gap widens across many racial and ethnic lines with Black women earning 64 cents, Native-American women earning 60 cents, and Latinx women earning 57 cents on the dollar earned by white, non-Hispanic men.<sup>4</sup> Similar gaps can be found around the world. For instance, the gender pay gap across the EU stands at 14.1%.<sup>5</sup>

And while statistics typically shared on Asian-Pacific Islander women are more optimistic, the reality is that numbers mask the nuanced story for this community.

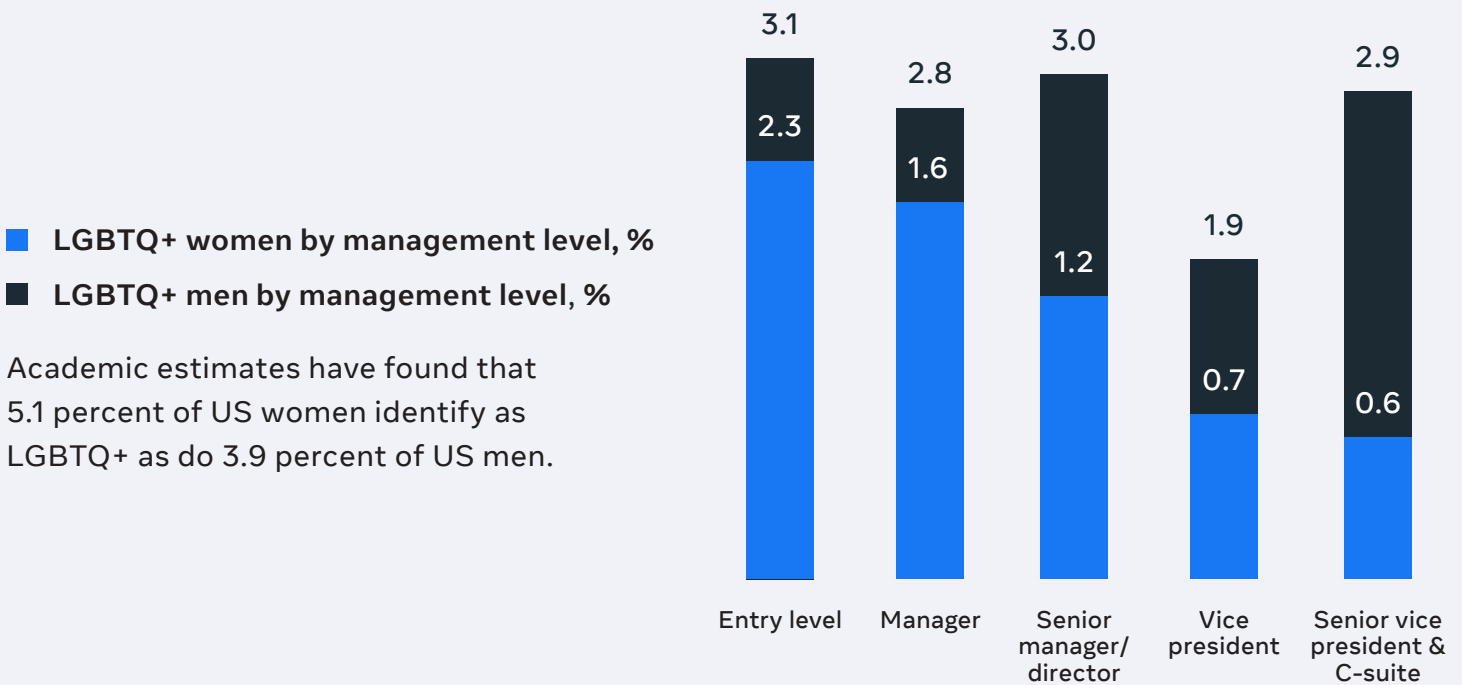


There is a substantial wage gap within the API community, stemming from the subpopulations concentrated in both low-wage and high-wage occupations.<sup>6</sup>

LGBTQ+ women face increased levels of microaggressions, sexual harrassment and feelings of isolation at work. This community of women are also underrepresented, comprising 2.3% of entry level positions but only 1.6% of manager positions in corporate America. The numbers drop even further in senior roles.<sup>7</sup>

As women endure the effects of the pandemic, the layered challenges for double minorities will likely have a long-term effect on employment and earning potential.

## LGBTQ+ women are underrepresented at every stage of the management pipeline — and compare considerably worse than LGBTQ+ men’s representation as well



Academic estimates have found that 5.1 percent of US women identify as LGBTQ+ as do 3.9 percent of US men.

Source: Williams Institute, UCLA School of Law; Women in the Workplace 2019, LeanIn.Org and McKinsey, 2019, womenintheworkplace.com; Women in the Workplace 2018, LeanIn.Org and McKinsey 2018, womenintheworkplace.com

## Pandemic Pressure on Working Mothers

Decades of research and data have shown that throughout history, women tend to shoulder more childcare duties and domestic responsibilities than men. Globally, women are typically responsible for 75% of unpaid care and domestic work.<sup>8</sup> This has led women to be disproportionately affected by the reality of parenting in a pandemic, which has included school interruptions, closures, quarantines and remote learning.

In 2021, we experienced the Great Resignation, as 4.4 million Americans quit their jobs in September alone.<sup>9</sup> Earlier hypotheses for the voluntary resignations en masse were focused on a pandemic-induced awakening. While that was certainly the case with many workers, a large number of women left for a very specific reason: childcare.



Scores of women have been working a “double shift” to keep their families afloat throughout the pandemic, and the increased focus on domestic duties has affected many individuals’ ability to focus on work. According to Meta’s **Survey on Gender Equality**, which surveyed more than 96,000 individuals across 200 countries, islands and territories, women were more likely than men to report feeling more stressed as a result of the pandemic.

- **53%** of women across the globe suffered reduced work hours as compared to 31% of their male counterparts.<sup>10</sup>
- **1/3** of all U.S. mothers in the workforce have scaled back or left their jobs since March 2020.<sup>11</sup>



## Women Have Been Holding Back the Tide — and They Are Tired

**54%**

of senior-level women report feeling “consistently exhausted”

**47%**

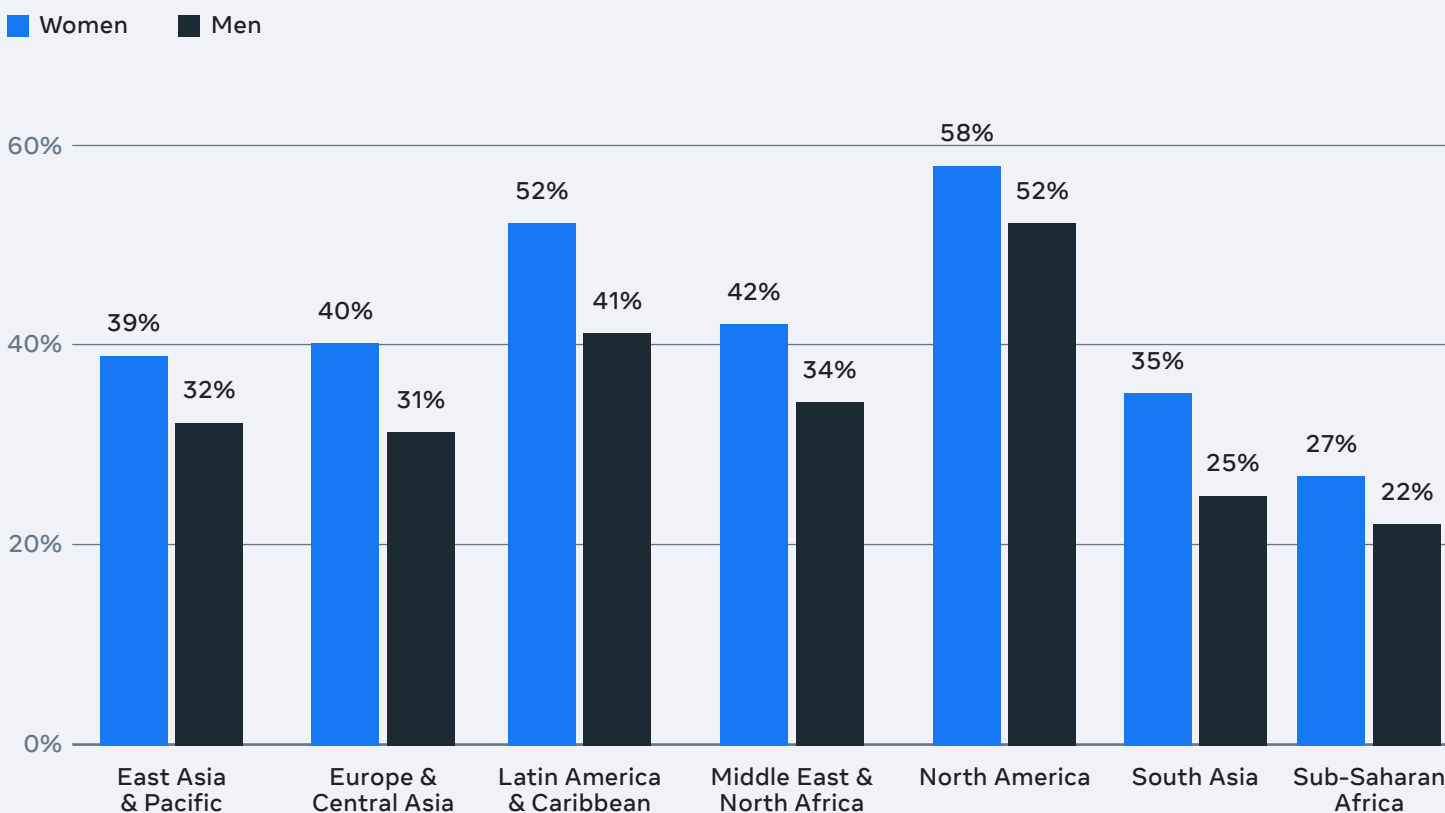
of senior-level women feel the need to be “always on”<sup>12</sup>



For women, it has been an intense two years of serving as the glue holding home and work together during the pandemic. Despite these stressors, women continue to step up as strong leaders. Women managers are more likely than their male counterparts to take action to promote employee well-being and advance diversity, equity & inclusion (DEI) efforts, including mentoring and advocating for new opportunities for women of color.<sup>13</sup>

With roughly 70% of companies stating that the work employees do to promote DEI and employee well-being is very or extremely critical, companies compromise their organization and workforce when they fail to look out for their female employees. Sure, there may be small windows for women to take mental health breaks; however, the reality is that women across the globe are burned out and unsure how best to weather the cumulative effects of a global pandemic.

## Proportion of respondents who reported feeling more stressed as a result of the COVID-19 pandemic



Source: Survey on Gender Equality at Home (Wave II report), November 2021, Meta Data for Good

## The Opportunity and Responsibility of Business Leaders

In many ways, the pandemic has ushered in a new awareness of the persistent inequalities faced by women. And while there remains hope that these public conversations about women's experiences in the workforce will lead to policy changes, in the interim, businesses and organizations have the opportunity — if not the responsibility — to advance equality and empower their female employees year-round.



“Women have been blazing trails in healthcare for centuries. Women like Florence Nightingale, Marie Curie, Dr. Rebecca Lee Crumpler, and Henrietta Lacks all knowingly and sometimes unknowingly changed the course of human history with their contributions to science and healthcare. This kind of impact was not possible without a few doors and barriers knocked down along the way.

At GSK Consumer Health our commitment to inclusion and diversity is driven by the belief that everyone deserves access to quality healthcare rooted in deep human understanding and trusted science. We can only realize that vision with diverse and empowered employees at every level of our organization. My hope is by maintaining this commitment to diversity and inclusion we will take a small part in developing the next generation of trailblazing women in healthcare.”

**KATIE WILLIAMS,**  
**CHIEF MARKETING OFFICER US, GSK CONSUMER HEALTH**



## 'WHAT DOES IT MEAN TO BE A WOMAN? IT'S COMPLICATED'

This headline from **TIME Magazine**<sup>14</sup> speaks to a provocative question that is prompting new answers from those open to non-traditional perspectives. As women continue to push forward at work, home and in their communities, it's important to recognize that the next frontier of the women's rights movement must be inclusive. Regardless of your personal manifesto on womanhood, organizations should seek to deepen their understanding around intersectionality to build nuanced strategies that consider women from all marginalized communities, including transgender, gender nonconforming, genderqueer, and nonbinary.







## 02. Actions to Take

# Three Ways to Support Women Year-Round:

- 1 Diversify Your Dollar**  
Commit to working with diverse suppliers
- 2 Accelerate Inclusive Representation**  
Ensure that women are represented authentically — both in front of and behind the camera
- 3 Share the Stage**  
Support communities by amplifying historically underrepresented voices



# 1 Diversify Your Dollar

Commit to working with diverse suppliers

Given the scope and range of women-owned businesses available, businesses that commit to hiring women suppliers have access to a vast range of high quality talent. There are more than 150 million women-owned businesses across the world.<sup>15</sup>

Beyond hiring women vendors, many of today's largest global brands are partnering with third parties such as the [Women's Business Enterprise National Council](#) to run workshops, professional matchmaking events, capital investment opportunities and management training to help women business owners thrive. Given the number of times groups partner with businesses, the opportunities to bring in a women-owned business are endless.

Of course, small business partnerships are encouraged, too. There's never been a more helpful time to support the small businesses and nonprofits that make up the backbone of our communities.





**Q: WHAT CAN COMPANIES OR BUYERS DO TO INCREASE THEIR SUPPLIER DIVERSITY OR INCLUDE MORE WOMEN-OWNED COMPANIES AMONG THEIR SUPPLIERS?**

A: I think it's important for companies and buyers to first understand why it is important to work with diverse or women-led companies. Opportunities are often not at our disposal because many of us aren't in the right networks. By intentionally including diversity or more women-owned companies, companies help improve equity.

So, be intentional and focused. Communicate with the team on the company directives, set goals, and decide the approach to achieve those. It is also important to review these goals regularly and hold people accountable to effectively drive changes. Wishful thinking is just not enough.

**FLAVILLA FONGANG,  
FOUNDER OF 3 COLOURS RULE & TLA  
BLACK WOMEN IN TECH, LONDON**

“As part of our Supplier Diversity practice, we encourage women-owned businesses (WOBs) to become formally certified with organizations, such as the Women’s Business Enterprise Development Council (WBENC). Through certification, we are able to validate the ownership structure of the business, as well as help connect WOBs to a network of resources that can help them to manage and grow their business.”

DANIELLE GONZALES,  
CEO, IPROSPECT AMERICAS, A DENTSU COMPANY



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## Accelerate Inclusive Representation

Ensure that women are represented authentically — both in front of and behind the camera

Like the rest of society, the growing trend in advertising and media is to ensure our institutions better represent and truly include the people we serve. In the past few years, the industry has witnessed an awakening: no longer can excluding or misrepresenting people of varied backgrounds, shapes, shades, sizes, mindsets and abilities be the status quo. In short, the industry has begun to realize it is time for advertising to serve **all** people.



# A Simple Framework

From our research with Deloitte on the [Barriers to Representative Advertising](#), we found that there is a lack of awareness around the tools and resources that can help marketers make progress. So we decided to create an accessible, simple framework that empowers any marketer to get started. The system is built on four pillars that provide a roadmap and practical steps to accelerate your journey to more inclusion in advertising. Here is a focused look at each:

## EXPLORE

- Discover key barriers to creating inclusive advertising and get teams talking about how to overcome them.
- Build inclusion into operations through review boards and approaches to supplier diversity.
- Connect authentically with customers via creators and insights from our cultural guides.

## REIMAGINE

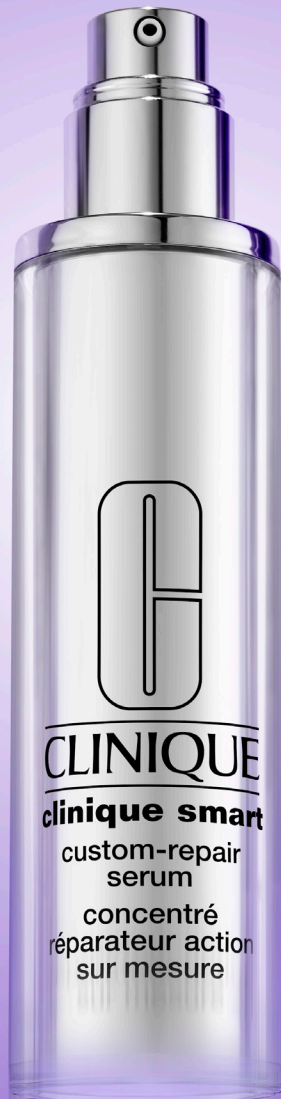
- Create more inclusive work with an industry-reviewed framework used at each step of the creative process.
- Use solo or with a team, spark new ideas and provocations with a series of prompts, questions and exercises that can help lead to more inclusive advertising.

## REFLECT

- Craft a long-term learning agenda to understand the impact of inclusion on your brand's advertising.
- Integrate third-party insights with information from ongoing brand lift studies.
- Connect more authentically with customers by acting on key learnings.

## EVOLVE

- Share work that inspires others and moves your brand and our industry forward and accountable to progress.




## CASE STUDY | CLINIQUE BRASIL

# Illuminating Clinique Through Diverse Messaging in Brazil

While well-established throughout the world, Clinique had an opportunity to increase its brand awareness among key audiences in Brazil. The team partnered with Meta to identify messaging that would connect and resonate strongly with the Brazilian consumer.

Using Meta's Betotyping framework, an intentional experimentation process that helps brands uncover creative ideas with a strong potential for success, the team brainstormed and came up with four different messages to deliver. At the completion of the campaign — conducted January 10 to February 12, 2021 — the team learned which message resonated strongest among audience and experienced:

- 3.7-point lift in abstract favorability.
- 4.5-point lift in standard ad recall for its ads with a skin diversity-focused message.

 [@cliniquebrasil](https://www.instagram.com/cliniquebrasil)



## CASE STUDY | L'OREAL

## Redefining 'Women' in Vietnam

In its "Redefine Women" campaign, L'Oreal sought to empower Vietnamese women. The inclusive campaign featured female icons representing a wide community of women, from a single mom artist to a transgender singer to an advocate for women and kids.

The campaign included an AR filter that allowed users to tell their own stories as well as support others sharing photos and videos. For each AR photo/video created, L'Oreal donated to a Vietnamese women fund to help train and improve the skills and opportunities of 1 million Vietnamese women.

The campaign revealed how social good and commerce can be achieved together by creating meaningful campaigns where consumers can do good while making transactions with the brands.

 [@lorealgroupe](https://www.instagram.com/lorealgroupe)



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## Share the Stage

Support communities by amplifying historically underrepresented voices

There are many ways businesses can help elevate the stories and interests of women, each of which carries a unique perspective and diverse set of experiences and interests. Women's History Month and International Women's Day are prime opportunities to share the stage, whether it's raising awareness of women-led businesses or suppliers in your industry or creating a campaign promoting women's rights or a similar cause. Organizations should also work to address topics that some may consider taboo, such as menstruation, menopause or sexual harassment.

Sharing the stage to raise awareness for typically unheard women's voices is not only the right thing to do — it can also be an opportunity for a brand to reach and engage new audiences. By reaching out with an empathetic message that resonates, brands can build new customer relationships based on trust and authentic connection. This work also helps create an environment where your organization and employees can flourish, too.





## CASE STUDY | ACTION AID

## Turning Charity into Solidarity

ActionAid UK, an international charity working with women and girls living in poverty, wanted to leverage World Menstrual Hygiene Day to drive awareness and donations towards their work on period poverty, specifically to distribute menstrual hygiene kits to women and girls living in Cox's Bazaar in Bangladesh, the world's largest refugee settlement.


Previously, ActionAid campaigns focused on the story of a particular woman in need, but when the pandemic canceled the group's yearly trip to Cox's Bazaar to capture personal stories of the women in period poverty, Meta had an opportunity to create something new.

Understanding the power of bringing people together, the team crafted a campaign focused on the solidarity of global sisterhood, uniting women by their shared experiences and by the unwritten rule: If a woman asks you for a tampon or pad, you share what you have.

This "pay it forward" message showcased not only how we can help others during their period but also how we've all needed help at some point in our own lives.

ActionAid UK experienced:

- 4.4 pt lift in message association that smashed norms (norm +1.5).
- 5.5 lift in ad recall.
- CPAs decreased by 73% compared to previous campaigns.

 [@actionaiduk](https://www.instagram.com/actionaiduk)



## CASE STUDY | RELEASE THE PRESSURE COALITION

## Prioritizing Self-Care for Black Women in the U.S.

Today, more than 50% of Black women over age 20 experience high blood pressure, underscoring the need for a message of self-care and health for this community. That's why the Release the Pressure Coalition — American Medical Association (AMA), AMA Foundation, American Heart Association, Association of Black Cardiologists, Minority Health Institute and National Medical Association — in collaboration with the Ad Council tapped a legion of Black female creators to create #SheDidThatWithHeart.

The campaign launched by paying tribute to the impact Black women have had in all aspects of society and in life, then Meta partnered with creators to deliver actionable tips on how to de-stress and put themselves first. A campaign sticker pack and AR filter that guided users through a breathing exercise kept the campaign going. Built for Black women by Black women, #SheDidThatWithHeart combined awareness, action and amplification to generate 16,000 pledges. The campaign also led to a 5.9-point and 5.3-point lift in ad recall among women, ages 45-54, and women 65+, respectively.

Note: Client-supplied ad campaign metrics are individualized. Others' experiences and results achieved will vary.

 [@rtpressure](https://www.instagram.com/rtpressure)

## SeeHer Aims to Accurately Portray Women and Girls on Screen

Despite recent advances, an unconscious bias persists against women and girls in advertising, media and programming. To address this, the Association of National Advertisers launched the SeeHer movement in partnership with The Female Quotient in 2016.

SeeHer's mission is to accurately portray all women and girls in marketing, advertising, media and entertainment so they see themselves as they truly are and in all their potential. The average age, race, body type and other aspects of women's identity depicted in media represent just a small fraction of the female population.

As of 2016, SeeHer spearheaded the development of the [Gender Equality Measure \(GEM®\)](#), the first data-driven methodology for identifying gender bias in media. Today, this methodology is being used to increase effectiveness and boost ROI in 14 markets around the world and has become the global industry standard for measuring gender bias in ads and programming.

SeeHer members represent more than 2,000 brands and \$70 billion in ad spend. Through deeper access to GEM, proprietary research, tools and the [SeeHer Marketing Essentials Toolkit](#), best practices guides, media partnership opportunities, customized workshops, and other benefits, these members are setting the gender equality agenda for the industry and driving growth for their brand and their businesses.



“Consumers today expect companies to have a purpose and disclose what they stand for. Advancing gender equality is an important way to demonstrate a company's values. SeeHer data proves that being a force for good is also a force for growth. High GEM® scoring ads and programming garner incremental sales lift of 5x and 2x respectively.”

**JEANNINE SHAO COLLINS,  
PRESIDENT, SEEHER**





# 03. Meta's Commitment to Women



“Today and every day is an opportunity to inspire and empower women in business and through community building. For leaders, now is the time to pay it forward and uplift the next generation of women. At Meta, we believe that diversifying your dollar, accelerating inclusive representation in advertising and sharing the stage are key to creating gender equity. That’s why we are committed across our enterprise to all three.”

NICOLA MENDELSON,  
VICE PRESIDENT, GLOBAL BUSINESS GROUP, META

## Research to Measure Progress and Activate Change

Meta continues to conduct and commission research on gender inequality. This work is designed to arm organizations and individuals with the facts and insights they need to measure progress and activate change. Studies include the [2021 Report: Survey on Gender Equality at Home](#) and [Ads for Equality research](#).



# \$1.1B

Meta's cumulative spend supporting suppliers certified as underrepresented, women, veteran, LGBTQ+ or disability-owned.

# 50%

of Meta workforce will be comprised of women globally and underrepresented minorities by 2024.<sup>16</sup>

# 1M

women trained by Meta's [#SheMeansBusiness](#) and its strong network of community partners across 38 markets.

## Recent Initiatives

### **#JuntosDoSeuJeito/#TogetherYourWay**

Brazil

Mercado Pago + SheMeansBusiness joined forces to help female micro-entrepreneurs reinvent their businesses during social isolation. Partnering with #ElaFazHistória, Meta's program for women entrepreneurs, the campaign featured three women using Instagram to transform their physical business into an online one with Mercado Pago. The result: 12.7% brand lift and 6,000 new customers.

### **Gender-Based Violence Safety Bot**

Vietnam

Meta and the Center for Studies and Applied Sciences in Gender, Family, Women and Adolescents cooperated to build a chatbot tool to provide counseling and information to Vietnamese victims of gender-based violence via chat in both English and Vietnamese.

### **Girls Rising**

London

Created in collaboration with Camden STEAM, which works with local businesses to drive skills and education for students based in and around London's Camden borough, this program welcomes cohorts of students to learn about personal and career development through a variety of workshops and Meta mentorships. Now in its third iteration, it will relaunch for the fourth time later this year.

### **La Fondation des Femmes**

France

This fundraising campaign for women in France who are victims of violence ran a conversion campaign across Facebook and Instagram targeting 18-65 year olds to raise awareness and funds. Their campaign featured short-form videos and static images across Facebook, Instagram and Marketplace, reaching 1.7 million people, driving 25,000 unique clicks to the website and raising more than \$560,000.

### **SheWorks & Meta Blueprint: Women in Tech**

Latin America + U.S.

Designed to support women in remote work and digital skills — and give them tools to scale and serve their communities — Women in Tech has trained nearly 1,500 women, resulting in 212 certifications in Digital Marketing and more than 370 badged as Associate Trainers in Meta's Trainer Network program.



## Women Who Go Beyond

On this International Women's Day and throughout Women's History Month, Meta recognizes what women have faced and celebrates those who go Beyond, time and again.

The women who go beyond borders to inspire others and **level the playing field across the globe.**

The women who push beyond biases to prove they are **capable of the extraordinary.**

The women who rise beyond resilience to reinvent themselves, embrace innovation and **reach new heights of achievement.**

Meta is proud to be a platform that promotes change, elevates women-owned businesses, and works toward economic opportunities for all.

**Together, we can shape a better future for women today, tomorrow and beyond.**

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For additional business resources, visit the [Meta Business Equality hub](#)

