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Zile 27	01 Anul 2022

# INCAS Gender Equality Plan (GEP)

Version 1.0, January 2022



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## Summary

The present document will set out the basis for improving gender equality in INCAS as a European research institution, and create a sustainable model that can be easily updated based on everchanging societal and institutional needs. The main approach will consider the current state of gender balance present in the institution and plan accordingly to meet the EU recommendations outlined in the Gender Equality Strategy for 2020 – 2025, which sets out the Commission’s broader commitment to equality across all EU policies.

Gender criteria will be analyzed on department level to ensure an even gender balance throughout the entirety of the organizational structure.

## Part 1 Basic Notions

### 1. Basic notions

The issue of promoting gender equality (equal opportunities) in a social aspect, for both genders, is an essential requirement for any modern society and a intrinsic component for fundamental human rights and freedoms.

Equality between man and women is considered a fundamental right, a shared value of the European Union, and a necessary condition for achieving the EU's goals of growth, employment and social cohesion. These aspects concern access to employment, equal pay, maternity protection, parental leave, social and professional insurance, social security, the burden of proof in cases of discrimination and self-employment.

The National Agency for Equal Opportunities between Women and Men is the institutional guarantor that's the elaboration and implementation of the necessary legislative framework at national level. Its role is to ensure the implementation and monitoring of the application of the provisions of Law no. 202/2002 on equal opportunities and equal treatment for women and men, republished, as subsequently amended and supplemented.

Starting from the principle of equal opportunities between women and men, it is essential for Romania that women and men are truly guaranteed equal opportunities in terms of access to education, training and employment and participation in public and political decisions.

#### A. Basic principles of equal opportunities

a) **the principle of legality**, according to which the provisions of the Constitution and the relevant national legislation are observed, as well as the provisions of the agreements and other international legal documents to which Romania is a party;

b) **the principle of respect for human dignity**, according to which every person is guaranteed the free and full development of his personality;

c) **the principle of cooperation and partnership**, according to which central and local government authorities collaborate with civil society and non-governmental organizations to develop, implement, evaluate and monitor public policies and programs on the elimination of all forms of discrimination on the grounds of sex and to achieve equality opportunities and treatment between women and men;

d) **the principle of transparency**, according to which the elaboration, development, implementation and evaluation of policies and programs in the field are brought to the attention of the general public;

e) **the principle of transversality**, according to which public policies and programs that defend and guarantee equal opportunities and treatment between women and men are achieved through the collaboration of institutions and authorities with responsibilities in the field at all levels of public life.

## Terms and Principles

### B. Basic terms and Principles.

**Equal opportunities and gender equality** - are the fundamental principles for the development of a fair society, which values diversity and inclusion and promotes partnerships and respect between individuals.

**Equal opportunities** - the concept according to which all human beings are free to develop their personal abilities and to choose without limitations imposed by strict roles; the fact that the different behaviors, aspirations and needs of women and men are equally considered, evaluated and favored means that women and men enjoy the same freedom to achieve their aspirations. It also involves taking into account the differences between people, as well as the obstacles historically created for certain social groups as a result of various forms of hatred (sexism, racism, homophobia, anti-Semitism, etc.). Equal opportunities for women and men also refer to the absence of barriers to economic, political and social participation and equal treatment for women and men.

**Gender mainstreaming** - the key element used in the definition of gender mainstreaming is the focus on policy-making processes. The integrative approach refers to the (re) organization of the usual procedures and regulations, the (re) organization of responsibilities and capacities in order to integrate the gender perspective in all these procedures, regulations, responsibilities, capacities, the use of gender expertise in policy making and planning, use gender impact analysis in this process, including consultations and participation of relevant groups and organizations.

**Gender equality** - refers to the equal acceptance and equalization of differences between women and men, equal participation and equal sharing of responsibilities in both public and private life, and equal access and distribution of resources between women and men.

**Relevance in gender issues** - discussing the relevance of a policy or action on gender relations, equality between women and men.

**Disability** - the general term for significant loss or deviation of body functions or structures, individual difficulties in performing activities and problems encountered by involvement in life situations, according to the International Classification of Functioning Disability and Health.

**Discrimination** - to differentiate or treat two people or two situations differently, when there is no relevant distinction between them or to treat in an identical manner situations that are in fact different (in Romania is defined by **OG 137/2000**).

Since 2006, Law 202/2002 on equal opportunities for women and men has included multiple discrimination - any act of discrimination based on two or more criteria of discrimination.

## Part 2 Gender equality in the European Union and in Romania

### 2. Gender equality in the European Union and in Romania

#### 2.1 Gender equality in the European Union (EU)

Promoting gender equality is a core activity for the EU: equality between women and men is a core value of the EU, an EU goal and an engine for growth. The Union seeks to promote equality between men and women in all its activities.

The European Commission's strategy for equality between women and men is based on five key areas for action:

- equal economic independence for women and men;
- equal pay for work of equal value;
- equality in decision making;
- dignity, integrity and cessation of gender-based violence;
- promoting gender equality outside the EU.

In recent years, progress has been made, for example: the employment rate of women has increased (64% in 2014), and their participation in economic decision-making has increased significantly.

However, even though this rate has risen sharply in recent years, inequality still exists in some areas, such as wages and earnings.

That is why all five key areas identified remain valid today, and the European Commission needs more time to address the necessary changes and support for further actions needed in order to address the issues of gender inequality. At the same time, recent socio-economic changes as a result of the economic crisis, the rapid spread of digital technology and the impact of immigration and integration have also had consequences for gender equality.

The Commission reaffirmed its commitment to continue its work to promote equality between men and women by maintaining its focus on gender equality policy in the five existing thematic priority areas, namely:

- increasing women's participation in the labor market and the equal economic independence of women and men;
- reducing gender pay, income and pensions and thus combating poverty among women;
- promoting equality between women and men in the decision-making process;
- combating gender-based violence and protecting and supporting victims;
- promoting gender equality and women's rights worldwide.

### **European Institute for Gender Equality (EIGE)**

It is an autonomous body of the European Union (EU), set up to contribute to and strengthen the promotion of gender equality, including gender mainstreaming in all resulting EU and national policies, as well as the fight against gender discrimination. to raise awareness of gender equality among EU citizens.

EIGE operates within the framework of EU policies and initiatives. The European Parliament and the Council of the European Union have set out the basis for the Institute's objectives and tasks in its founding Regulation and have given it a central role in addressing the challenges and promoting equality between women and men in the EU.

### ***The three most important strategic objectives of EIGE:***

- Provide high quality research and data to support better informed and evidence-based decision-making by policy makers and other key stakeholders working to achieve gender equality;

- Manage all the knowledge produced by EIGE to enable timely and innovative communication that meets the targeted needs of key stakeholders;
- In order to meet the highest administrative and financial standards, it also supports the needs of EIGE staff.

EIGE collects, analyzes, processes and disseminates data and information on gender equality issues, while making them comparable, reliable and relevant to users.

To support better informed policy-making, EIGE contributes to the promotion of gender equality in Europe by providing high-level expertise to the European Commission, the European Parliament, the Member States and developing countries.

### **Gender Commitment Strategic Commitment 2016–2019 (SEGE)**

It was the Commission's (Commission) policy framework for promoting gender equality in the European Union (EU) until 2019. This evaluation examined the relevance, effectiveness and added value of SEGE and revealed its main strengths and weaknesses.

The purpose of these analyzes was to make recommendations for a future framework for gender equality at EU level. The evaluation was based on various sources of information: a literature review, stakeholder interviews and a survey conducted by national experts for Scientific Advice and supported by the Gender Equality Group (SAAGE).

SEGE has achieved significant results in these two thematic areas with a huge potential for future impact, in particular the adoption of the Work-Life Balance Directive and the 2017-2019 Action Plan Against the Pay Gap. In addition, several actions relevant to these areas have been identified at Member State level.

Still, as in other thematic areas, the actions carried out may take a longer period of three years to achieve the expected results.

However, progress towards the objectives set out in these first two thematic areas has been limited. The gender gap in employment was not reduced, and the pay gap between women and men decreased only slightly.

In addition, existing structural imbalances in the labor market have not been corrected.

The evaluation team used various sources of information: a literature review, stakeholder interviews and SAAGE expert surveys. The triangulation of these different sources of information is at the heart of the methodological approach in this evaluation.



## The five main objectives of the SEGE evaluation:

### 1. Identification and analysis of actions implemented during 2016-2019

- Have the planned actions been implemented?
- Which of the five priorities have been addressed to a greater or lesser extent?
- Were the actions implemented relevant?
- What were the most relevant actions implemented and under what priorities?

### 2. Evaluation of the results of the implemented actions

- Have the SEGE objectives been met according to the indicators?
- To what extent have SEGE actions contributed to achieving the objectives?
- What factors influenced the observed achievements?
- What is the added value of SEGE, according to key stakeholders?
- To what extent has it met the expectations of key stakeholders?

### 3. Assessing the role of EU funding for gender equality

- Based on existing assessments, how relevant and effective has EU funding been for gender equality interventions in the current multiannual financial framework (2014-2020)?
- What fund or program is assigned to which objective and how can they (fund or program) perform within the implementation period set by SEGE?

### 4. Identify the main strengths and weaknesses

- What were SEGE's main strengths and weaknesses?
- What are the main lessons learned?

### 5. Identify trends and implications for women and develop recommendations for any future strategy

- What are the most likely gender equality implications of the main future trends: aging, migration, labor market insecurity, climate change, digitalization, reactions and new development paradigms?

- What recommendations can be made for building a future strategy for identifying strengths and weaknesses, as well as lessons learned from this commitment?
- Are the initial targets still valid and relevant to EU needs, or should these targets be reshaped?
- What are the funding prospects for the period 2021–2027?

The evaluation did not aim to provide a comprehensive and detailed description of each of the actions carried out within SEGE, nor did it constitute an assessment of some of the classic evaluation questions, such as sustainability, efficiency or financial performance, in terms of SEGE. It was not based on its own financial source.

## 2.2 Gender equality in Romania

The National Agency for Equal Opportunities between Women and Men (**ANES**), an institution that operates in two main directions, was established in Romania, through the 202/2002 Law on equal opportunities and treatment between women and men. The agency focuses on Gender equality and domestic violence.

### The agency's main duties regarding equal opportunities between women and men (de gen):

- Ensures the implementation of the national strategy in the field of equal opportunities between women and men, as well as the policies created by the Government in this regard;
- Collects statistics relevant to equal opportunities for women and men;
- Coordinates and implements European programs in this field;
- Ensures the representation of the Romanian Government in the forum of international organizations that carry out various programs, activities on equal opportunities between women and men;
- Develops partnerships with civil society whose field of interest is the achievement of equal opportunities and treatment between women and men;
- Ensures the transmission of information to the European Commission on the state of implementation of the relevant European directives in the field of equal opportunities for women and men;
- Receives notifications, complaints, complaints regarding situations of discrimination based on the criterion of sex and sends them to the competent bodies.

### Duties in the field of domestic violence:

- Ensures the implementation of the national strategy and government policies in the field of combating domestic violence and gender-based violence;
- Collects statistics on domestic violence and violence against women;

- Coordinates and implements European Union programs in this field;
- Collaborates with social actors, with non-governmental organizations working in the field of domestic violence, respectively against women, with educational institutions;
- Co-finances projects aimed at eliminating forms of domestic and gender-based violence, respectively;
- Ensures compliance with the provisions of the legal norm in the field of combating domestic violence, namely Law no. 217/2003 for the prevention and combating of domestic violence, republished with subsequent amendments and completions.

## GEP Objectives

### 3. Gender Equality Plan (GEP) Objectives.

This plan aims to improve equal opportunities and treatment in INCAS as a European research institution and will create a sustainable model that can be easily updated based on ever-changing societal and institutional needs.

In order to ensure equal opportunity and treatment between women and men to exist in the work environment, the following will be taken into account:

- Free choice or exercise of a profession or activity;
- Employment in all vacant jobs and throughout all professional hierarchy;
- Equal payment between genders;
- Access to introductory programs, qualification, advanced training, specialization and professional retraining, including apprenticeship;
- Equal advancements opportunities at any hierarchical and professional level;
- Fair employment and working conditions that comply with the norms of health and safety at work, according to the provisions of the legislation in force, from start to finish of a career;
- Transparent, nondiscriminatory employment ads published on the official Organization website and in accordance to the Law in place;
- Equal benefits, outside monthly wager, such as social security benefits;
- Access to social services in accordance and provisions of the legislation in place.

The main approach will take into account the current situation of gender equality in the institution and will be planned in such a way as to meet the recommendations of the European Union presented in the "Gender Equality Strategy for 2021-2025", which sets out the Commission's broader commitment to equality in all EU policies.

Gender criteria will be analyzed at the department level to ensure a uniform gender balance throughout the organizational structure.

Departments within the organization:

- R&D Department;
- Economic and Financial Department;
- Institutional Policy Department (within which the Human Resources department operates);
- Technical Department;
- New Business Development Department.

### Part 3 GEP Implementation

#### 4. GEP implementation;

##### A. GEP implementation phases:

- **Initial or first phase** (analysis phase) - data is collected - procedures, processes and practices are critically evaluated in order to detect gender inequalities and gender biases;
- **The planning phase** - is based on the first phase, in which the objectives are defined, targets are set, actions and measures are decided to remedy the identified problems, resources and responsibilities are allocated, and a time frame is set;
- **Implementation phase** - starts by integrating or adapting existing strategies to EU standards on gender equality within the timeframe set in the planning phase;
- **Ongoing monitoring phase** - although this is only necessary in the preliminary phases of the GEP assessment, this phase could become a regular activity to ensure up-to-date compliance with future societal trends.

## GEP Phases

### *First Phase – Initial Analysis:*

#### Identifying gender bias in the organization:

- **The pay gap between women and men** - when you consider the pay gap between women and men, you have to take into account that more women are separated in lower-level jobs in low-paying industries and cannot get higher paying jobs due to prejudice and inequality of the salary cap. These differences in opportunity prevent women from excelling in their careers and inhibit their ability to earn the same pay as men;
- **Prejudices against employees in management positions** - this can be an imbalance between employees in management positions based on preconceived discriminatory prejudices against women. Gender discrimination is the tendency to prefer one employee to another. It is a form of unconscious prejudice, or implicit prejudice, that occurs when an individual unconsciously attributes certain attitudes and stereotypes to another person or group of people. These assigned behaviors affect how the individual understands them and gets involved with others;
- **Prejudices regarding institutional access** - gender segregated spaces;
- **Supportive biases** - performance biases occur when employers, managers and colleagues offer more resources and opportunities to one employee (usually men) than another;
- **Performance Appraisal biases** - occurs when employers, managers and colleagues evaluate an employee of a different gender - even when appraisals are based solely on merit;
- **Performance Reward Prejudice** - occurs when employers, managers, and colleagues reward an employee of a different gender. Rewards can be in the form of promotions, promotions or other merit-based rewards;
- **Transparency ceiling** - the obvious but intangible hierarchical impediment that prevents minorities and women from achieving high professional success;
- **Job descriptions and recruitment biases** – common editing and rational mistakes are made when designing a job description, deterring certain categories for applying to set job.

### ***Phase 2 - Planning phase:***

Objectives are defined, targets are set, actions and measures are taken to address the issues identified, resources and responsibilities are allocated, and timeframes are set.

#### Objectives:

- to raise awareness of gender bias in the workplace;
- to reduce as much as possible the perception of gender biases within a set time frame;
- to increase the general acceptance and well-being of all employees.

#### Targets and actions:

- have specific targets for each identified bias;
- assigning rights to each individual bias.

### **GEP tools**

#### **B. GEP consideration tools:**

- **Objectives** - to cover the main reasons and motivations for improving the gender balance in the institution;
- **Measures** - the current state of the gender balance, the institutional values that must be maintained at the same time as the improvement of gender markers, active steps towards achieving the objectives set in a certain time frame;
- **Indicators** - current institutional barometers that can be used to assess the effectiveness of the plan;
- **Targets** - identifying areas for action to be addressed in the Gender Equality Plan;
- **Timeline** - take into account a reasonable time frame for the implementation, adaptation and evolution of the plan;
- **Division of responsibilities** - a designated team tasked with the initial assessment of the organization's gender equality status.

### C. GEP consultations action.

In order to have a successful GEP adoption within the organization, decisions should be managed at an executive level. Management, communication and research staff should be consulted to a sufficient degree to define what gender equality might look like in the organization.

**D. Defining SMART objectives, targets and measures for GEP** – The actions at hand must be specific, measurable, assignable, relevant and time-bound.

- **S**pecific - objectives and measures should answer basic questions: what, why, how, who, when and where;
- **M**easurable- setting quantitative and / or qualitative indicators and targets;
- **A**ssignable – specify who will do it
- **R**elevant - ensures that the objectives and measures are relevant to the institution and are feasible;
- **T**ime-bound- indicates when the objectives and measures can be achieved.

### E. Aspects to consider for a better GEP adoption:

- 1) The balance between professional life, private life and organizational culture in the organization;
- 2) Gender balance in terms of management functions, as well as decision-making;
- 3) Gender equality in the process of recruitment and professional career development;
- 4) Harassment measures in the work place.

*1) Regarding the first aspect, the balance between professional life, private life and organizational culture in the organization, the following policies and practices are considered:*

- Those regarding parental leave, including ensuring the extension of fixed-term contracts;
- Flexible working time arrangements for all, men and women, including how processes, procedures and practices impact part-time staff or remote work;
- Managing the workload by establishing how the different tasks are allocated and distributed;

- Supporting the reintegration of staff who have had career breaks;
  - Ensuring that all staff feel equally appreciated and welcomed at work.
- 2) *With regard to gender balance in terms of management functions, as well as decision-making, the following can be addressed:*
- How women are represented in the decision-making process in top management;
  - Types of barriers to ensuring women's representation in decision-making and leadership positions, including structural, institutional and individual barriers;
  - Targets that could be set to promote gender balance in leadership and decision-making;
  - Carrying out roles within the organization;
  - What measures can be taken and by whom to achieve this goal;
  - Increasing the number and share of women in leadership and decision-making positions;
  - Ensuring gender balance by examining and adapting processes and procedures for the selection and appointment of women and men to certain positions or management positions;
  - Ensuring that decision-making is recognized equally for women and men;
  - Ensuring the recognition of professional skills, team integration skills, decision-making and organizational skills, women and men alike, without prejudice.
- 3) *For Gender Equality in the process of recruitment and professional career development, the following are taken into account:*
- Recruitment, selection and career advancement measures aim to ensure that women and men have equal opportunities to develop and advance in their careers;
  - Setting goals for the recruitment and advancement of women in leadership roles;
  - Establishing a code of conduct for recruitment and promotion;
  - Preferring open and publicly promoted recruitment and selection procedures over closed ones;
  - Increasing the number of potential women candidates by expanding the recruitment regulations in areas where women are underrepresented;



- Increasing accountability by asking departments to justify recruitment and promotion lists that do not include women.

#### 4) Measures against harassment at work

According to law no. 167/2020 harassment at work was defined as:

- "any conduct in respect of an employee by another employee who is his superior, by a subordinate and/or by a hierarchically comparable employee in relation to employment relationships, which is entitled to purpose or effect a deterioration of working conditions by harming the rights or dignity of the employee, by affecting his physical or mental health or by compromising his professional future, behavior manifested in any of the following forms: a) hostile or unwanted conduct; b) verbal comments; c) actions or gestures. "

In this context, INCAS is considering the application of disciplinary sanctions according to the legislation in force for employees who commit acts or acts of moral harassment at work.

### INCAS staff

#### F. INCAS staff by gender, functions and scientific degrees

Grade	2019			2020			2021		
	TOTAL	Women	Men	TOTAL	Women	Men	TOTAL	Women	Men
CS I	7	1	6	7	1	6	7	1	6
CS II	7	1	6	7	1	6	7	1	6
CS III	44	15	29	43	13	30	44	13	30
CS	17	9	8	15	9	6	15	9	6
IDT I	1	0	1	1	0	1	1	0	1
IDT II	4	2	2	4	2	2	4	2	2
IDT III	26	5	21	26	5	21	26	5	21
IDT	15	3	12	14	3	12	14	3	12
ACS	7	1	6	6	1	5	6	1	5
ENGINEER	38	13	25	42	14	28	42	14	28
ECONOMIST	21	11	10	22	12	10	23	12	11
JURIST	7	5	2	7	5	2	7	5	2
ALTII SS	18	8	10	18	6	12	18	6	12
ALTII SM	36	8	28	34	8	26	34	8	26
DR	40	9	31	41	8	33	41	8	33

DRD	33	16	17	45	20	25	45	20	25
T I	2	1	1	0	0	0	0	0	0
T II	0	0	0	0	0	0	0	0	0
T III	1	0	1	1	0	1	1	0	1
TS	19	5	14	16	4	12	16	4	12

## G. Organizational resources for GEP

In order to mitigate any rising costs by creating a GEP, identifying existing resources that can serve the purpose and current scope may be beneficial. One approach could be to analyze and build on existing procedures and guidelines.

## 5. Risks

- Low interest from decision-makers on the need to include notions of gender equality in the CV;
- The low interest of the staff to participate in information sessions in this field;
- Lack of involvement of those responsible for implementing the GEP and failure to provide the requested data in a timely manner;
- Lack of cooperation from the employer;
- Lack of trainers specialized in the field.

## Legislation

### 6. National and European legislation applicable in the field of gender equality

#### National legislation:

- The Romanian Constitution;
- Law no. 202/2002 on equal opportunities and treatment between women and men, republished, with subsequent amendments and completions;
- National strategy in the field of equal opportunities between women and men for the period 2014 - 2017;
- The general action plan for the period 2014 - 2017 for the implementation of the Strategy;

OUG no. 137/2000 on the prevention and sanctioning of all forms of discrimination, republished, with subsequent amendments and completions;

- OUG no. 61/2008 on the implementation of the principle of equal treatment between women and men in terms of access to goods and services and the provision of goods and services;
- Law no. 125/2016 on Romania's accession to the European Center for Interdependence and World Solidarity;
- Decree no. 342/1981 on the ratification of the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW);
- HG nr. 933/2013 pentru aprobarea Regulamentului de organizare și funcționare a Comisiei naționale în domeniul egalității de șanse între femei și bărbați (CONES);
- GD no. 933/2013 for the approval of the Regulation on the organization and functioning of the National Commission in the field of equal opportunities between women and men (CONES);
- O.U.G. Law no. 62/2009 for the approval of the Government Emergency Ordinance no. 61/2008 on the implementation of the principle of equal treatment between women and men in terms of access to goods and services and the provision of goods and services;
- Law 53/2003 - Labor Code, with subsequent amendments.

European Union Legislation:

- Treaty on the Functioning of the European Union (TFEU), Articles 19, 79, 83, 153, 157 and 168;
- Directive 2012/29 / EU laying down minimum standards on the rights, support and protection of victims of crime;
- Directive 2011/99 / EU on the European protection order aimed at protecting a person "from a criminal act committed by another person which could endanger his or her life, physical or psychological integrity, dignity, personal liberty or sexual integrity" and which allows a competent authority in another Member State to continue to provide protection for that person in the territory of the other Member State;
- Regulation (EU) no. 606/2013 of 12 June 2013 on the mutual recognition of civil protection measures, which ensures that civil protection measures are recognized throughout the EU. Consolidates Directive 2011/99 / EU;
- Directive 2010/41 / EC on the application of the principle of equal treatment between self-employed men and women, including agriculture, and the protection of self-employed women during pregnancy and maternity;

- Directive 2010/18 / EU implementing the revised framework agreement on parental leave;
- Directive 2006/54 / EC of 5 July 2006 on the implementation of the principle of equal opportunities and equal treatment of men and women in matters of employment and occupation (recast);
- Directive 2004/113 / EC implementing the principle of equal treatment between women and men in access to and supply of goods and services;
- Directive 92/85 / EEC introducing measures to improve safety and health at work for pregnant workers and workers who have recently given birth or are breastfeeding;
- Directive 79/7 / EEC requiring Member States to progressively apply the principle of equal treatment between men and women in the field of social security;
- Istanbul Convention;
- Convention on the Elimination of All Forms of Discrimination against Women (CEDAW);
- UN Agenda for Sustainable Development 2030 (Agenda 2030);
- Strategic Commitment for Gender Equality 2016-2019 (COM);
- Convention no. 183/2000 on the revision of the 1952 Convention on Maternity Protection;
- Convention no. 122/1964 on employment policy;
- Convention no. 117/1962 on the objectives and basic norms of social policy;
- Convention no. 111/1958 on discrimination in the field of employment and occupation;
- Convention no. 100/1951 on equal pay for male and female labor for work of equal value;
- Convention no. 4/1919 on night work for women.

## SIGNATURE

By signing the INCAS Gender Equality Plan, the INCAS management team has made a commitment to giving equality (and gender equality in particular), diversity and inclusion a prominent place in INCAS's processes, culture and vision for the future.

CEO & President

Dr. Catalin NAE



Bucharest, 27<sup>th</sup> of January 2022