
Why gender equality is still a democratic issue? Gender inequalities and gender policies: how to explain the gender gap?

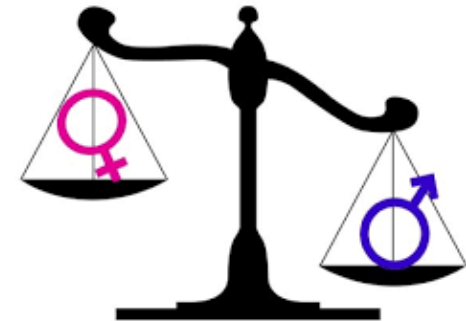


Why talking about gender balance?

When one talks about the importance of working on gender balance within public sector:

One has to consider the same approach in addressing this hot topic as within the private sector or within other sectors such as charitable and non-profit organizations and professional networks.

- It is not because **civil servants** have to sit an exam to get a job that they will work for the “**common & collective good**”,
- and that... **gender issues will not exist**:
 - won't be of the same importance
 - won't have the same effect



Why talking about gender balance?

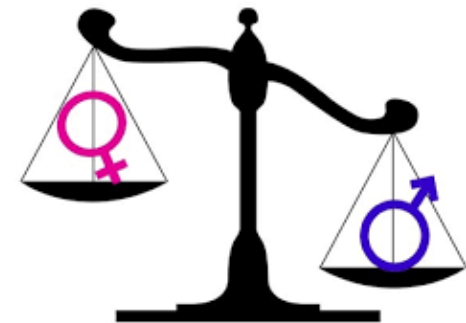
On the contrary!

- Public sector should be an exemplar in terms of
 - equity
 - equal pay and compensation for women
 - equal opportunities

For instance, in France the State is the first employer.

From this perspective, the **State should:**

- set the example to other employers
- guarantee democratic, equal treatment and consideration for all its employees



Why talking about gender balance?

The State cannot ask citizens:

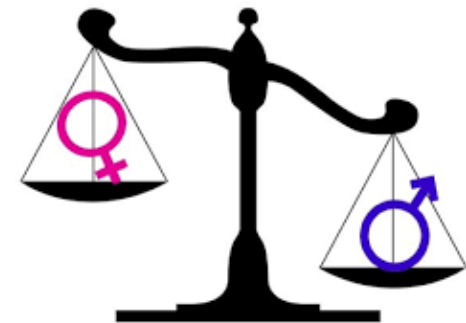
- to be fair
 - to respect each other
 - to fight against discrimination and violence
- ... if the State itself is unable to provide the same
to... its female citizens



Especially when the majority of its employees are female.

Few women occupy top positions

Governance rules still belong to men



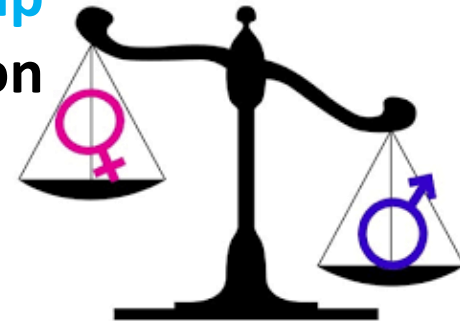
Why talking about gender balance?

In France, women have only recently joined labour market during post-industrial period

and found themselves moving inside structures of which they were not the architects.

- Women still have to adapt to an environment that they did not built
- This requires a big and constant effort.

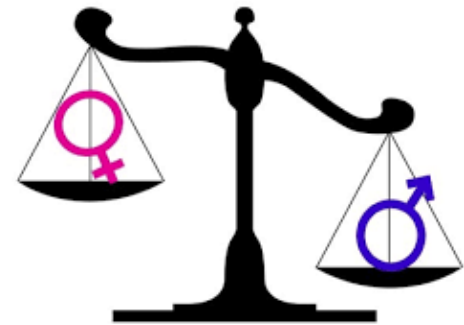
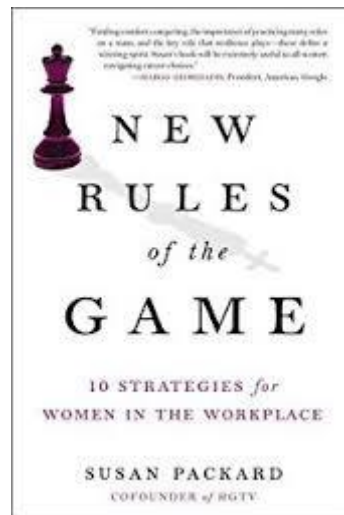
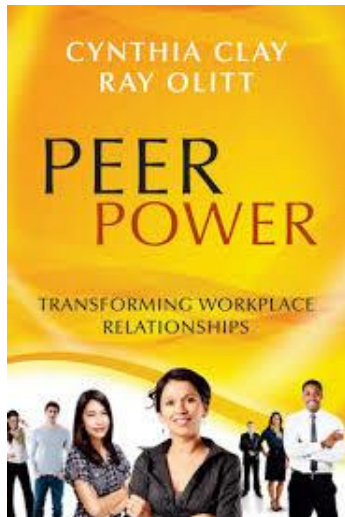
Women have to constitute at least 20 % of employees at each hierarchical level to make a real effect on the governance, on the unspoken rules, on leadership models, on working behaviour ... and on equity!



Why talking about gender balance?

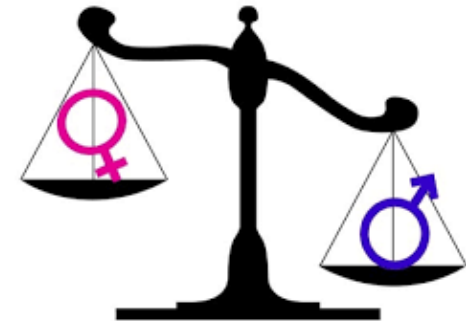
- Women are still **considered as minor players** and are still perceived this way.
- These **stereotypes** come through in survey results.

It is just because men don't want to share power, money and rules on society organization with women.



Why talking about gender balance?

So the State finds itself in a **state of a paradox** where, on the one hand, it **demotes the subject of equity** on its agenda, ... **but asks** the rest of the society conform to equity.

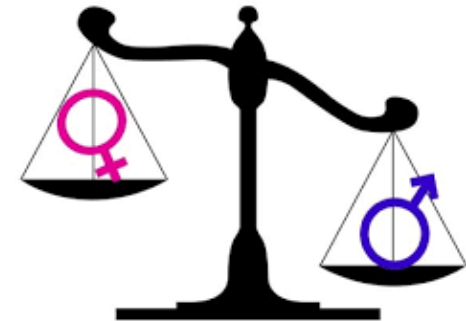


Why talking about gender balance?

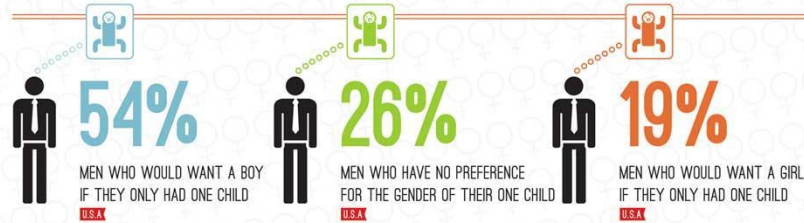
When the state gives advantage to **men**

... the **whole society suffers** from this prejudice.

By refusing to acknowledge gender inequalities, discrimination and unequal career opportunities, the **State becomes voluntarily blind**.



CHILDREN & FAMILY



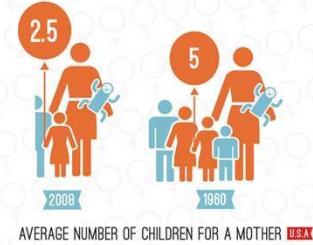
THESE STATS HAVE NOT CHANGED SINCE 1941

WORLD 105:100

CHINA 120:100

INDIA 109:100

RATIO OF BOYS TO GIRLS



21
1970

25
2008

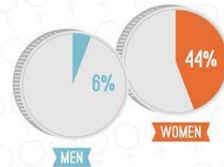
AVERAGE AGE, FIRST-TIME MOM USA

ECONOMY

2024

THE YEAR WHEN THE AVERAGE WOMAN MAY OUTEARN THE AVERAGE MAN USA

SALARY INCREASE FROM 1970 TO 2007 USA



FOR EVERY DOLLAR A MAN EARNS A WOMAN GETS

\$0.63

IN WYOMING

\$0.84

IN VERMONT



CONSUMER PURCHASES MADE BY WOMEN USA

83%



PERSONAL WEALTH HELD BY WOMEN USA

WOMEN IN NUMBERS

IN THE U.S. & THE WORLD

POLITICAL POWER



EDUCATION & EMPLOYMENT



UNDERGRADUATES WHO ARE WOMEN USA

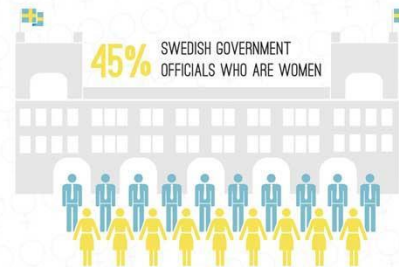


MANAGERS WHO ARE WOMEN USA

8.0%
UNEMPLOYMENT RATE FOR WOMEN USA

8.8%
UNEMPLOYMENT RATE FOR MEN USA

POLITICAL POWER



33

COUNTRIES THAT HAVE HAD A FEMALE PRESIDENT

20

FEMALE WORLD LEADERS CURRENTLY IN POWER

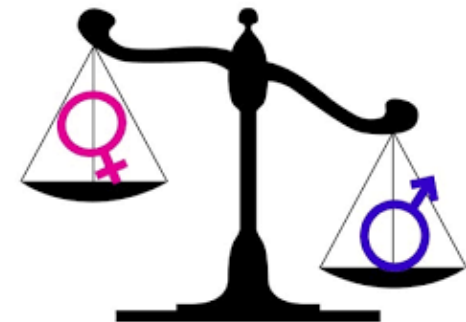
196

TOTAL COUNTRIES IN THE WORLD



Why talking about gender balance?

- ❑ Throughout the history of the western civilisation **women have not been recognized as equal contributors** to the democratic society.
- ❑ **Now** things have **changed** as **women** are **more numerous** in the work force and **better educated** – even more than men!



Why talking about gender balance?

That's the reason why the **state should first apply to itself and its employees gender equality policies.**

Otherwise it will be perceived as pointing the finger at the private sector only.

Women are still **underrepresented** at every level.

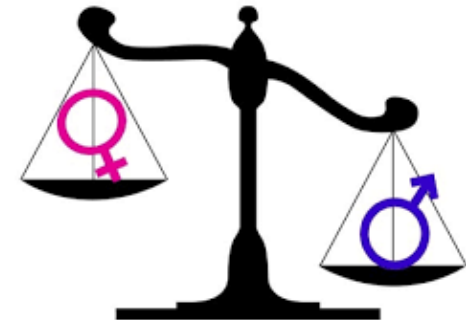
Women in
C-suite
positions

19%



Source: 2016 LeanIn.Org and McKinsey Women in the Workplace study

womenintheworkplace.com



Why talking about gender balance?

In France, employers in the private sector are in need of an example from the public sector and need recommendations, advice, guidance and a strong agenda on this gender equality.

Example:

Specific women programs for the General Secretary of Government to help women professionally develop.

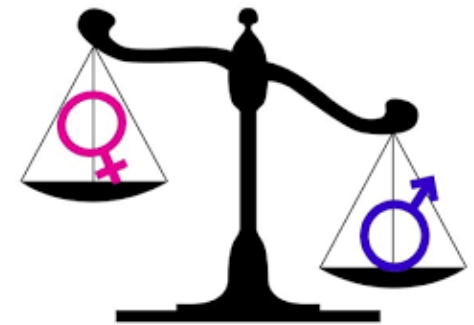
- ✓ Leadership and mentoring programs.
- ✓ We have used data's to objectively demonstrate gender issues.



Why talking about gender balance?

Men are not often aware of obstacles for women
... or don't want to be aware of them because of competition and the quest of power.

Nevertheless engaging men is a key element.



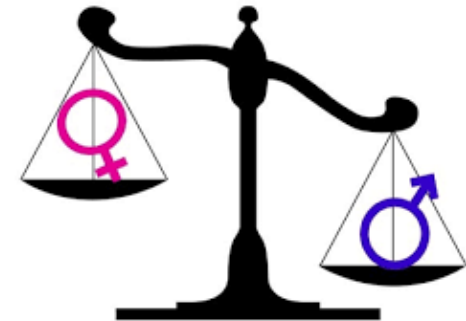
Why talking about gender balance?

Women are **less confident when they want to reach the top.**

At **individual level women have high ambition.**

But the level of confidence women express is the not the same.

Women feel that **they won't succeed because of the culture and the structure of their environment.**

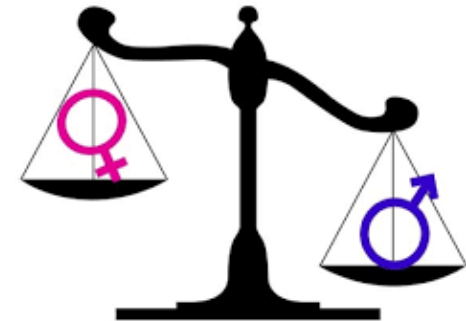
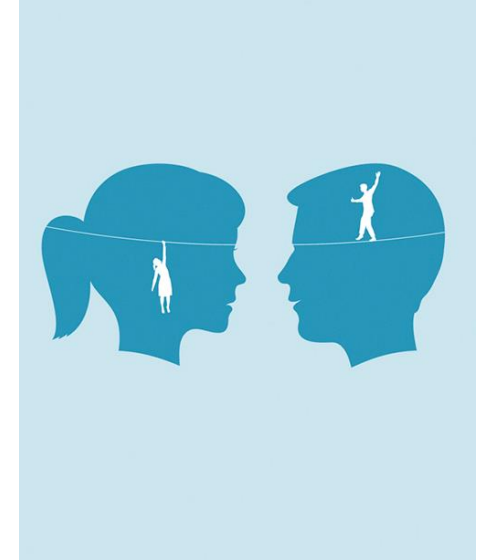


Why talking about gender balance?

Sometimes it is more a question of culture and working environment than the perception of their own skills.

Women are penalized in the performance model. The “anytime anywhere” availability model requires some sacrifice in the personal and professional life.

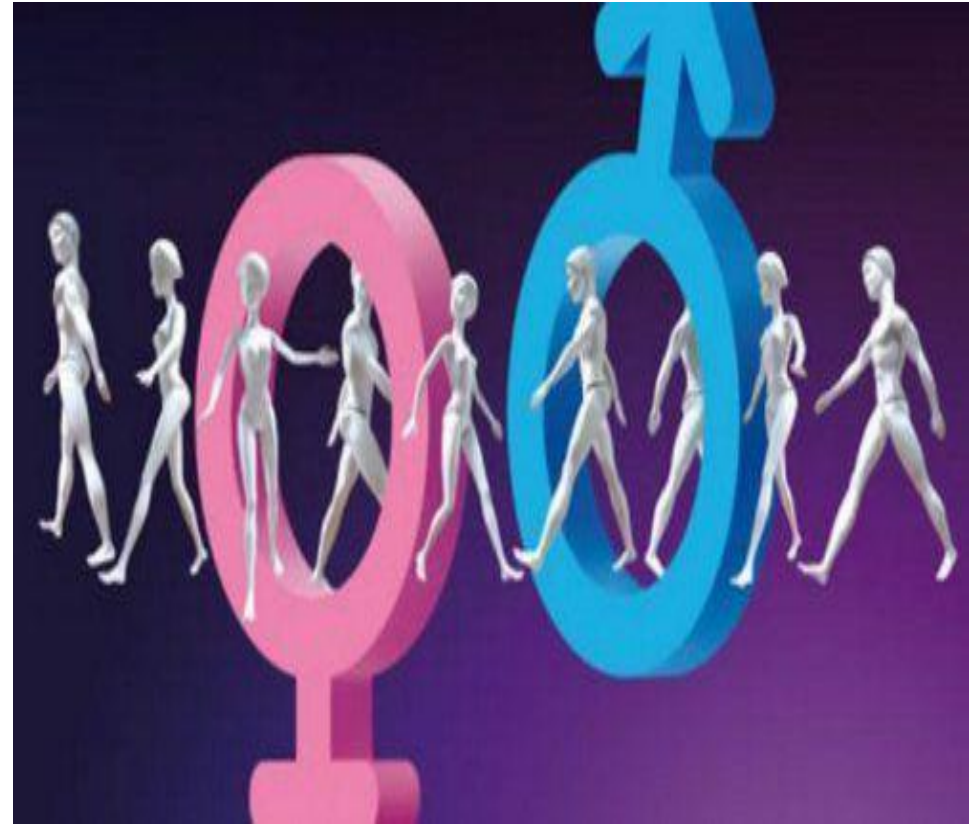
→ and the cost of this sacrifice is not the same.



**Philosophical & anthropological perspectives:
understanding the construction of gender stereotypes
and social roles**



The construction of stereotypes



BIRTH OF STEREOTYPES

WHERE DO THE STEREOTYPES COME FROM?

A first answer leads us to the understanding the genealogy of this phenomenon:

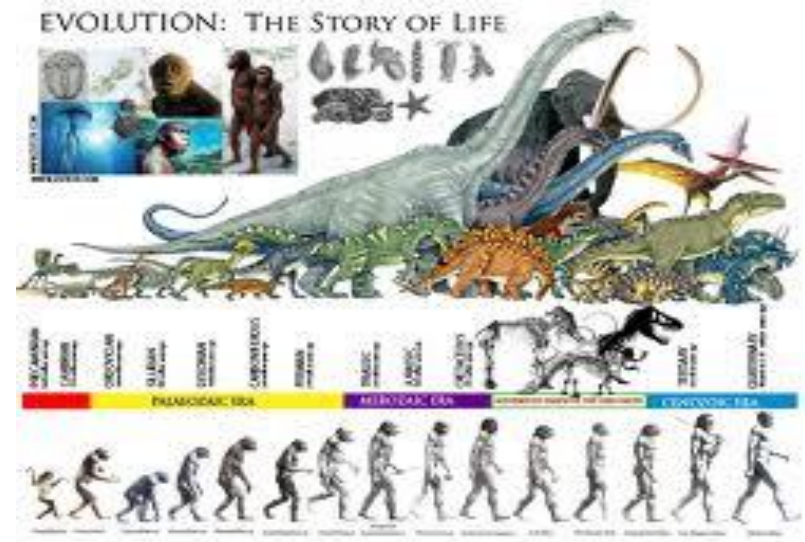
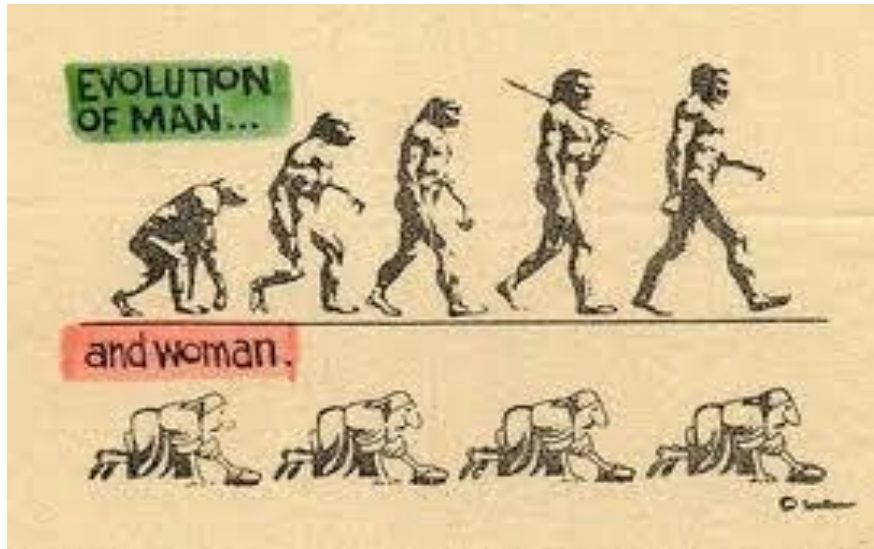
**PATHS TAKEN BY
OUR HUMAN EVOLUTION AS SPECIES
THAT MAKES US:
.... men and women on a daily basis
CONSEQUENCES....**



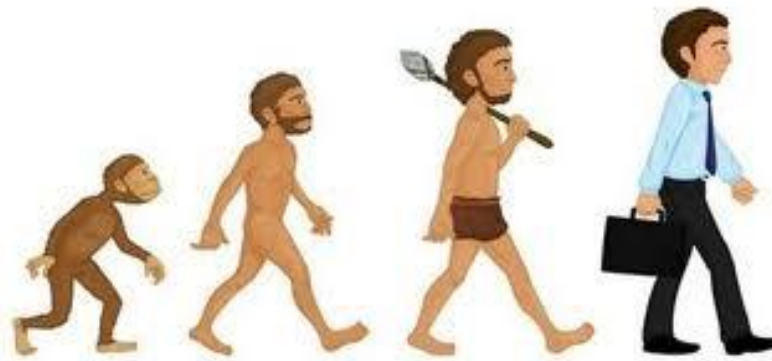
WHO ARE WE?



A PRIORI... A COMMON PRODUCT OF EVOLUTION



BUT...



WHERE IS THE WOMAN?



A BIOLOGICAL ANSWER...

The human being as a mammal falls into the following taxonomic table:

Kingdom:	Animalia
Phylum:	Chordata
Class:	Mammalia
Order:	Primates
Family:	Hominidae
Genus :	Homo
Species :	Sapiens



Human are assigned to the **genus Homo**, **species Sapiens**, and this genus is contained within the **primate order**, which belongs to the **class of mammals**, which is located within the branch of the ropes (**vertebrates**) which is One of the components of the **animal kingdom** "

R. Lewin, *The Human Evolution*



AND A CULTURAL ONE...

BIOLOGICAL EVOLUTION:

Evolution of the
human body
Neotenia and
Plasticity of the brain

CULTURAL EVOLUTION

Humanization,
The extra-biological
becoming: cultural,
political, social,
religious

CO-EVOLUTION BIOLOGICAL AND CULTURAL

Interdependence of
the two dimensions



CONSEQUENCES CHECK LIST

1. The **gender** defines us as **species**.
2. The **way** we define the human gender forms the foundations of **our consciousness as individuals** and **of the structure of our society**.
3. Human beings **exists only as "men and women"** because **sexual differentiation is the first we experience and observe**. This **how we identify human beings first and foremost**.



HOW TO MOVE FROM HUMAN GENDER TO SOCIAL GENDER?



HOW I MOVE FROM NATURE TO CULTURE...



BY CLASSIFYING THE WORLD INTO CATEGORIES

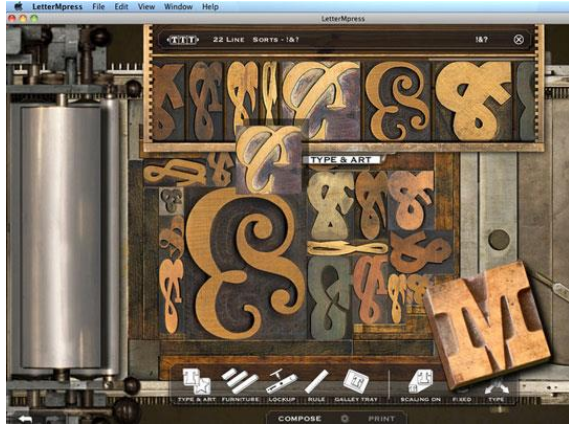
"Men are rather perceived as distinct and distinguishable individuals."



"Women are firstly perceived as representatives of their gender class."



AND STEREOTYPES



What is a stereotype?

It is like a printing block

**The exact and identical copy
reproduced repetitively**

A sound that repeats itself

**Over and over again and that makes repetitive
noise**

And that you can not get out of your head





THE MALE BRAIN



FOOTNOTE: The "Listening to children cry in the middle of the night" gland is not shown due to it's small and underdeveloped nature. Best viewed under a microscope.

THE FEMALE BRAIN



FOOTNOTE: Note how closely connected the small sex cell is to the listening gland.



STEREOTYPES FREEZE OUR CLASSIFICATION OF THE WORLD

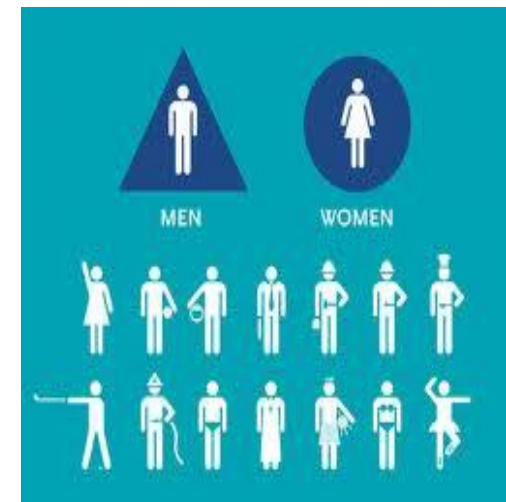
The stereotype, like prejudice, focuses on :

1. general qualities of others that they are supposed to reveal
2. specific behaviour expectations

The stereotype simplifies our vision of the world by freezing and schematizing it

Stereotypes are based on:

- standards
- values
- Influence of our environment



They do induce **a classification of the world** that has more to do with a sociological and cultural construction than a “biological argument” – a determinism



SOME EXAMPLES OF COMMON STEREOTYPES

A woman in a management meeting? It is the secretary!

Public works are for those who are not too good at school

Successful women have had a sofa promotion

Men are not meticulous, nor careful

The women who make male professions are not feminine

A female leader is a bitch

Women have no ambition

Men do not know how to care for children

Men do not know how to communicate

A woman in a male environment is a mess

Women are less competitive, less adaptable to harsh environments

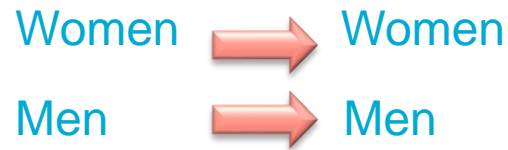
Women are often absent



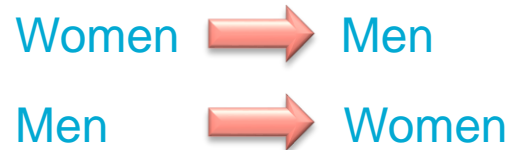
YOUR THOUGHTS, YOUR REACTIONS, YOUR EMOTIONS: UNDER THE INFLUENCE OF SEXUAL POSTULATES

3 LEVELS OF STEREOTYPIC

1. Auto stereotyping



2. Hetero stereotyping



3. Meta stereotyping



CAN WE DO WITHOUT STEREOTYPES ...



FACTORS OF RESISTANCE TO CHANGE OF STEREOTYPES

1. The great **intimacy** of one sex with the other
2. The **universality** of categorization and its **links with biological functions**
3. The **inescapable** assignment of a sex at the birth
4. **Early childhood use** of this categorization
5. The **prescriptive value** of characteristics and **roles assigned** to each sex
6. The **individual** and **social** identity of the **assignment** of a sex
7. The **dichotomous nature** of this system which makes it **mental processing easy**
8. The **social interpretation of the relationship between men and women as a relationship of power and weakness.**



IMAGES OF A NEW KIND?



Public policy in Europe: the Gender Mainstreaming approach



EXAMPLE OF NORWAY OR HOW THE GENDER DIVERSITY COMES TO MIND OF POLITICIANS ...

- In October 2001 **Angsbar Gabrielsen, Norwegian Minister of Economy and Trade**, obliged companies to reserve **at least 40% of the seats** of their board of directors for each of the two sexes.
- In **1993**, CAs accounted for **3% of women**
- In **2008**, the proportion was the **highest in the world: 43%**



MINISTER'S EXPLANATIONS

"Too many councils include 7, 9, 11 administrators, all from the same mold, very often passed through the same schools, very often the same year. They go fishing together, fishing the salmon together. They dine in the same restaurant. They are almost identical.

I believe the opposite. It is important that people think for themselves, differently and say what is necessary and not what is desired "



BOARD OF DIRECTORS: law of 28 January 2011 France

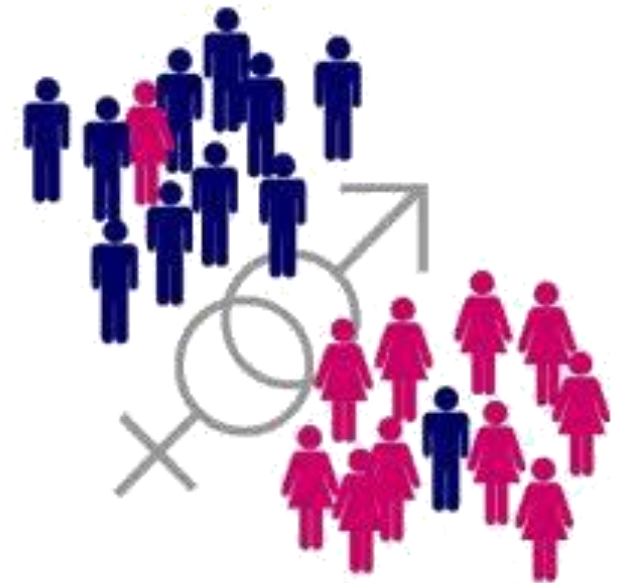
Today, the **Copé-Zimmerman law of 28 January 2011** imposes a **20% quota of women leaders on boards of directors by 2014, 40% by 2017.**

Businesses need to be active on the presence of women at the top of the hierarchy.



BOARD OF DIRECTORS: law of 28 January 2011 France

"Women make up 50% of the population and thus half of the available talent. The balance between men and women must have a great effect on everything concerning innovation, markets and consumers "



Moerk Hallstein, Nokia HR Director



GENDER DIVERSITY: FROM THE WHY TO THE HOW

"Companies have finally understood the benefits of diversity and have integrated that collaboration and confrontation of differences significantly increase competitiveness and creativity.

It should be recalled that in the main countries of the world, women are the majority among graduates of higher education and that neglecting them would deprive the whole of society of half the world's potential in brain power ... "

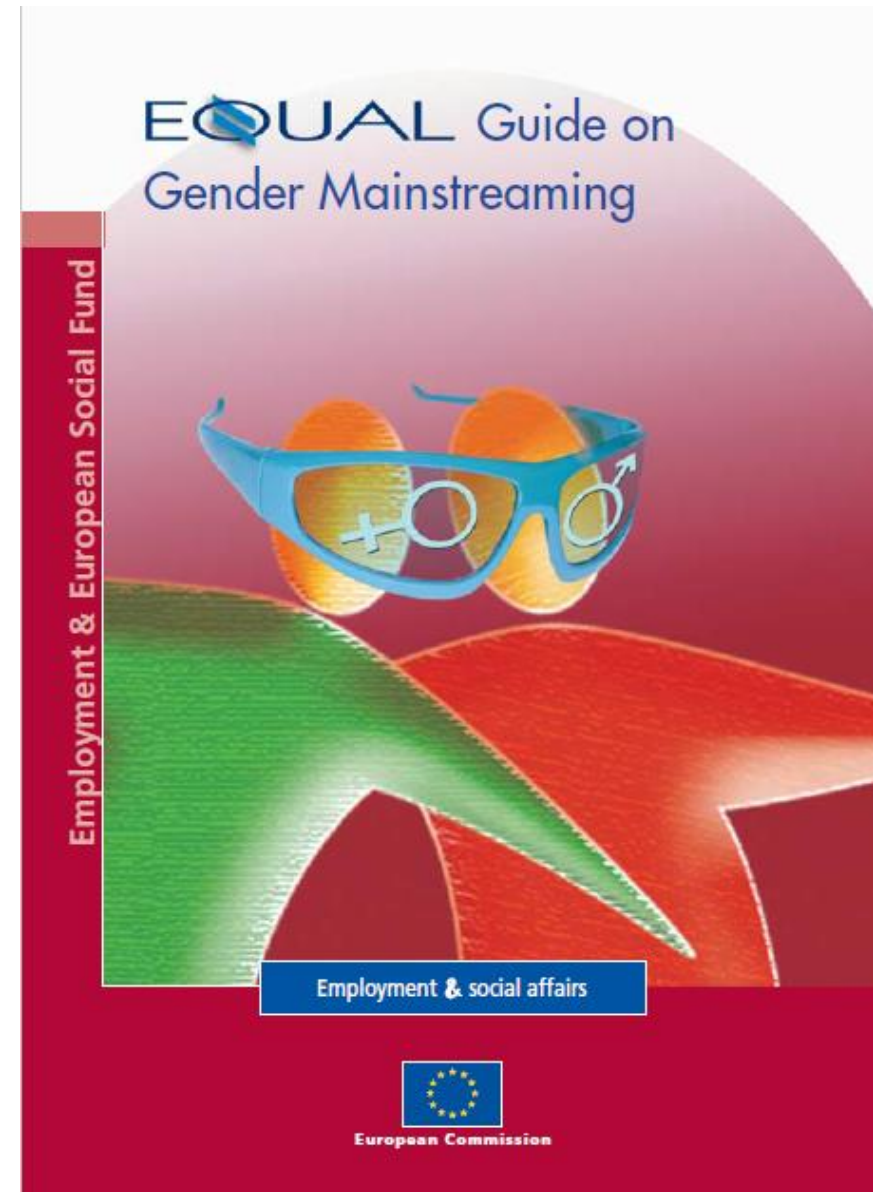
Jean-Pascal Tricoire. Chairman of the Board

From Schneider Electric



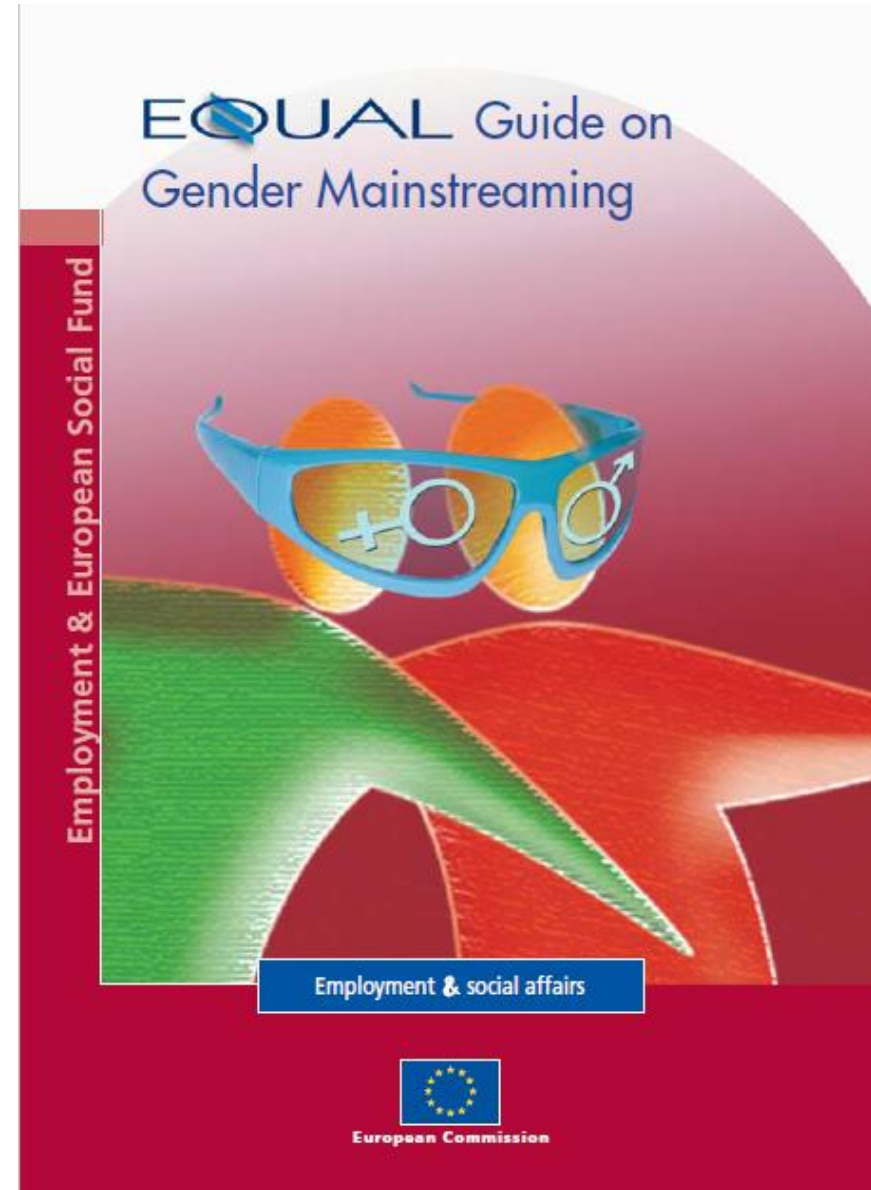
THE GENDER MAINSTREAMING

- ✓ Employment & European Social Fund
- ✓ European Commission Directorate-General for Employment, Social Affairs and Equal Opportunities
- ✓ Manuscript completed in 2004
- ✓ The EQUAL Guide on Gender Mainstreaming was written by a Working Group comprising experts from several Member States (Austria, Belgium, Denmark, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Poland, Portugal, Sweden, United Kingdom-gb) and the European Commission services



THE GENDER MAINSTREAMING

- ✓ Gender mainstreaming is **a tool to better understand the causes of inequalities** between women and men in our societies and **come up with appropriate strategies to tackle them.**
- ✓ The **goal** is to **achieve equality** between women and men.



INTRODUCING GENDER MAINSTREAMING

Gender equality means an equal visibility, empowerment and participation of both sexes in all spheres of public and private life.

Gender equality is the opposite of gender inequality, not of gender difference, and aims to promote the full participation of women and men in society.

It is recognised that equality *de jure* does not automatically lead to equality *de facto*.



INTRODUCING GENDER MAINSTREAMING

It is important to understand that men's and women's living conditions are very different - to some degree because of the **childbearing function** of women.

The main point is not the mere existence of **such differences**, but the fact that these differences:

- **should not have a negative impact on the living conditions of both women and men & should not discriminate against them**
- **should contribute to an equal sharing of power in economy, society and policy-making processes.**

**Gender equality is not synonymous with sameness,
with establishing men, their life style and conditions as the norm.**



INTRODUCING GENDER MAINSTREAMING

Gender inequality impacts more significantly on women than on men.

☝ This can give the impression that women will be the only sex to gain from the gender mainstreaming investment.

- But gender inequalities also have an adverse – albeit different – effect on men.
- Gender mainstreaming enables us to focus on these effects in addition to focusing on the effects of inequality on women.
- Making the issue relevant to all is crucial to make a commitment to equality.

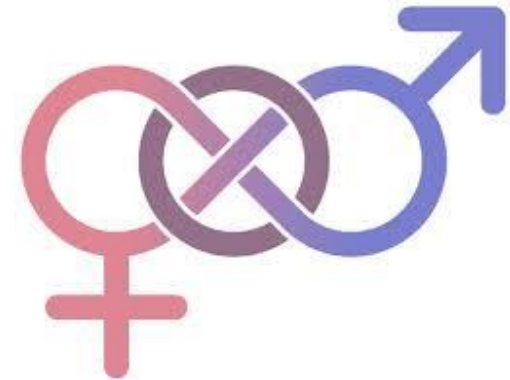


INTRODUCING GENDER MAINSTREAMING

1. Include information on the way in which society is structured which has less favorable outcomes for men and
2. Highlight how gender mainstreaming can result in actions to remedy this situation.

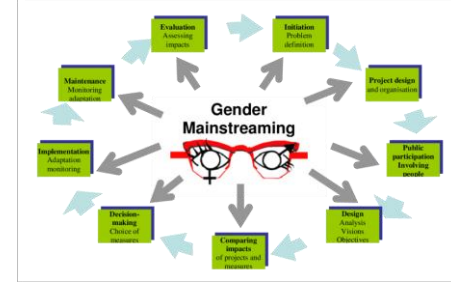
Many support services are geared towards women and there are no alternatives or other support for men.

- It might be easier for women to take on traditional men's roles than for men to take on women's roles, for example, in the caring sector
- Lack of paid paternity leave
- Workplace demands continue to make it difficult for men who want to assume more active parental and caring roles



SOME KEY DEFINITIONS

GENDER:

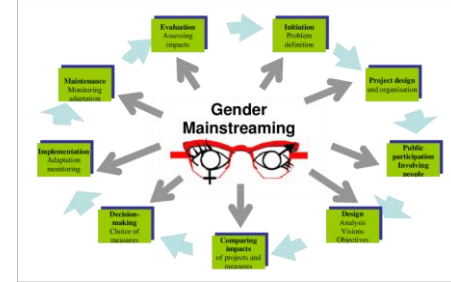


- ✓ The **social differences or roles** allotted to women and to men:
 - Roles that are learned as we are growing up, **change over time**, and **depend on our culture, ethnic origin, religion, education, class** and the **geographical, economic and political environment** we live in.
- ✓ These **models of behaviour** set the **standard** and **influence** who we are apart from our sex.
- ✓ For **example**, while **only women can give birth** (biologically determined), **biology does not determine who will raise the children** (gendered behaviour) **nor do the domestic chores**.
- ✓ So **gender describes the set of qualities and behaviours expected from men and women by their societies and forms their social identity**.
 - An identity that **differs from culture to culture** and at **different periods in history**.



SOME KEY DEFINITIONS

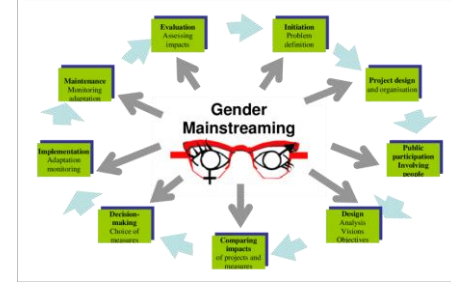
GENDER:



- 👉 Gender is not only a socially constructed definition of women and men, it is a socially constructed definition of the relationship between the sexes.
- ✓ This construction contains an unequal power relationship with male domination and female subordination in most spheres of life.
- ✓ Men and the tasks, roles, functions and values contributed to them are valued - in many aspects - higher than women and what is associated with them.
- ✓ It is increasingly recognised that society is characterised by this male bias:
 - ➔ *the male norm is taken as the norm for society as a whole, which is reflected in policies and structures.*
- ✓ Policies and structures often unintentionally reproduce gender inequality .



SOME KEY DEFINITIONS



Gender equality:

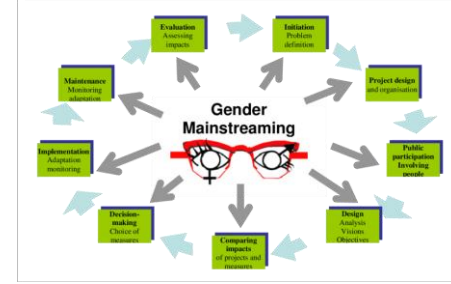
- ✓ Different behaviours, aspirations and needs of women and men are equally valued and favoured and do not give rise to different consequences that reinforce inequalities.

Gender relations:

- ✓ The interdependent relations between women and men.
- ✓ This implies that changes for women will require changes for men and vice versa.



SOME KEY DEFINITIONS



Mainstream:

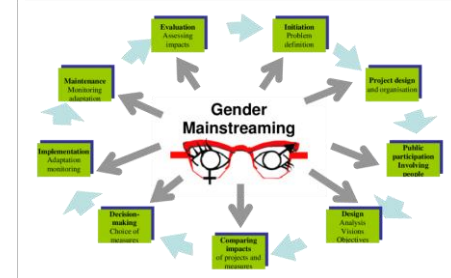
- ✓ The **principal, dominant ideas, attitudes, practices or trends**. It is **where choices are considered and decisions are made** that effect economic, social and political options. It is **where things happen**.
- ✓ The **mainstream determines who gets what and provides a rationale for the allocation of resources and opportunities**.

Gender mainstreaming:

- ✓ To make **gender equality part of this dominant (mainstream) trend in society** so that women and men benefit equally.
- ✓ It **means looking at every step of policy** – design, implementation, monitoring and evaluation – **with the aim of promoting equality between women and men**.



SOME KEY DEFINITIONS



Gender impact analysis/assessment:

- ✓ Examines policies and practices to ensure they have equally beneficial effects on women and men.
- ✓ It identifies the existence and extent of differences between women and men and the implications of these differences for specific policy areas.
- ✓ It assesses policies and practices to see whether they will affect women and men differently so as to neutralise discrimination and provide equality.
- ✓ To carry out this analysis, statistics and indicators disaggregated by sex are needed.



IN A NUTSHELL

The problem is gender hierarchy, not women.

Social construction of gender should leave room for difference

**and should not contain a notion of hierarchy
placing men higher than women**



GENDER MAINSTREAMING IS NOT...

THIS IS
NOT
...

- 👉 A **Women only issue**
- 👉 Just about **improving** access or of **balancing** the **statistics**
- 👉 About **having well written statements**
- 👉 About **blaming anybody** for the **inequalities** which exist
- 👉 About **only women taking action**
- 👉 About **only women benefiting** from it
- 👉 About **stopping** or **replacing** gender specific policies and projects targeted **at either women or men**



GENDER MAINSTREAMING IS...

- ☺ About **reducing** poverty, boosting economic growth and **strengthening citizenship**
- ☺ A **pro-active process** designed to **tackle inequalities** which can and do discriminate against either sex
- ☺ **Targets major economic** and **social** policies that deliver major resources
- ☺ **Makes good economic sense** ensuring that **women** as well as men are **active**, using 100% of the productive labour force
- ☺ **Represents** a further step in the **search for equality**



GENDER MAINSTREAMING IS...

- ☺ **Recognises** that **gender** is one of the **most fundamental** organising features in society and **affects our lives** from the moment we are born
- ☺ **Presupposes** a recognition of male and female identities
- ☺ **Recognises** that **differences** exist in men's and women's lives and therefore our needs, experiences and priorities are different
- ☺ **Involves** a **willingness** to establish a **balanced distribution of responsibilities** between women and men
- ☺ **Needs determined political action** and support with clear **indicators** and **targets**
- ☺ **Will not happen overnight, it is a continuous process !**



GENDER MAINSTREAMING MEANS...

- That **differences** between women and men may **never be used** as a ground for **discrimination**
- A **radical rethink** of the **way labour markets work** and their impact on women's and men's employment
- **Long-lasting changes** in society:
 - ➔ **transforming** parental roles, family structures, and the organisation of work, time and even institutional practices
- **Reshaping** the **mainstream** rather than adding activities for women at the margins



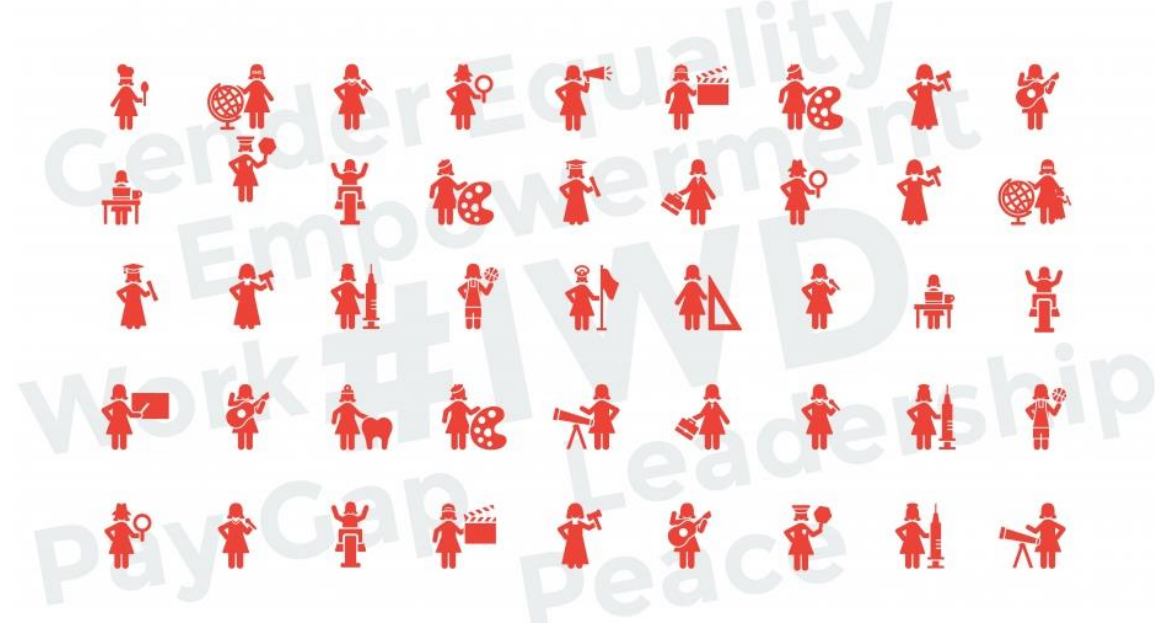
GENDER MAINSTREAMING MEANS...

- A **partnership** between women and men to **ensure both participate fully in society's development** and benefit **equally** from society's resources
- **Responding** to the **root causes of inequality** and putting remedial action in place
- **Ensuring** that **initiatives** not only respond to gender differences but seek to **reduce gender inequality**
- **Asking** the **right question** to see where limited resources should be best diverted
- More attention **to men and their role** in creating a **more equal society**



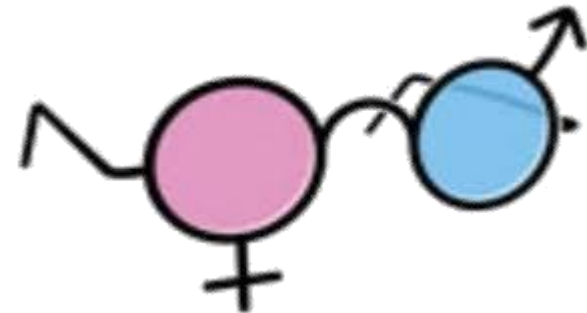
GENDER MAINSTREAMING COVERS...

- ✓ Policy design
- ✓ Decision-making
- ✓ Access to resources
- ✓ Procedures and practices
- ✓ Methodology
- ✓ Implementation
- ✓ Monitoring and evaluation



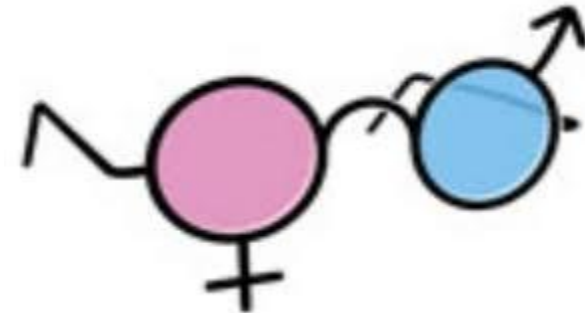
THE GENDER MAINSTREAMING APPROACH

- ❑ Gender mainstreaming **recognizes** that **initiatives specifically** addressed to **women**,
 - which often operate at the margins of society, although needed, **are insufficient on their own** to bring major change.
- ❑ **While many** are **innovative** and **benefit** the women who **participate directly**,
 - they **do not affect in a sufficient way** the services or resource distribution of mainstream policies and projects and **so do little to reduce or end inequalities between women and men.**



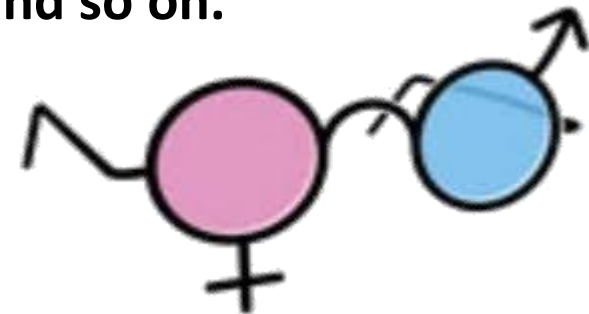
THE GENDER MAINSTREAMING APPROACH

- ❑ Gender mainstreaming **challenges** these **mainstream policies** and **resource allocations** :
 - It **recognizes** the **strong interlink** between women's relative disadvantage and men's relative advantage.
 - It **focuses** on the **social differences** between women and men:
 - differences that are **learned**, **changeable** over time and **vary** within and between cultures.



THE GENDER MAINSTREAMING APPROACH

- ❑ For example, the unequal use of time by women and men has a direct impact on work patterns and, eventually their life choices.
- ❑ Typical male paid work patterns – full-time continuous employment across the life cycle – impose a constraint on family time budgets.
 - Women provide the flexibility.
- ❑ It is women who reduce their working hours or opt out of full time careers as and when the family needs dictate.
 - The result is that women continue to form the majority of the unemployed, of the poorly paid, of the careers and so on.



TWO APPROACHES UNDER THE MICROSCOPE

A woman focused approach views women's lack of participation as the problem

The **focus**: Women

The **problem**: The exclusion of women

The **goal**: More efficient, effective development

The **solution**: Integrate women into existing structures

The **strategies**: Women only projects. Increase women's productivity, income and ability to manage the house hold

A gender-focused approach is people-centered

The **focus**: Relations between women and men

The **problem**: Unequal relations that prevent equitable development and the full participation of women and men

The **goal**: Equitable development with women and men sharing decision-making and power, opportunities and resources

The **solution**: Transform unequal relations and structures; empower the disadvantaged and women

The **strategies**: Identify and address practical and strategic needs determined by women and men to improve their condition.



THE GENDER MAINSTREAMING APPROACH

- ✓ Policy-makers and programme managers can ensure better policy targeting, more effective delivery and greater equality if they take account of the different situations of women and men.
- ✓ Equality can mean:
 - treating all categories exactly the same (for example, when it comes to wages)
 - treating categories differently in recognition of their differences
- ✓ It can mean :
 - introducing specific actions targeted at women or at men to tackle persistent inequalities or
 - changing mainstream policies to accommodate a diversity of circumstances.



THE GENDER MAINSTREAMING APPROACH

- ✓ Gender mainstreaming can clear the way to seek common ground and meet the needs of each person, as a group and as an individual,
- ✎ avoiding a vision of the world that is defined solely by the unilateral dominant culture.
- ✓ Part of the problem is that equality is often perceived as a struggle between one group, in this case men, giving up power and advantage in favor of another group, in this case women.
- ✓ The real challenge is to show that all can benefit from a more equal society build on recognition of difference, which addresses and values individual and group needs.



**Focus on the gender policy in France.
How the public and private sector address these topics
and influence one another?**



BACKGROUND ON FRENCH GENDER EQUALITY POLICIES

- ✓ Gender equality policies in France have been developed since the 1970s and represent today a consistent and comprehensive legal framework covering almost all domains of social, political and economic life.
- ✓ France has a long-standing tradition of legislating in favour of gender equality in the domain of employment and professional life with the first legislation dating from 1972 and the establishment of no less than 12 laws between 1972 and 2014.



AN OVERVIEW OF GENDER EQUALITY POLICIES

1. Gender equality: main recent developments

- The most important and recent development in gender equality policy is the adoption of the “**Law on real gender equality**” in 2014.

→ This law promotes an “**integrated and transversal approach to gender equality**”, i.e. the integration of the aim of gender equality in all policy domains.

→ Whereas, until then, **gender equality legislation** had been passed in a piecemeal fashion, with **specific laws for each policy domain**, the **2014 Law** addresses various fields of gender equality policy simultaneously.

→ With **77 dispositions**, the law aims at embracing all **spheres of social life** and at filling the gap in policy implementation and strengthening sanctions.



AN OVERVIEW OF GENDER EQUALITY POLICIES

1. Gender equality: main recent developments

- Another important piece of legislation is the **2010 Law on gender-based violence**.
- While the **2014 Real Equality Law** is a **top-down initiative** emanating from the Minister for Women's Rights, between 2012 and 2014 **Mrs. Najat Vallaud-Belkacem**, the **2010 law** had been developed primarily by women's rights organizations.
- The **2010 law's main measure** is the creation of an emergency protection order and the definition of its violation as a crime.



AN OVERVIEW OF GENDER EQUALITY POLICIES

1. Gender equality: main recent developments

- Finally, France's gender equality policy approach has recently been characterized by the adoption of gender quotas in many policy domains.
- While France has historically been a promoter of gender quotas in political decision-making with the adoption of gender electoral quotas (the parity laws) in 1999 and 2000, it has since 2011 transposed this approach to other sectors, imposing progressive quotas of up to 40% to :
 - corporate boards of publicly listed companies,
 - public bodies,
 - public administration,
 - territorial collectivities,
 - and several civil society institutions.



AN OVERVIEW OF GENDER EQUALITY POLICIES



2. Gender equality machinery

- France has a long history of women's policy agencies (WPA) with the first administrative structure dedicated to the situation of women in employment created in 1965.
 - The Central Administration in Charge of Women's Rights (Service aux droits des femmes et à l'égalité, SDFE) was created in 1984.
 - This central administration has regional offices in the 22 French regions as well as 2 bureaus for overseas territories.
 - Depending on its budget and on its political leadership, the SDFE finances many women's rights organizations, enabling them to survive and to fulfil their missions.



AN OVERVIEW OF GENDER EQUALITY POLICIES

2. Gender equality machinery

- A second important WPA is the **Observatory of Parity (OP)**, created in **1995** in order to provide expertise on gender balance in decision-making and, from **2000** onwards, with a mission to actively monitor the implementation of the parity laws in the political sphere.
 - In **2013**, following the arrival of the Socialist Party to power, the OP was transformed into a new institution, the **High Council for Equality between Women and Men (HCEfh)** with a broader mandate than its predecessor.



AN OVERVIEW OF GENDER EQUALITY POLICIES

2. Gender equality machinery

- The HCEfh has a mandate to review and evaluate all bills that might affect gender equality, to provide impact studies, and to make recommendations to the legislature.
- It can select on its own the laws it wants to evaluate from a gender equality perspective.
- It monitors progress and provides expertise not only in the political sphere but also in the domains of gender-based violence, sexual and reproductive health, gender stereotypes, and international and European issues.



AN OVERVIEW OF GENDER EQUALITY POLICIES

2. Gender equality machinery

- The HCEfh has a slightly bigger permanent staff of 4 persons and an advisory board of over 70 persons, including
 - many academic experts,
 - members from civil society organisations
 - and, what is new, high civil servants from all the ministries who are in charge of the implementation of gender equality in their own ministries.
- This new composition of the HCEfh reflects a deepening of gender mainstreaming to better integrate gender equality in all the central administration branches and their respective policies.
- The HCEfh has been very active in issuing reports and impact studies and evaluation of public policies so far



AN OVERVIEW OF GENDER EQUALITY POLICIES

2. Gender equality machinery

- **Legislative delegations for women's rights created in 1999** reinforce the influence of a gender equality perspective inside the state administration.
- They often **work in tandem with the HCEfh and the SDEF** when they issue evaluations and recommendations of public policies and pending legislation.



AN OVERVIEW OF GENDER EQUALITY POLICIES

3. Gender mainstreaming and gender budgeting

- In **2000**, France began to present **annual evidence of the financial efforts** made to promote women's rights and gender equality with the so-called "*jaune budgétaire no. 137, Men's and Women's Equality*", an appendix to the budget that estimates, **ministry by ministry**, the amount of the **budget dedicated to actions in favour of women's rights and gender equality**.
- In **2010**, this yellow appendix was renamed **Transversal Policy Document** (*Document de politique transversal, DTP*).
- The DTP generally includes :
 - a **presentation of the policy**,
 - the **list of programs** that contribute to it,
 - the **presentation of the policy implementation**,
 - the **overall strategy for improving the performance of the policy**,
 - a **presentation of the strategic priority objectives**,
 - the **performance indicators selected and the associated values**.

Gender Budgeting



AN OVERVIEW OF GENDER EQUALITY POLICIES

3. Gender mainstreaming and gender budgeting

- Since then, the government has reaffirmed its will to promote gender equality and with the publication of two ministerial circulars on the topic in August 2013, gender mainstreaming has become more embedded in the public policy process.
- The first circular makes gender mainstreaming mandatory in the assessment of each new law. In the same vein, the second circular recalls the legal obligation to appoint, from 2013 onwards, at least 20% of each gender into senior management positions of the civil service, 30% in 2015 and at least 40% in 2018.
- The HCEfh's mission to deliver gender impact assessments on pending legislation also constitutes an important new way to ensure the implementation of gender mainstreaming.

Gender Budgeting



GENDER EQUALITY POLICY AREAS

1. Women's participation in decision-making – Key findings

- France has adopted gender quotas across the board as a privileged tool to redress gender imbalance in decision-making bodies.
- Gender quotas (around 40%) now apply to corporate boards of medium and large firms, supervisory boards of public institutions, the highest category of civil servants in public administrations, university juries, most elected political bodies, chambers of commerce, and sports federations.
- Gender quotas, when they entail legal sanctions, appear to be very efficient.
- While the private sector initially resisted the implementation of corporate board quotas it now adopted them with an eye to diversify and renew corporate boards..



GENDER EQUALITY POLICY AREAS

1. Women's participation in decision-making

Table 1: Percentage of women in French political assemblies and executives

	Election year	% of women
Senate	2011	22.1
National Assembly	2012	26.9
Regional Councils	2010	48
Regional Councils' presidencies	2010	7.7
Regional Councils' executives	2010	45.5
General Councils (départements)	2011	13.9
General Councils' presidencies	2011	5
Municipal elections	2008	35
Cities over 3500 h	2008	48.5
Cities under 3500 h	2008	32.2
Mayors	2008	13.8

Highlighted in grey are elections to which parity laws applied at the time of the election.

Source: Observatoire de la parité 2008 2009, 2010, 2011, 2012

Table 2: Percentage of women on French political parties' lists for 2012 legislative elections

	% female candidates	% women elected
Left wing parties	44.8	36.7
Right wing parties	38.4	12.8



GENDER EQUALITY POLICY AREAS

2. Women's Economic independence – Key findings

- Gender equality policies in employment have been in place since 1983 but with poor results due to the lack of interest and commitment of the various actors in the business sector. Recently adopted legislation should strengthen these policies.
- While women's rate of employment is high, it is also characterized by a high rate of part-time employment, especially in low-skilled/low-paid economic sectors.
- 2/3 of workers with the lowest wages are women.
- Gender occupational segregation is very strong.
- Employment policies until now have tended to reinforce gender occupational segregation and concentrate women in part-time/service/low-paid jobs.



GENDER EQUALITY POLICY AREAS

2. Women's Economic independence – Key findings

- **Discrimination** due to **pregnancy** is **widespread** but **undetected** and **rarely sanctioned**.
- **Actors** in the business sector, including trade union representatives and labour tribunals, **are not very familiar** with the **emerging anti-discrimination law** and **jurisprudence**.
- **Policies to fight poverty** tend to **reproduce gender inequalities**
- **Reforms of the pension system** have tended to **increase gender inequalities**.
- **Fiscal policy** does not support **women's economic independence**.



GENDER EQUALITY POLICY AREAS

3. Reconciliation of private and professional life – Key findings

- France has a long-standing policy framework to encourage the reconciliation of work and family life.
- For 100 children under 3 years old, there is an average of 53,9 childcare places.
- However, women continue to be in charge of domestic work and child-care.
- Family policies have led to the reduction of mothers' working time and their withdrawal from the labour market, with a particularly strong impact on less educated women.
- Public policies reinforce the traditional division of family responsibilities and inequalities among women.
- Policies for elderly dependent people are insufficient and women perform this care work often unpaid.



GENDER EQUALITY POLICY AREAS

4. Eradication of gender-based violence - Key Findings

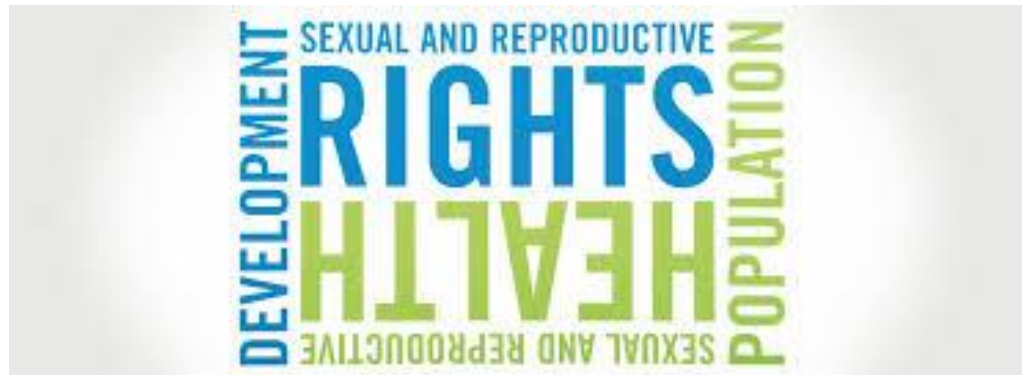
- The 4th plan of action doubles the budget for policies against gender-based violence for 2014-2016.
- 4 new laws focused on reduction and prevention since 2006.
- The partnership among Ministries/State Secretariats of Women's Rights, Justice, Transport, Interior, Health, and Education as well as with territorial administrations was strengthened to fight violence against women.
- Policy developments in the area of trafficking in human beings and prostitution have a particular focus on the protection of and assistance for victims.
- The development of research on GBV includes a wide statistical survey on victimization



GENDER EQUALITY POLICY AREAS

5. Sexual and reproductive health rights - Key Findings

- **Abortion and contraception** are (sufficiently) **legally protected and accessible in practice**. Recent policy initiatives improved equal access by decreasing costs and providing improved information.
- **Female genital mutilation** is an emerging domain of public policies.
- **Surrogate pregnancy** is strictly forbidden by law.
- **Assisted reproduction technology** is not available for gay and lesbian couples despite the legalization of same-sex marriage.
- **Women's health at work** is insufficiently addressed by public policies.



GENDER EQUALITY POLICY AREAS

6. Gender stereotypes - Key Findings

- Gender stereotypes in education and media is a new area of public awareness, debate and policy development.
- Despite increasing awareness and policy expertise, implementation of the few existing policy and judicial tools is lacking.
- 30 years of policies to fight gender stereotypes in education have led to only poor and timid results.
- Social mobilization against same-sex marriage and “gender theory” has led the government to stop the implementation of gender equality programs in public primary schools.
- A new innovative structural approach using gender budgeting and making public funding for media conditional to gender balance and un-stereotyped representations of women has been proposed by the HCEfh.



The place of Women in Organisations Institutions & Companies



HOW IT APPLIES TO PRIVATE COMPANIES? WHY ADVOCATE FOR GENDER DIVERSITY?



1. To make the most of everyone's skills
2. To benefit from diversity: calling for inter-individual differences
3. To avoid discrimination: combining ethics & performance (sustainable development)
4. To promote Sustainable Development
5. To avoid social cloning of “angry white men” – “your Brazilian WASP ”
6. To avoid one way thinking & androcentrism
7. To create new synergies that develop organizational, financial & strategic performance
8. To remain competitive, innovative and serve the entire population as the "common good" is not omni gender



GENDER DIVERSITY: FROM THE WHY TO THE HOW

“Beyond this first reason, mixing is a powerful catalyst for growth. Our clients and decision-makers are increasingly women, and only people of the same gender are able to understand their needs.

To this must be added that the balance between men and women establishes a more harmonious relationship in the company. The mixed teams tackle subjects with more sensitivity and balance.

Talents, growth, harmony and innovation ... Gender diversity rhymes with competitiveness.

Men or women? Obviously both. We need balanced communities. “

Jean-Pascal Tricoire. Président du Directoire

De Schneider Electric



SPECIFICATION OF ORSE ON GENDER EQUALITY? ENGAGING WITH MEN

- Demonstrate the values that equality brings to men in professional life
- Work on the role of men in society. Very career-oriented identity.
- Work on stereotypes related to masculinity: power, exercise of authority and strength.



SPECIFICATION OF ORSE ON GENDER EQUALITY

REDEFINING PERFORMANCE

- ✓ Does the performance fit with the presence and the total availability to the company/organisation?
- ✓ Is flexibility the opposite of performance?

REDEFINING PROFESSIONAL AND PERSONAL TIMES (WORK-LIFE BALANCE)

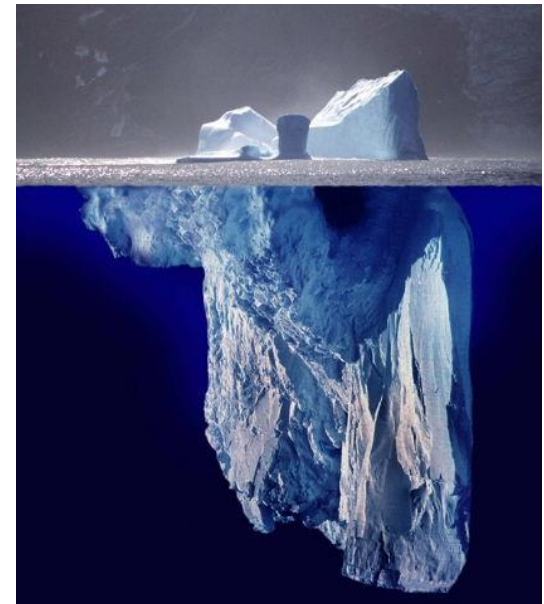
- ✓ Do not discriminate against men when they are also looking for their flexibility and balance between personal and family life.
- ✓ Federate all employees around the harmonious reconciliation of their professional and personal lives.



SPECIFICATION OF ORSE ON GENDER EQUALITY WORKING ON THE EMPLOYER BRAND? ASSET OF STRATEGIC DIFFERENTIATION ON THE MARKET

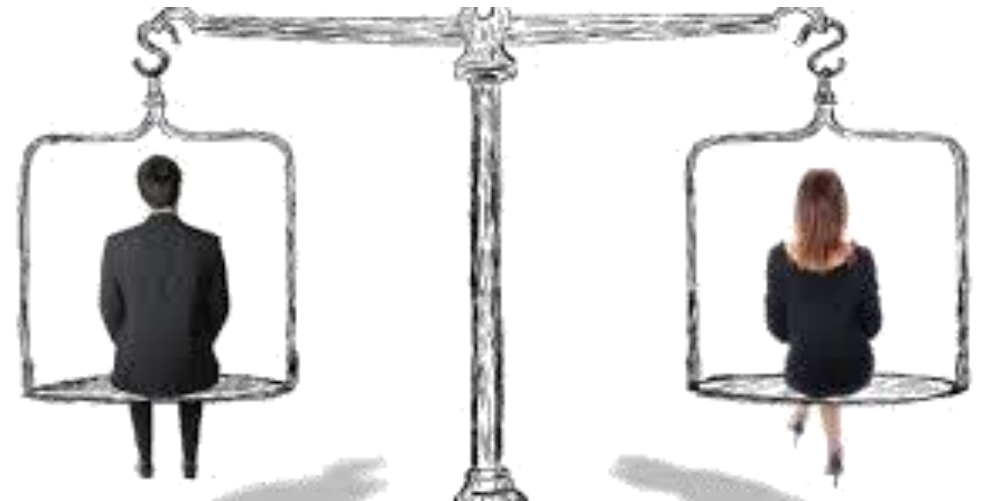
PROMOTE:

1. Better organization of work / better management of professional trajectories
2. Social Equity
3. Attractiveness
4. Work-life Balance
5. Innovation and efficiency
6. Social Innovation
7. Economic performance
8. Loyalty and motivation



DIVERSITY MEANS PROFESSIONAL EQUALITY

1. Equal representativeness of men and women at all levels of the company's and particularly at the highest
2. Equal access to training and promotion
3. Professional Equality Policy
4. Culture of professional equality



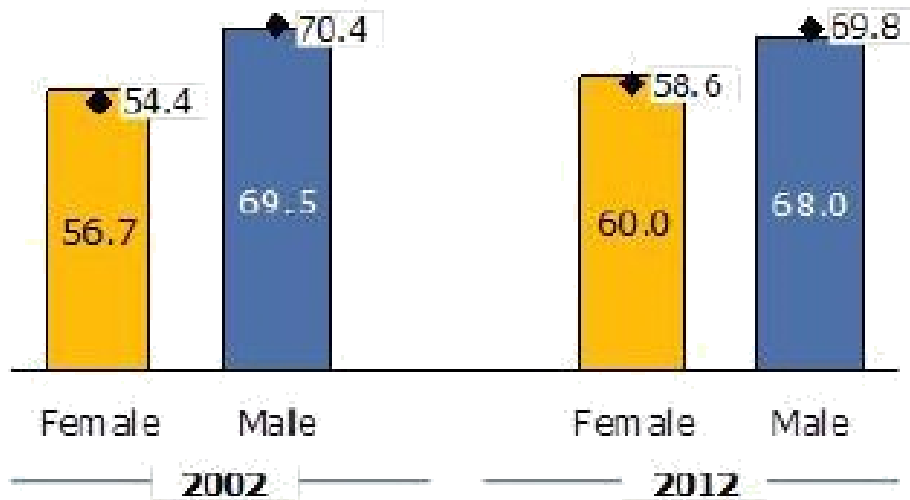
SOME KEY INDICATORS IN LABOUR MARKET IN FRANCE

- Currently, French companies do not yet make full use of the existing female labour force potential. Five groups of indicators show the status quo in France:
 - ✓ The **employment rate of women** in the French labour market **equals 60.0%** and is only slightly above the EU-27 average (58.6%) – in addition, **the share of women actively looking for work** is also **roughly equivalent to the EU average** (10.1% vs. 10.6%).
 - ✓ The **rate of French women working part-time** (30.0%) **lies slightly below EU average** (32.1%) – in addition, **the female average part-time weekly working hours are higher in France** (23.4 hours) than on EU-27 average (20.2 hours).
 - ✓ **Secondary education attainment** is almost as **prevalent for French women** (69.6%) as on EU average (70.9%). However, the **tertiary education attainment of French women equals 29.7%** and is above EU average (25.8%) – but **the challenge remains to motivate high school students to also consider gender atypical fields of study**



SOME KEY INDICATORS IN LABOUR MARKET IN FRANCE

Employment Rate [%]

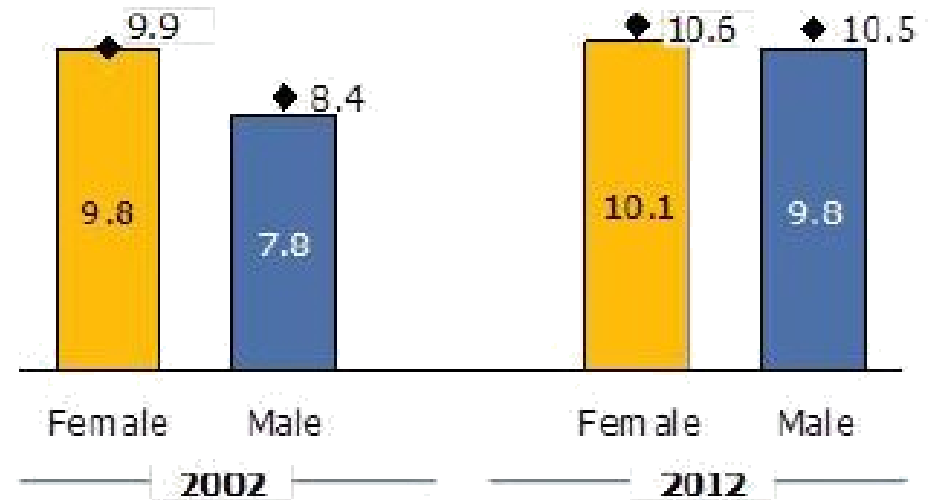


◆ EU-27 ■ France

Age Groups: 15 - 64 years

Source: Eurostat LFS

Unemployment Rate [%]



◆ EU-27 ■ France

Age Groups: 15 - 64 years

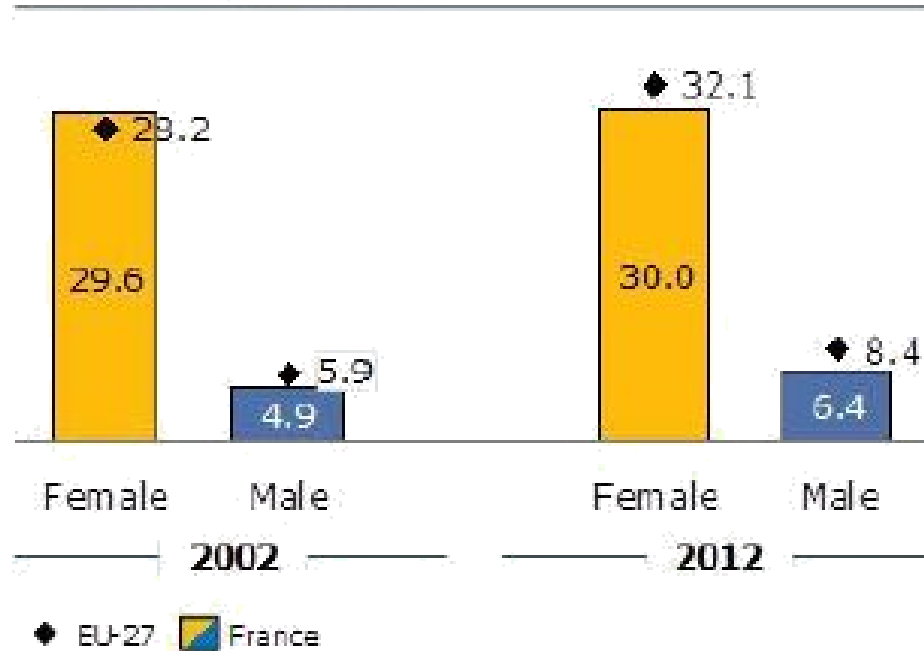
Source: Eurostat LFS

Figure 1: Labour market participation of women and men in France in comparison to the EU-27



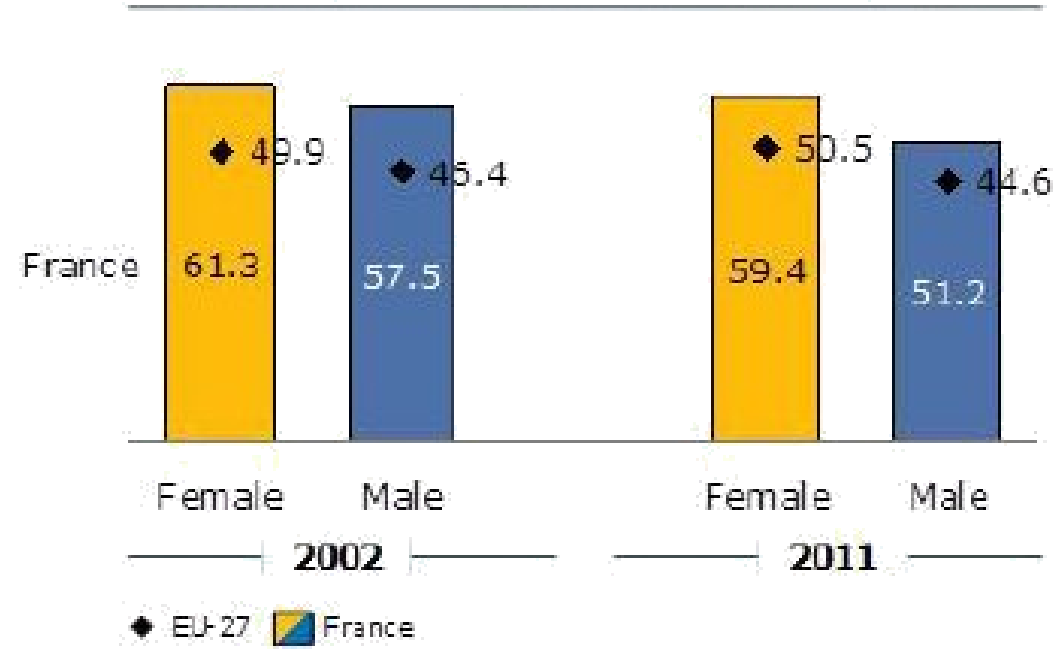
SOME KEY INDICATORS IN LABOUR MARKET IN FRANCE

Part-Time Rate [%]



Age Groups: 15 - 64 years
Source: Eurostat LFS

Part time working hours as share of full time working hours [%]



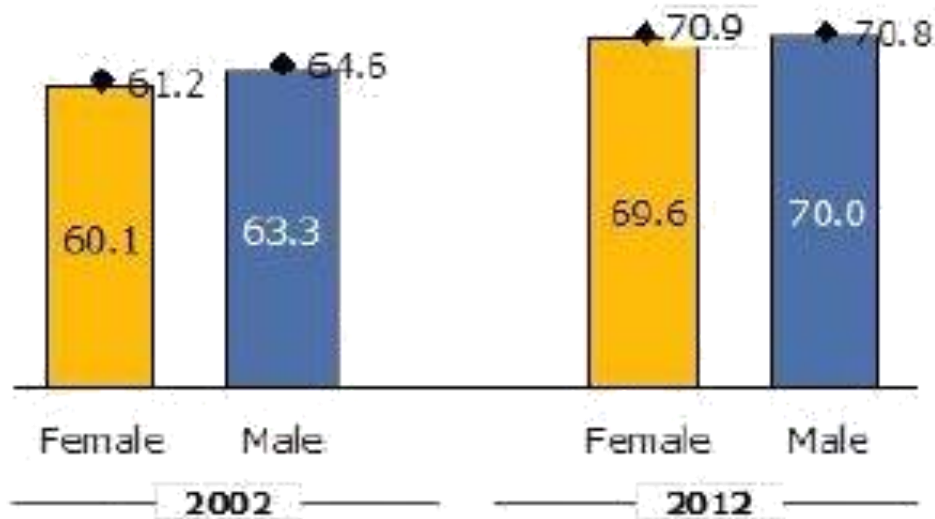
Age Groups: 15 - 64 years
Source: Eurostat LFS

Figure 2: Part-time segregation in France in comparison to the overall EU-27



SOME KEY INDICATORS IN LABOUR MARKET IN FRANCE

Secondary Education [%]



◆ EU-27 ■ France

Age Groups: 15 - 64 years

Source: Eurostat LFS

Tertiary Education [%]



◆ EU-27 ■ France

Age Groups: 15 - 64 years

Source: Eurostat LFS

Figure 4: Education attainment in France in comparison to the EU-27



SOME KEY INDICATORS IN LABOUR MARKET IN FRANCE

- Currently, French companies do not yet make full use of the existing female labour force potential. Five groups of indicators show the status quo in France:
 - ✓ The **under-/overrepresentation** of women and men in **occupations or sectors** (horizontal segregation) is **more pronounced in France** than in the EU – it is **necessary to motivate graduates to also consider gender atypical sectors and occupations**
 - ✓ The **under-/overrepresentation of women and men in hierarchical levels** is **ambivalent** –
 - ✓ The **proportion of women on supervisory boards of large companies (25%) and in different management positions in companies and SMEs (36%)** is **noticeably above the EU-27 average (16% and 33%)**.
 - ✓ **However, whereas women's share on supervisory boards displays a positive trend, their share in management positions has decreased by 3 pp since 2003.**
- The **unadjusted gender pay gap in France is slightly below the EU average.**
 - ✓ **In France, women earned 14.7% less in 2011 than men (EU-27: 16.2%).**



HORIZONTAL SEGREGATION IN FRANCE

- The top five sectors indicate the congruence of economic sectors preferred by women and men in the country.
- Three sectors are corresponding, which sums up to a concentration of 30.5% of women and 39.3% of men in "Wholesale & retail", "Public administration" and "Manufacturing".
- There is a significantly higher variation in the less popular sectors, such as "Construction" (12.5% of men vs. 1.5% of women)

<u>% of women employed in</u>	<u>France</u>	<u>EU-27</u>	<u>% of men employed in</u>	<u>EU-27</u>	
Health care and social work	22.3	18.2	Manufacturing	17.4	20.4
Wholesale & Retail	12.2	15.1	Wholesale & Retail	13.1	13.1
Public administration	10.3	7.1	Construction	12.5	12.1
Education	10.1	11.7	Public administration	8.8	7.0
Manufacturing	8.0	10.2	Transportation and storage	7.3	7.3
Accumulated concentration	62.9	62.3	Accumulated concentration	59.1	59.9

Source: Eurostat LFS (2010), RB Calculations

Figure 7: Distribution of employment in the main NACE-2 digit sectors (2010)



HORIZONTAL SEGREGATION IN FRANCE

- Additionally, the distribution of women and men across occupations is characterized by a strong gender bias.
- French women are frequently overrepresented in occupations that are characterized by low salaries and limited possibilities for professional development.
- 41% of all employed women in France work either as "Personal service workers", as "General and keyboard clerks" or as "Cleaners and helpers", which is noticeably above the EU-27 average (37%). Men, on the other hand, are predominantly employed as "Building workers" or "Science and engineering professionals".

<u>% of women employed in</u>	<u>France</u>	<u>EU-27</u>	<u>% of men employed in</u>	<u>EU-27</u>
Personal service workers	14.5	13.4	Building and related trades workers	9.4 9.9
General and keyboard clerks	14.0	12.7	Science and associate engineering professionals	7.2 8.6
Cleaners and helpers	12.5	10.9	Metal and machinery workers	7.0 7.4
Legal, social, cultural professionals	11.9	9.0	Legal, social, cultural professionals	7.0 6.9
Teaching professionals	6.4	6.3	Science and engineering professionals	6.9 5.7
Accumulated concentration	59.3	53.9	Accumulated concentration	37.5 38.5

Source: Eurostat LFS (2010), RB Calculations

Figure 8: Distribution of employment in the main ISCO 3-digit occupations (2010)



VERTICAL SEGREGATION IN FRANCE

- In comparison to the EU-27 average, France is ambivalent regarding the under-/overrepresentation of women and men in hierarchical levels – whereas the current share of women in economic decision-making positions overall (board level and management level together) is outstanding, the trend for women in management positions is negative.

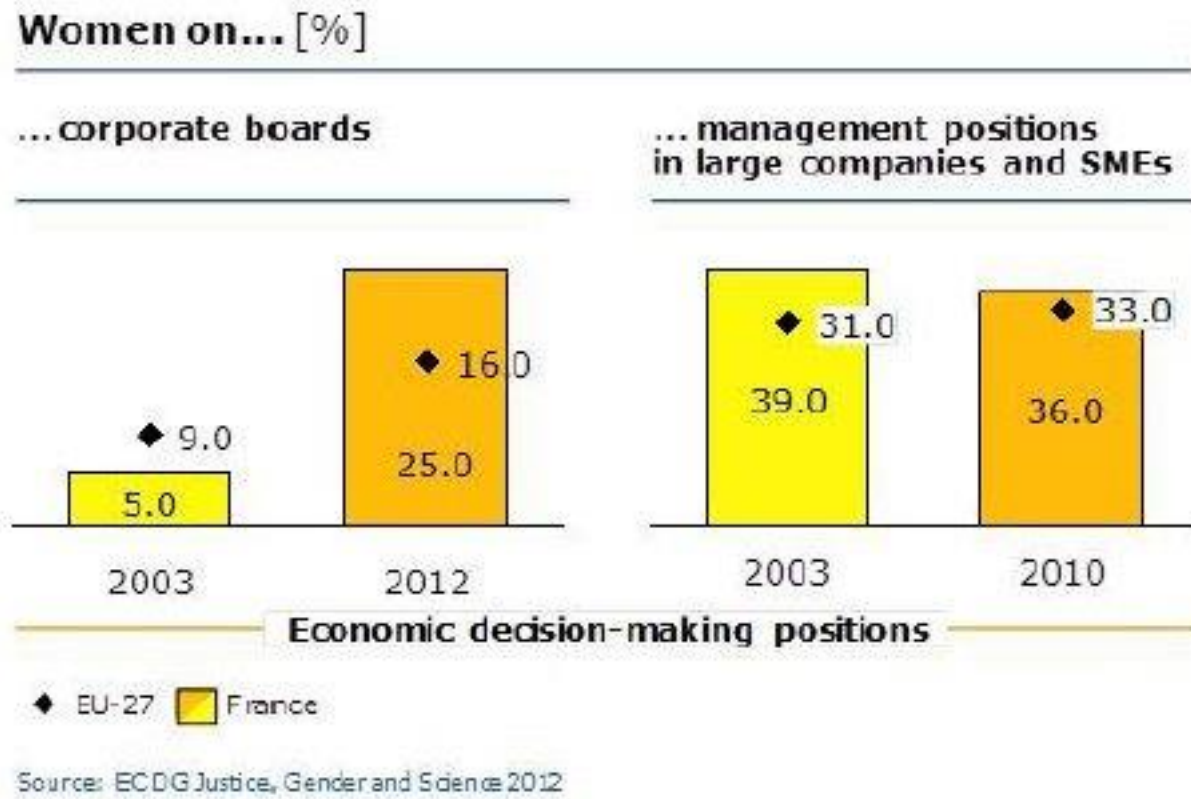


Figure 9: Women in economic decision-making positions



VERTICAL SEGREGATION IN FRANCE

- French companies succeeded in increasing the rate of women on boards of large companies from 5.0% in 2003 to 25.0% in 2012 (20 pp increase).
- In 2011, the French parliament adopted a law requiring all publicly listed companies as well as all companies with more than 500 employees or more than € 50 million turnover to increase the rate of female board members to at least 40.0% by 2017 to further support this positive development.
- The share of women in (executive) management positions in companies and SMEs is the highest in the EU with 36% (EU-27 average: 33%).
- However, this figure formerly measured 39% in 2003 (3.0 pp decrease). French companies need to stabilise the negative trend of a decreasing number of women in management positions and instead ensure a continuous fostering of female career advancement and promotion of women into top management positions.



The ideal diversity ecosystem



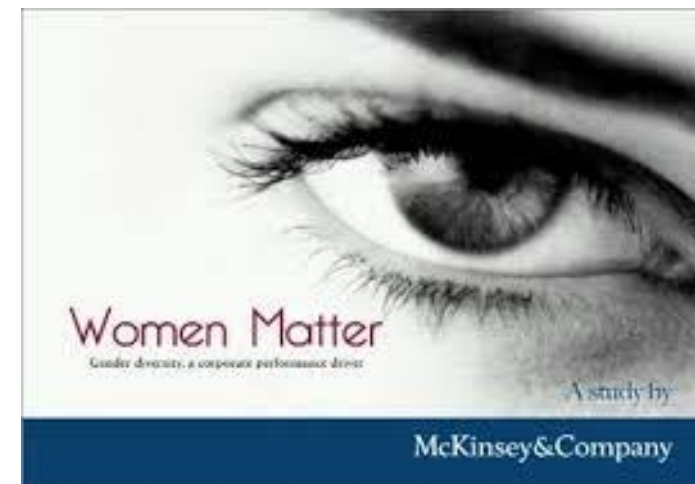
“Women make up half of the world's population, yet only contribute 37% to the global GDP.

According to a recent study conducted by McKinsey & Company, shifts to gender equality in the workplace could feasibly increase the global GDP by \$12 trillion in the next 10 years.”



ADVANTAGES OF GENDER DIVERSITY IN BUSINESS: THE Mc KINSEY REPORT

- Since 2007, McKinsey & Company published 9 reports entitled **Women Matter**.
- In 2007, Women Matter defined **the gender diversity as a strategic leverage of the company's performance** and noted a **strong correlation between the proportion of women in executive committees and the financial performance of companies**
- **89 European companies with a market capitalization of more than 150 million** (criteria number and share of women present on the executive committee, their function and the presence of more than two women on the board of directors and the publication of data on mixing in the report)



ADVANTAGES OF GENDER DIVERSITY IN BUSINESS: THE 2007 Mc KINSEY REPORT

These 89 companies performed better than their benchmark in terms of:

- **Return on equity:** 11.4% versus 10.3% on average
- **Operating profit EBIT** of 11.1% vs 5.8%
- **Of stock market growth:** 64% from 2005 to 2007 vs. 47%



THE 2007 MCKINSEY REPORT BARRIERS MET BY WOMEN

1. The **persistence of the male performance model** "anytime, anywhere" involving a linear career evolution and a high geographical mobility
2. **"The double burden"**: the work and the greater burdens of women in their personal lives (children, housework, dependent parents)
3. A **difficulty in projecting oneself in success** and in enhancing the skills
4. A **difficulty in mastering male codes** (lack of mentoring with role models)
5. The **practice of "opt-out"**, the voluntary decision to suspend their career (two main reasons children and dissatisfaction at work)



2008 MCKINSEY REPORT

Reasons for the best performances within companies with gender diversity at the Board Level

9 leadership behaviours have a positive impact on the dimensions of organizational performance

1. Participative decision-making:

- Building a team atmosphere in which everyone is encouraged to participate in decision-making

2. Role-model:

- Being a role-model, focusing on building respect, and considering the ethical consequences of decisions

3. Inspiration:

- Presenting a compelling vision of the future and inspiring optimism about its implementation.

4. Expectations & rewards:

- Defining expectations and responsibilities clearly and rewarding achievement of target.



2008 MCKINSEY REPORT

Reasons for the best performances within companies with gender diversity at the Board Level

9 leadership behaviours have a positive impact on the dimensions of organizational performance

5. People development

- Spending time teaching, mentoring and listening to individual needs and concerns.

6. Intellectual stimulation:

- Challenging assumptions and encouraging risk taking and creativity.

7. Efficient communication:

- Communicating in a convincing way and with charisma

8. Individualistic decision-making:

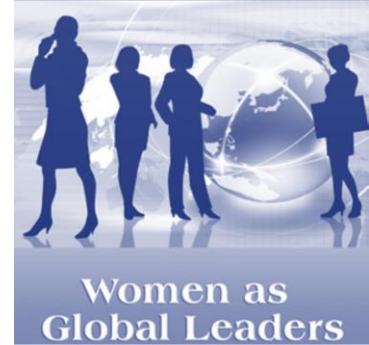
- Preferring to make decisions alone and engaging others in executing them.

9. Control & take corrective actions:

- Monitoring individual performance, including errors and gaps against objectives and taking corrective actions when needed (sanctions, realignment).



2008 MCKINSEY REPORT PRACTICES FROM WOMEN LEADERS



Women leaders apply on average more often than men 5 of the 9 leadership behaviours that improve organizational performance :

- **Developing people.**

- Expectations & rewards.
- Role-model
- People Development

More present in women leader's behaviours

- **And the next two others:**

- Inspiration
- Participative decision-making

A little more present in women leader's behaviours



2008 MCKINSEY REPORT

PRACTICES FROM WOMEN & MEN LEADERS

Women participate in strengthening dimensions: **Values / Environment / Responsibility** and **Leadership / Management Team** by practicing more:

- People Development.
- Expectations & rewards
- Role-model

Men promote dimensions **Coordination** and **control / opening on the outside** by practicing more:

- Control & take active correction
- Individualistic decision-making



RECOMMENDED SOLUTIONS FROM THE 2010 MCKINSEY REPORT "CREATING THE IDEAL ECOSYSTEM OF DIVERSITY"

1. KPI of gender diversity:

Recruitment, salary, promotion, satisfaction, training, employee turnover

2. HR process & policy:

Fair & performance-oriented assessment systems

Recruitment and promotion process involving women

Labour flexibility (career & working time)

Individualize career management to retain high potential

3. Women's Development Programs:

Mentoring, training & coaching, networking, meeting with role-models



THE 2010 MCKINSEY REPORT “THE IDEAL GENDER-DIVERSITY ECOSYSTEME”

- **Visible commitment by company management.** y the CEO and the Executive Committee to pursuing diversity
- **Embedding diversity in the strategic agenda**
- **Integration of diversity criteria in the leading performance reviews**
- **Participation of leaders and teams in diversity programs**
- **Provide infrastructure to facilitate work-life balance** (professional equality is built through the organisation, the organisation of working time and the articulation of living times)



DEVELOPING GENDER DIVERSITY ECOSYSTEM 2013 (MCKINSEY MODEL)

- ❑ **CEO commitment** & executive team' visible **monitoring progress** in gender diversity program
- ❑ **Developing women** as leaders (sponsoring, mentoring, coaching & training, networks & role models) **supported** by collective **enablers** (inclusiveness programs, gender diversity indicators, HR processes and policies, infrastructure)
- ❑ **Build a new** and **positive culture** of **feedback**
- ❑ Make sure that your **implicit culture' company** with its unknown/uncertain/ rules **becomes explicit & clear**
- ❑ **Work on gender stereotypes** at work

Women Matter 2013



Gender diversity in top management:
Moving corporate culture,
moving boundaries



DEVELOPING GENDER DIVERSITY ECOSYSTEM 2013 (MC KINSEY MODEL)



Source: *Women Matter 2010 & 2013*



KEY FACTORS FOR GENDER DIVERSITY

THE WITTENBERG MODEL

2 VIGILANCE POINTS

1. REFOCUSING ON THE COMPANY'S ECONOMIC STRATEGY:

Is gender diversity an economic logic and if so which one?

2. REFOCUSING ON THE WAY THE COMPANY WORKS:

The question facing our century is not what is wrong with women.

It is to know what is wrong with companies / organizations and what prevents them from attracting, keeping and promoting half of today's educated talents - or being able to understand the majority of the market.

→ POSITIVE CONSEQUENCE: EXCEEDING THE IDENTITY DIVIDE

To avoid **too strong conformity of women** to stereotypes and / or **exclusion of men** → Reinforce differentialist and essentialist problematics



KEY FACTORS FOR GENDER DIVERSITY THE WITTENBERG MODEL



Is our management team adapted to this multicultural and global world?

Do we attract and retain the best talents in the world?

Do our staff and services accurately reflect our clients and their expectations?



julhiet



sterwen

emergizing talent & business

Julhiet Sterwen
4, allée Ferrand
104 avenue Charles de Gaulle
92200 Neuilly-sur-Seine

www.julhiet-sterwen.com

 @julhietsterwen

Gisèle SZCZYGLAK