

LGBT+ inclusion
at Thales
is everyone's business



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This booklet is the product of a collaborative effort.

It was largely inspired by guides produced by other companies, in particular the Volvo Group, and includes the recent work of the AFMD (French Association of Diversity Managers).

Its greatest strength undoubtedly lies in the large number of Thales employees who helped write and enrich it with their unique perspectives and experiences.

We thank them all.

This booklet is a reflection of the inclusive and respectful culture we want to promote at Thales, something that requires a commitment from all of us.

Introduction

Nurturing all of our talents is a top priority for Thales.



Valérie MARBACH
VP, Chief Diversity and Inclusion
Officer – Thales Group

Upholding equal treatment and respect for all employees, a principle enshrined in the Group's Code of Ethics, helps to ensure an inclusive work environment where everyone's well-being really matters. Thales believes in the positive impact of valuing each person's unique differences and has developed a Diversity and Inclusion policy to allow all of its employees to express themselves without fear or embarrassment.

Significant progress has been made in the way society perceives homosexuality and in its acknowledgement of LGBT+ rights. However, the gender stereotypes at the root of so many forms of discrimination continue to influence a heteronormative society and can lead some of us to hide who we are, particularly in the workplace. Indeed, a survey conducted in late 2019 (see p.17) showed that many LGBT+ people at Thales still choose to hide their sexual orientation, as they are not yet convinced that it would be positively received by their colleagues.

The first way to support the inclusion of LGBT+ employees is to understand the challenges they face.

This booklet aims to inform all Thales employees on a subject that is still widely misunderstood and to recognise the rich diversity of every individual and their partners and families.

Supporting LGBT+ inclusion helps to promote well-being in the workplace for all.

Kind regards,

A few reminders

Sexual orientation is not a private matter.

Whenever you talk to your colleagues about your partner or write your partner's name on an administrative form, you are revealing your sexual orientation.

Sexual orientation is not a choice. It is not a preference. Sexual orientation is an integral part of who we are.

LGBT+ people avoid talking about their sexual orientation or gender identity because they are afraid

it could negatively affect their career or be judged by their colleagues. This avoidance is often not a deliberate decision.

Less than half of all LGBT+ employees at Thales speak openly about their gender identity with their colleagues. 91% of those in a relationship have given up some of their rights in order to hide their sexual orientation.

The price of hiding one's gender or sexual identity is having to manage a more complicated situation at work,

with the constant risk of contradicting oneself or being discovered, which can sometimes cause genuine suffering and have personal and professional ramifications.

Every Thales employee should, at their level, promote a respectful, inclusive work environment

in which anyone can simply choose whether or not to be open about their LGBT+ identity.





1
Why talk about it?

Misconception



Sexual orientation is a private matter

When it comes to sexual orientation and gender identity, almost everyone says a company should not interfere in its employees' personal lives. But isn't it common to see photos of employees' holidays or children in their offices, to go out for a drink with colleagues to celebrate a wedding or a new baby, or to talk about what you did on the weekend or on your honeymoon?

There is no denying that our personal and professional lives are closely linked.

A company itself encourages the blending of those two worlds whenever it establishes a day care centre, organises events like holiday parties for employees' children, or invites its employees' partners to certain festivities. It can also be hard to keep your personal life completely separate

from your work life, especially when completing administrative tasks or taking advantage of certain benefits.

For example, it is difficult not to reveal your partner's name (and therefore sex) when requesting to take days off after a civil union or wedding celebration or when enrolling beneficiaries in health, disability and life insurance policies.

Keeping your sexual orientation or gender identity a secret requires you to be constantly in control, which takes a great deal of energy and can be a source of stress. An employee's well-being and fulfilment at work also depends on their ability to be themselves.

What the IFOP-Autre Cercle LGBT+ survey shows us

The percentage of those who identify as LGBT+ generally varies in surveys from 5% to 8%. Openness about homosexuality in the workplace varies very little. According to the last survey in 2018 of a representative sample of the LGBT+ population, only 51% of homosexual employees are open about their identity, and in the most recent IFOP-Autre Cercle survey in 2019 of employees of companies having signed the organisation's LGBT+ Charter, only 47% of homosexual employees at Thales are open about their identity.



What Thales employees are saying

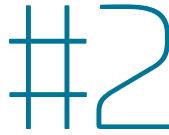
When I'm asked, "What did you and your wife do this weekend?" I say, "The person I live with..." because I don't dare mention my husband.

For my emergency contact, I named my mother, who lives 800 km away, rather than my partner. For the works council, I didn't put anyone...

For years, I mastered the art of using indefinite pronouns and making vague references to my personal life when talking to colleagues. Removing the mask so I could be myself at work made me realise what a huge weight I had been carrying inside me.



Misconceptions



Sexual orientation is a choice

Just like any other characteristic that defines who we are (hair colour, height, personality, etc.), our sexual orientation is not something we choose, so using the term 'sexual preference' can lead to misconceptions.

Sexual orientation is an integral part of our identity and personality.

While experts do not agree on what determines a person's sexual orientation, it is clear that it is a part of who we are as individuals.

However, some people do decide to give up homosexuality in order to conform to dominant heterosexual norms or avoid negative reactions. While the rights of homosexuals are gaining increased recognition around the world, same-sex relationships are still illegal in many countries and were even punishable by death in 12 countries in 2020.

In countries with the most progressive rights where heterosexual references remain the norm, the fear of being boxed into stereotypes that can cause discrimination leads some people to choose not to act on their sexual orientation.



What Thales employees are saying

Sexual orientation is different. You can't criticise or denounce it, because it's a personal choice! Everyone is free to choose their sexual orientation...



Misconception

#3

No one is complaining, so there's no problem

88% of LGBT+ employees in French companies report witnessing or being a victim of homophobia at least once in their careers, which proves that just because there are no complaints of discrimination based on sexual orientation, it does not mean homophobia does not exist.

There are two types of homophobia:

- **Explicit homophobia is clear and targeted.** It manifests in words and actions aimed directly or indirectly at a specific person, most often in the form of 'jokes' or insults.
- **Implicit homophobia is a negative judgment of someone** that does not directly reference their sexual orientation but is perceived as homophobic by the person in question. This specifically takes the form of an attitude of rejection, criticism or indifference, manifested in innuendos, implications, allusions, rumours or ridicule. This form of homophobia is even more widespread now that explicit homophobia is both illegal and less tolerated socially.



What Thales employees are saying

I sometimes attend meetings with a manager who tells sexist and homophobic jokes at work. Many of the other people there laugh or feel like they have to laugh. [...] It makes me feel very uncomfortable, like I want to crawl into a hole.



Misconceptions #4

If people hide who they are, that's their choice

Less than half of all LGBT+ employees at Thales are open about their identity with one or more people at work*.

Many employees prefer not to discuss their personal lives or sexual orientation. They keep their identity hidden, out of fear of being judged or even damaging their career.

To hide who they are, they may choose to keep themselves at a distance, invent a partner of the opposite sex, or use neutral words to talk about their personal life. These kinds of behaviours can be a source of stress and can lead them to

withdraw from others for fear of hostile responses (ridicule, disrespect, insults, exclusion or harassment).

At the same time, 35% of LGBT+ employees who hide their identities believe that doing so negatively affects their daily well-being in the workplace.

While some people choose to speak openly about their identity as a matter of principle, others do so to avoid other people speaking about them on their behalf. This kind of 'preventive openness' allows them to take back control of their image.



What Thales employees are saying

I never heard any insults or jokes because of my situation, but I have to hide. When I think about it, I realise I am constantly censoring myself in every interaction.

I'm a project manager, and if my team members knew I was gay, I couldn't manage them the same way.



* IFOP-L'Autre Cercle survey conducted in November 2019 in France



Identifying and breaking down stereotypes

Categories

Every human being breaks down the world around them into categories ('young', 'female', 'foreign', etc.). These categories allow us to sort information and remember it more easily. Our culture, upbringing and social environment give us these largely unconscious, 'ready-made' ideas.

Stereotypes

These neutral categories can be attached to stereotypes that reduce an individual to a single characteristic, such as 'Women are bad with directions', 'Gay men love to dance', etc. Stereotypes can be negative ('Gay men are flighty', 'Bisexuals can't make decisions') but also positive ('Gay men care about their looks,' 'Gay men are artistic').



Prejudices

These stereotypes can lead to prejudices, or negative attitudes towards a certain group based on false, rigid generalisations, such as, 'Trans people have a complicated personal life that makes them impossible to work with'. Prejudices strengthen cohesion among members of the majority group and put them in a dominant position vis-à-vis the targeted group.

Discriminatory behaviours

These prejudices can lead to discriminatory behaviours where, in a given situation, one person will be treated less favourably than another based on their sexual orientation or gender identity.

Finally, and more generally, stereotypes associated with a person's sexual orientation and gender identity can be added on to other stereotypes related to their origins, age, disability, etc.

A few examples

EXAMPLE 1

STEREOTYPES

Gay men are effeminate



PREJUDICE

Gay men therefore make weaker leaders



DISCRIMINATION

A gay man is denied promotion to management positions

EXAMPLE 2

STEREOTYPES

Lesbians do not have children and/or do not want to have children



PREJUDICE

Lesbians therefore have more availability in the evenings



DISCRIMINATION

Meetings are always held at the end of the day

EXAMPLE 3

STEREOTYPES

Bisexuals are unstable and indecisive



PREJUDICE

Bisexuals are therefore incapable of making decisions



DISCRIMINATION

Bisexuals are not given big projects to manage on their own

The law and penalties

Inappropriate jokes

A number of expressions putting down homosexuality are sometimes used in everyday language to refer to both men and women.

For example, an expression like 'That's so gay' can hurt someone, even unintentionally, and should never be used.



Insults and LGBT-phobic behaviours

Words or behaviours can cause offence or insult a person's dignity by putting down their true or supposed sexual orientation or gender identity. They might only happen once; if repeated, they are considered harassment.

For example, Mr X, Mr Y's colleague, tells him, 'We're all guys here. We don't need your gay opinion'.

Associated penalties:

- Incitement to hatred or violence and defamation based on a person's sexual orientation is punishable in France by one year in prison and/or a 45,000-euro fine.
- Homophobic insults are punishable in France by one year in prison and a fine of 45,000 euros if made publicly and up to 1,500 euros if made privately.

Applicable laws:

Articles 24 and 32 of French Law on the Freedom of the Press of 29 July 1881 and Articles R621-1 et seq. of the French Criminal Code.

Discrimination

Treating a person less favourably based on their true or supposed sexual orientation or gender identity, whether intentionally or not.

Criminal penalties:

Up to three years in prison and a 45,000-euro fine.

Civil penalties:

Overturning of the discriminatory act and/or awarding of damages.

Applicable laws:

Articles 225-1 to 225-4 of the French Criminal Code and Article L. 1132-1 of the French Labour Code.

Harassment

Repeatedly insulting a person based on their sexual orientation or gender identity, with the intention or effect of infringing on their rights or dignity, affecting their physical or mental health, or jeopardising their career, can also be punishable as harassment.

Criminal penalties:

Up to two years in prison and fines up to 30,000 euros.

Civil penalties:

Awarding of damages.

Applicable laws:

Articles 222-33-2 of the French Criminal Code and Article L. 1152-1 of the French Labour Code.

Where the Group stands

17 May 2019: Thales makes a commitment

Thales signs the *l'Autre Cercle* LGBT+ Charter*

By signing the Charter, Thales committed:

1. To creating an inclusive environment for LGBT+ employees.
2. To ensuring the equal rights and treatment of all employees, regardless of their sexual orientation and sexual or gender identity.
3. To support employees who are victims of discriminatory speech or actions.
4. To measure progress and share best practices in order to improve the overall work environment.

To find the complete Charter, visit the Group Diversity & Inclusion intranet site's LGBT+ section



* See more information on *l'Autre Cercle* on page 25

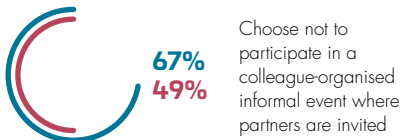
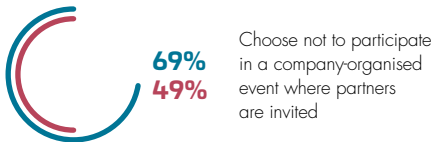
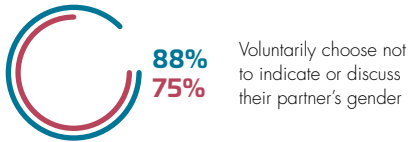


In addition to the legal penalties for using insulting language based on discrimination, the Thales Group is committed to ensuring that all employees are treated with respect, and expects exemplary conduct from its employees in the workplace. Any homophobic insults or behaviours are therefore considered unacceptable and are strictly prohibited.

Too many Thales employees feel they have to hide who they are

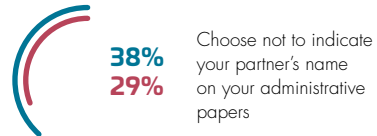
The IFOP/L'Autre Cercle survey in November 2019 showed that 91% of LGBT+ employees in a relationship chose not to disclose their sexual orientation or gender identity at Thales. LGBT+ employees are only open about their identities with trusted colleagues.

The percentage of LGBT+ employees who hide their identities was slightly higher at Thales than at other private companies that participated in the survey:



The negative impacts of hiding who you are

- While everyone is entitled to privacy, giving the impression of hiding something about your personal life can be perceived by colleagues as a lack of trust in them and can lead to questions and rumours.
- Energy spent hiding, inventing and pretending is wasted energy that could be used at work.
- The price of hiding one's gender or sexual identity is having to manage a more complicated situation at work, with the constant risk of contradicting oneself or being discovered, which can sometimes cause genuine suffering and have personal and professional ramifications.



■ Responses at Thales
■ Responses at private companies having signed the Charter

When your sexual orientation is not as readily accepted as other people's, it is difficult to be happy and productive when you feel forced to hide who you are. The feeling that an employee is hiding something – a fact or a part of themselves – tends to raise doubts, mistrust or suspicion and can hurt relationships with colleagues.

Outing someone without their consent is a genuine attack that can lead to discrimination and/or harassment.

Remember:

Openness can be voluntary or forced. The results are more positive when openness is voluntary. Every Thales employee should, at their level, promote a work environment in which anyone can choose whether or not to be open about their LGBT+ identity.

The advantages of voluntarily coming out

When an LGBT+ person develops self-awareness and self-acceptance, they gain in maturity so they can choose to control their image rather than be subjected to how others see them. **Voluntary openness is therefore the best weapon** against possible pressure and an asset in finding fulfilment in one's career.

Employees who are naturally open about who they are, without being militant but also without lying or pretending, can more easily find fulfilment in their work.

LGBT+ people should be allowed to be open without being forced to be open. The issue is not forcing anyone to be open but giving them the option of being open without it affecting their rights, status or image, so they can be fully themselves at all times, both in their personal lives and at work.

Voluntary openness has many advantages:

- **Feeling happier at work** and at home
- **Avoiding rumours**, gossip or pressure
- **Setting an example for other LGBT+ employees** in the company, so you can meet them and even encourage them to be open too
- **Enjoying certain rights** available to couples who are married or in a civil union.



2

Expectations

Creating an inclusive environment



Adopt an inclusive, non-heteronormative approach

- Be sure to maintain an open, constructive work environment where the response to an issue is to look for solutions rather than find someone to blame.
- Always display a respectful attitude to your colleagues and value what each person's uniqueness brings to the team.
- Show an interest in others without being intrusive or indiscreet.
- Welcome all new employees warmly, help them integrate into the workplace and avoid exclusive relationships to encourage the rest of your team to show the same empathy as you.
- Show others that you are happy to see diversity on the team.



Encourage and support others in coming out

- 78% of Thales employees are comfortable with a colleague coming out. If you are one of them, letting others around you know can help encourage a hesitant colleague who is considering coming out.
- Express your empathy and support to any colleague considering coming out.
- Allow team members to express their thoughts, put things in perspective and ease any tensions that may arise when an employee comes out.
- Give any colleague who comes out the freedom to take their time in sharing the details of their personal life (like their partner's name, etc.).



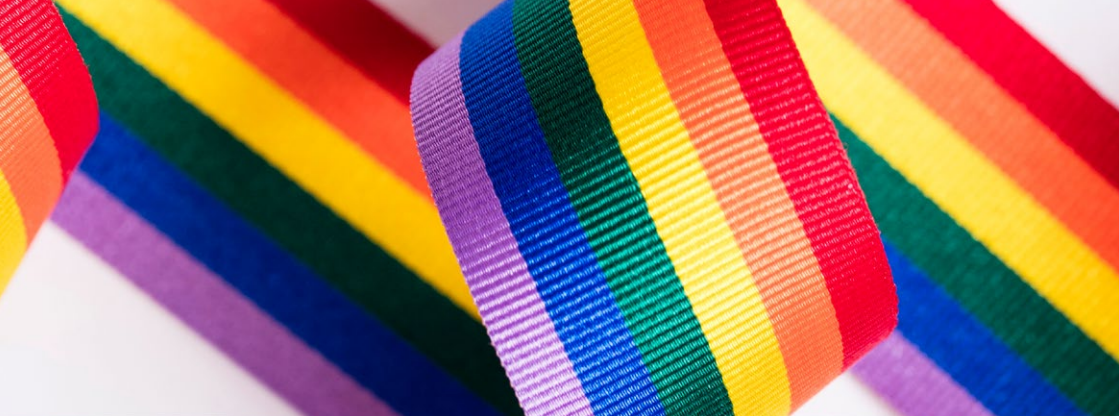
Supporting a transitioning colleague

- Welcome the announcement of a transition as a happy, positive move.
- Avoid expressing shock or compassion, which can suggest that you see transidentity as a form of suffering.
- Avoid being intrusively curious, particularly about a person's background, anatomy or sexual orientation.
- Tell those around you that everyone is entitled to their integrity and privacy.
- Respect any transitioning person's wishes concerning their identity: use their desired pronouns, name and gender when addressing them professionally.
- Ensure that no one around you makes any allusions, disparaging remarks or repeated innuendos concerning someone's birth identity that could disrupt their work environment or working conditions.



Use the right words

- Language is not neutral. It reflects how we think and see the world. We convey a number of assumptions in our everyday language. Discriminatory attitudes and behaviours often manifest themselves in subtle ways without us realising it.
- We must therefore strive to use inclusive, neutral language. Using neutral language means choosing vocabulary that does not exclude LGBT+ employees, while inclusive language involves choosing vocabulary that explicitly includes LGBT+ employees.
- Our words and language can sometimes be hurtful. We must therefore strive to choose the right words.



Avoid inappropriate jokes

- Tell jokes about situations and things rather than people.
- You can be funny but never at anyone's expense.
- Avoid any jokes you would find hurtful if they were made about you.
- If a joke is made about homosexuality in general but no one person in particular, the person who makes the joke should still be reminded that such a joke constitutes homophobic speech, which is punishable by law and contrary to Thales's values.
- Keep in mind that using a poorly chosen word can change a humorous situation into an attack.



Prohibit all homophobic behaviours

- Refer to your entity's internal regulations and remind those around you of the limits to free speech when it is disrespectful to others.
- Prohibit any kind of verbal attack, insult, defamation and incitement to hate or violence.
- React immediately if one of your colleagues uses insults or homophobic speech by making them understand that it is punishable by laws.



Ban discrimination

- Be sure to always treat people fairly, regardless of their sexual orientation or gender identity.
- Ensure that all internal procedures, forms and guidelines ensure completely fair and equal treatment.
- Be aware of your own stereotypes and behave in ways that limit their impact.



Ban harassment

- Do not spread any rumours of any kind.
- Do not perform any repeated action that could harm a person's dignity or physical or mental health.
- Never make degrading remarks about anyone in your workplace.
- Never join in any attempts to exclude or disparage another employee.
- Remain attentive in order to identify any attempt at harassment aimed at you or anyone in your work environment as early as possible.



Ban outing

- Never spread rumours about someone's true or supposed sexual orientation.
- Never reveal a colleague's sexual orientation or gender identity without their prior, explicit consent.
- Express your understanding and support to any person whose sexual orientation is revealed.
- Speak to your colleagues about the importance of respecting people's privacy and integrity.
- Remind any employee who spreads rumours that outing someone is inappropriate and not their decision to make.

What to do as a victim or witness of discrimination

Have you been a victim of discrimination or harassment based on your sexual orientation or gender identity?
Have you witnessed an act of discrimination?

We encourage you to contact:

- **Your manager**
- **Your HR contact**
- **One of your entity's sexism and sexual harassment officers**
- **Occupational health staff**

If you do not wish to contact them directly, you can report the issue through Thales's internal alert system (available through the Corporate Ethics & Responsibility intranet).





3

Find out more

Definitions

ALLY

A person, generally heterosexual and cisgender, who supports equal civil and gender rights and LGBT+ movements and rejects homophobia, biphobia and transphobia.

BIPHOBIA

Hostility towards bisexuals; may take several forms, such as fear, discrimination, hate or even denying the very existence of bisexuality.

BISEXUALITY

Sexual and romantic attraction to both sexes, either at the same or different times.

CISGENDER

A type of gender identity where a person's gender identity matches their biological sex assigned at birth, as opposed to the term 'transgender', meaning a person who identifies as a gender other than their biological sex assigned at birth.

CIVIL UNION

A legally recognized union of a same-sex couple, with rights similar to those of marriage.

COMING OUT

Voluntarily announcing one's sexual orientation or gender identity. A person may come out in one or more settings: to their family, friends, colleagues, etc.

DEFENDER OF RIGHTS

An independent French constitutional authority created by the law of 29 March 2011; tasked with fighting illegal discrimination, promoting equality, providing necessary information, supporting victims and identifying and promoting good practices.

DISCRIMINATION

In labour law, discrimination is the unequal and unfavourable treatment of certain people based on their age, physical appearance, membership or non-membership of a specific ethnic group, nationality, race, or religion, health, pregnancy, marital status, disability, last name, sex, union affiliation, genetic characteristics, lifestyle, political opinions, origins, sexual orientation or sexual identity.

GAY

A homosexual man.

GAY-FRIENDLY

A person, place or entity that welcomes homosexuals.

GENDER IDENTITY

Gender with which a person identifies.

HETERONORMALITY / HETEROCENTRISM

Looking at society through the lens of heterosexuality; considering heterosexuality the only norm in terms of sexual practices and romantic relationships, or as superior to other sexual orientations; judging heterosexual behaviours and representations as 'normal' while stigmatising, marginalising or discriminating against others.

HIDDEN

An LGBT+ person who hides their sexual orientation or gender identity, or who pretends to be a cisgender heterosexual.

HOMOPHOBIA

Explicit or implicit hostility, possibly violent and aggressive, towards homosexuals; characterised by physical or verbal attacks and discrimination.

HOMOSEXUALITY

Sexual and romantic attraction to a person of the same sex; can be used for both men and women.

LESBIAN

Homosexual woman.

LESBOPHOBIA

Form of homophobia specifically targeting lesbians; may be a combination of homophobia and sexism.

LGBT+

Lesbian, Gay, Bisexual or Transgender; the + sign is used to include any other minority sexual orientation or gender identity, such as Intersex or Asexual. The term LGBTQ is also used, with Queer including anyone with a sexual orientation other than heterosexual.

OUT

An LGBT+ person who openly discloses their sexual orientation or transidentity; does not necessarily include overt displays or any kind of activism.

OUTING

Revealing an individual's homosexuality without their consent.

SEXUAL ORIENTATION

A person's romantic or sexual attraction, on a consistent or intermittent basis, to a person of the opposite sex (heterosexuality), a person of the same sex (homosexuality), or to people of either sex indifferently (bisexuality).

TRANSGENDER PERSON

Person who does not identify with the gender attributed to them at birth; may keep their gender identity hidden or change their gender identity and transition socially and/or physically to the gender with which they identify.

TRANSIDENTITY

A gender identity different from the identity assigned at birth.

TRANSPHOBIA

Hostility towards transgender people.



Helpful contacts

CORRESPONDENTS AND INTERNAL RESOURCES

HR staff

Local HR contacts can advise you and look for operational solutions. You can also contact Diversity & Inclusion correspondents and sexism and sexual harassment officers, who will keep your information confidential.

Employee representative bodies

They can help look for operational solutions, particularly through sexism and sexual harassment officers. They can also report issues to management.

Occupational health staff

Medical staff are bound by professional secrecy and can guide the employer and employees in taking specific steps.

AGA-THA-LES

This association provides support, friendship, information and a chance to discuss workplace issues faced by Thales's LGBT+ employees and their families. The association is open to all Thales employees, regardless of their sexual orientation or gender identity.
contact.agathales@gmail.com
www.aga-tha-les.org

MAJOR INSTITUTIONS AND ORGANISATIONS

Défenseurs des droits

An independent French constitutional authority tasked with ensuring respect of rights and freedoms and promoting equality. Also a source of information.

www.defenseurdesdroits.fr

SOS homophobie

SOS Homophobie is a non-profit association that fights discrimination and homophobic, lesbophobic and transphobic attacks in schools and everyday life. It also operates an anonymous hotline.

Hotline: [+33] (0) 810 20 30 40

www.sos-homophobie.org

Autre cercle

L'Autre Cercle is an LGBT+ organisation whose main goal is to fight discrimination in the workplace. The organisation operates in 12 regions of France.

www.autrecercle.org

Association Contact

Contact is an organisation that aims to help parents, families and friends understand and accept their loved ones' sexual orientation and fight discrimination and homophobia.

Hotline: [+33] (0) 805 69 64 64

www.asso-contact.org

A brief history

Social acceptance of sexual minorities has varied both geographically and historically. This timeline shows a few important developments in perceptions, laws and the movement to promote LGBT+ rights in France.

Until the late 18th century

French statutes include homosexual relations among crimes punishable by death

Homosexual relations criminalised

1750

Last public execution as punishment for homosexuality.

1791

The French Revolution decriminalises homosexual relations.

Under the July Monarchy and the Second Empire

administrative police identify homosexuals in order to create a 'register of pederasts'. Police continue to keep records of homosexuals until 1981.

1942

The Vichy regime makes a discriminatory distinction in the age of consent, which is set at 21 for heterosexual relations and 13 for homosexual relations and is not revisited after the Liberation. During World War II, homosexuals are imprisoned and deported, particularly in the three départements annexed by the Reich and governed by German law. The law of 25 November 1960 doubles the minimum sentence for 'indecent behaviour' with regard to homosexual relations.

Discriminatory treatment established by law

1968

France adopts the World Health Organisation (WHO) classification of homosexuality as a mental illness.

1974

The age of sexual consent for homosexual relations is lowered from 21 to 18.

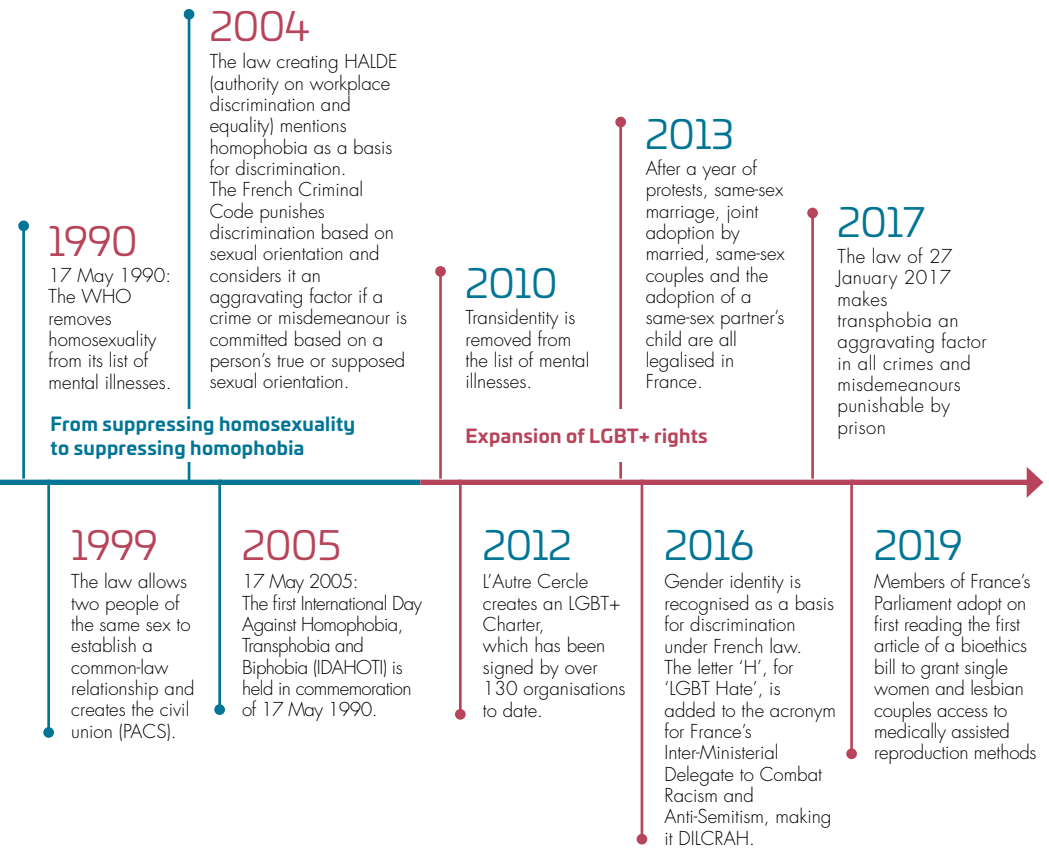
1981

The first Lesbian & Gay Pride parade is held in France in commemoration of the Stonewall riots in New York in June 1969 protesting police raids of the LGBT+ community.

1982

The discriminatory law on age of sexual consent is abolished. A 'homosexual lifestyle' can no longer be legal justification for terminating a lease. The identification of homosexuals and censorship of the gay press come to an end.

Note that some LGBT+ employees may themselves have lived through the most recent events on this timeline!



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