

**SECURITY CULTURE
AND PUBLIC DIPLOMACY**

**POLICIES FOR SUPPORTING INDIVIDUAL WELLBEING
AND PROSPERITY:
A CRUCIAL ASPECT OF HUMAN SECURITY**

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Abstract

Several aspects concerning human communities, societal development and the social environment converge into issues related to human security. This perspective offers the possibility of analysing human security in a broader approach than just violence related aspects.

A complete human security approach would include aspects of social reality: the economic situation, the status of the environment, the access to food and to health services, the political situation, the security of communities, and also individual and family related issues.

Difficulties related to the struggles which families encounter in trying to fulfil their family responsibilities, their job duties, and personal aspirations, all have an impact at micro and also at macro level. These issues can reflect on individuals, on their families, over the community and the society, as a whole, through the vulnerability of the families, the vulnerability of children, stress related issues, the continuous decline of the birth rates, a lower professional performance, lower professional aspirations etc. All these aspects, acting alone or together, may register a negative impact over the economy. Here is where work-life balance policies, intersected with actions related to the wellbeing and prosperity of individuals come into act to ensure the human security of citizens.

The paper analyses the policies for supporting the wellbeing and prosperity of individuals and families, and the policies for supporting the work-life balance of individuals and families, starting with a short incursion into the essential dimensions of human security, firstly established by the United Nations Development Program (UNDP) in 1994, through its Human Development Report (HDR). The study reflects on economic security, as defined by the HDR, in relation to the human security concerned with the daily life aspects of individuals: family, community and jobs, analysed through work-life balance policies. The study analyses the European and on the Romanian normative framework regarding work-life balance, as determinant factors of human security.

The analysis reflects on the programs and actions implemented at European and at national level in relation to aspects that define wellbeing and prosperity of individuals and families, translated through work-life balance policies and norms, all

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regarded as good practices and as examples to follow in the process of ensuring human security.

Keywords: *human security, individual wellbeing, individual prosperity, work-life balance policies, economic security, the United Nations Development Program*

Argument: How do individual wellbeing and prosperity lead to human security?

“The world will never be secure from war if men and women have no security in their homes and in their jobs” (UNDP, 1994, p. 24). This is how the Human Development Report from 1994 summarizes the new forms of security for the 21st century, underlining the fact that the actions of the state for ensuring human security should not interfere in people’s freedom to make choices regarding their personal and professional lives.

Human security is described as a right, which allows people to have access to opportunities of self-sustenance. Insecure people become a burden for society and the state. As such, **security policies aim at the securing of the individual’s wellbeing and prosperity**, through the access to means of organizing one’s life and of satisfying the daily needs: education, jobs, services etc. Human security is seen as a “critical ingredient of participatory development” (UNDP, 1994, p. 24), which integrates the freedom of people ensured through the different opportunities that allow them to be responsible and to manage their own lives.

Global human security arises as a global challenge, considering the weaknesses of national borders in front of threats. The global human security is discussed also through the impact of prosperity and poverty over the people’s choices. Economic security and the access to crucial services (education, training, family related services), act as an important factor of human security, because they can lead to progress, wellbeing and prosperity. On the other hand, if poverty is the trend, people would start looking for better jobs, so migration would be the norm; the lack of opportunities could rise into violence, tensions, frustration, and illegal actions, which reflect over the population’s wellbeing. (UNDP, 1994)

After the Cold War, the borders have started to open progressively, which led to a continuous linkage between internal and external security issues. The new reality, described through democracy and development at all levels, has resulted into a sense of freedom, prosperity and wellbeing for the citizens. (European Security Strategy, 2003)

Human security – approaches and applicability to social contexts

The dimensions of human security

The issue of human security has first been approached in 1994, by the United Nations, through its Human Development Report (HDR) (Gómez and Gasper, s. a.). The HDR accentuates two major aspects of human security: “the freedom from fear” and “the freedom from want”, which are part of the human freedoms promoted by Franklin D. Roosevelt in 1941 (Gómez and Gasper, s. a., p. 2). The debate regarding the human rights continued, and in 1990 added the necessity to “live in dignity” (Gómez and Gasper, s. a., p. 2).

The idea of security of individuals has first been included in the Treaty of Westphalia, in 1648, which treats the people’s rights and freedoms as being opposed to the state’s security. Human security was first referred to in documents which stated the protection of human rights, like The United States Constitution (1787), The Declaration of the Rights of Man and of the Citizen (1789), the Bill of Rights (1791), or the founding documents of the Red Cross (1863), The Hague Conventions, The UN Charter etc. (Martin, s. a.)

Even though the concept of human security has been introduced by human rights policies, the first concept concentrates on the risk that may threaten the individuals’ lives and wellbeing. While human rights are protected by legal instruments, human security uses mostly economic, and secondly political or military means. Human security aims to provide vital capacity and targets to prevent risks on a short term. (Martin, s. a.)

The Commission of Human Security (CHS), which was established in January 2011, treats human security given its role of guardian for the human freedoms and fulfilment, and has set the freedom to live in dignity as one of its three objectives. The concept of dignity comprises, in this situation, “the basic principles of democracy, the rule of law and human rights and freedoms” (Martin, s. a.).

The concept of “human security” has been assigned a generally accepted definition in 2012, by the United Nations General Assembly (GA). According to Gómez and Gasper (s. a.), the UN has expanded its focus from territorial security to individual security. The report accentuated the role of the member states in identifying and addressing the challenges of the people in relation to their living conditions, their values and their dignity as humans (Gómez and Gasper, s. a.). Human security represents a flexible aspect of the human life, which can be discussed in relation to several topics and contexts, as long as it foresees the understanding of the threats the people are confronted with (Gómez and Gasper, s. a.).

The HDR from 1994 has highlighted seven fields of human security: economic – risks related to the labor market, to income situation, or to social security; food – dealing with the threats derived from access to a healthy alimentation; health – understood by the access to health services; environmental – risks resulted from the environment degradation; personal – dealing with acts that have a personal physical or psychological impact; community – dealing with tensions and conflicts; and political – in relation to the human rights (UNDP, 1994).

Gómez and Gasper (s. a.) underline the fact that human security is not an issue only for the weak and vulnerable states, but it is an important aspects for all states and societies, and it should be tailored to the local and national threats and needs.

The HDR (UNDP, 1994, p. 22) underlines the need to recalibrate the thinking process “from nuclear security to human security”. The report states that security has to enlarge its perspective, in order to include besides the state-related issues, also areas that refer directly to the people. Security of people was translated into “protection from the threat of disease, hunger, unemployment, crime, social conflict, political repression and environmental hazards” (UNDP, 1994, p. 22). After the Cold War, it became clear that many of these fears were produced within the state, and not between states, and for the people, the fears were mostly related to their daily lives, and not to national, regional or world catastrophes. “Human security is not concerned with weapons – it is a concerned with human life and dignity” (UNDP, 1994, p. 22). The report emphasizes the characteristics of human security in the 21st century in relation to the society:

1) universality – translated through the common threats to humans in any kind of state, in relation to the employment market, health, access to dangerous substances, the effects of industry over the environment, safety, or human rights;

2) interdependency – understood through the lack of borders when one nation’s security is affected;

3) easier to ensure by early prevention – in relation to the costs of a counteraction;

4) people-cantered – defined through the direct relation between human security and the people’s lives (UNDP, 1994, p. 22-23).

Human security has similar characteristics and impact over different types of societies, but the nations’ fears differ: while rich nations fear the threat of violence, the access to dangerous substances, the spread of diseases, the negative impact of progress over the environment or the instability of the

labor market, poor nations fear the same issues and also more common threats that are present in their daily lives, such as hunger, diseases, or poverty. (UNDP, 1994, p. 24).

As a fundamental concept for analysing society and people's lives, human security can be better understood in its absence, but the Human Development Report from 1994 states that even though it can be described instinctively, it is better to use a common and concrete description. As such, the HDR describes human security as "safety from such chronic threats as hunger, disease and repression (...), protection from sudden and hurtful disruptions in the patterns of daily life – whether in homes, in jobs or in communities" (UNDP, 1994, p. 23).

As the above descriptions state, the HDR emphasizes for the 21st century the relevance of **human security** for people's lives, which **acts like a guardian for a safe and clear path in all the spheres of one's life: the family life, the professional career, or the societal life.**

The 1994 HDR asks that human security should not be defined as human development. The last refers to the extension of people's choices, while the first underlines the possibility to have choices, with no costs, and at any time. The two concepts and the effects of the component actions are also interdependent: while one is developing, so is the other, and when one is failing, the risks of failure is also present in the other. The history has confirmed this hypothesis, in periods of human deprivation, like poverty, famine, disease, ethnical conflicts etc., which lead to lack of power in any field, and which resulted into manifestations of violence. (UNDP, 1994, p. 23)

Human security is described through two major components: "freedom from fear and freedom from want" (UNDP, 1994, p. 24), aspects which are seen as interdependent when talking about world peace. The Cold War's end led to a reduction in the fear of nuclear threats, and to an increase of the fear of the results of global poverty and their impact over the world. This is where human security has gained a different meaning, and it started to address the people's security.

The economic security as human security factor

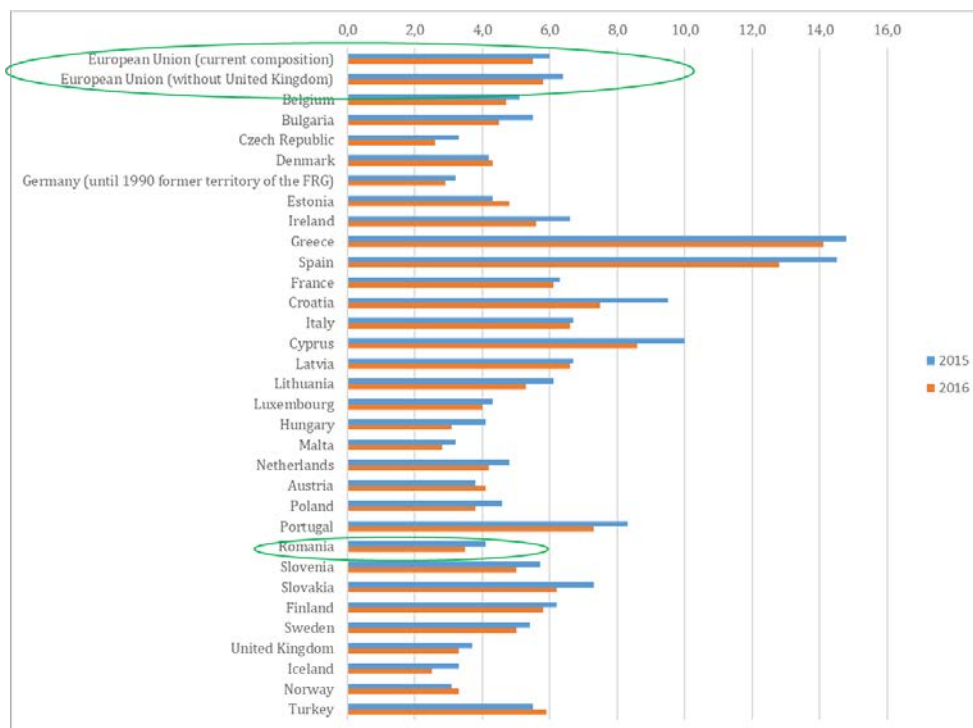
Human security from an economic perspective is defined in relation to the people's financial possibilities of sustaining themselves, at least as a basic level. The 1994 HDR states that only a quarter of the world's population is financially independent and, thus, economically secure (UNDP, 1994, p. 24).

Economic security is also differently perceived in relation to the state's situation, or in relation to demographic characteristics. Human security, from an economic point of view, for the rich nations, is discussed in relation to the instability of jobs and the lack of openings. The most vulnerable categories of people on the labour market are women, people from the rural areas and youngsters, and the feeling of being insecure is also high on people with part-time jobs. Developing countries usually present high unemployment rates, and the only resources for people in this situation are their families and communities, which also represent a fragile and on a short-term solution. The situation forces these people to accept any kind of job, regardless the payment, which can lead to other problems at personal level, like depression, dissatisfaction with their work, or lack of fulfilment in relation to their personal lives. Even self-employment is seen as a factor of a less secure economic state, in comparison to a monthly wage. Income insecurity describes the industrial societies also. The HDR from 1994 states that at the level of European Union, 28% of the work force gains less than have of the average income registered in their countries, and the United States registered a fall by 3% in earnings through the 1980s. Approximately 15% of the population from the United States and the European Union live under subsistence conditions. Segregated populations or disabled people, seen as human resources, are only a small part of the population that need training and access to jobs, in order to ensure economic security. (UNDP, 1994)

The government represents the final support-resource for the people to turn to, when facing poverty and economic insecurity. Having access to opportunities related to the labor market (education, training, jobs), ensures the economic security, and, as such, the human security (UNDP, 1994).

A short analysis over the statistical data regarding unemployment rates, show a decrease from 2015 to 2016 at European level and at the level of most of the states, except Denmark, Estonia, Austria, Norway and Turkey. Romania is on a descendant trajectory, also, in what concerns the annual average of unemployed people, out of the total population: 3.5% average in 2016, in comparison to an average of 4.1 in 2015. Even though the average of unemployment is lower than the average registered at European level, the data registered by Romania are considerably high.

Figure 1. Unemployment - annual average (% of total population), by year
Source: Eurostat



The data show a decrease in the average unemployment rate from 2015 to 2016 also concerning females and young people, under the age of 25, both at European and at national level. In 2016, the unemployment average in case of women decreased by 0.5%, while in case of youngsters it has decreased by 1%. The evolution describes an optimistic scenario for the employment rate, and, thus, for the human security status.

Figure 2. Unemployment by sex – females, annual average
(% of total population), by year
Source: Eurostat

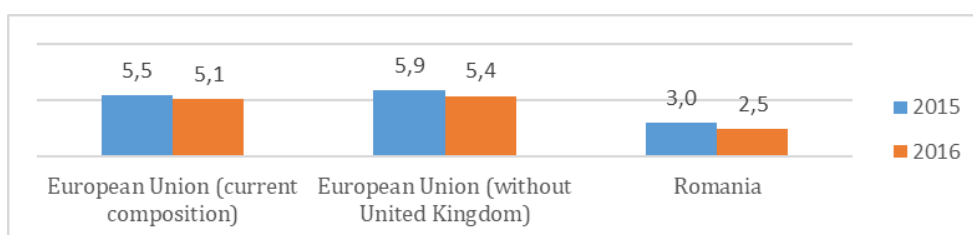
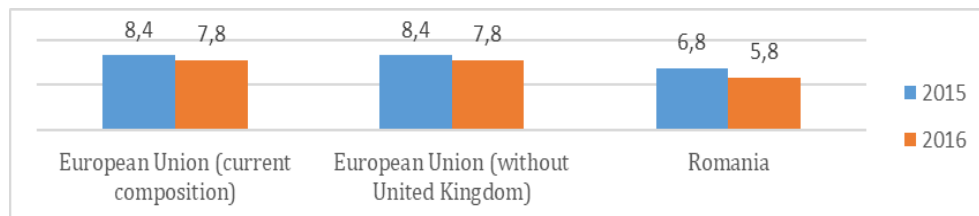


Figure 3. Unemployment by age – less than 25 years old, annual average
(% of total population), by year

Source: Eurostat



A short incursion into the human security policies

According to the HDR (1994), the lack of human security worldwide requires the implementation of national and international human security policies. The policies developed during the past five decades, which targeted global security, regard security pacts and alliances in relation to physical attacks. The HDR requires a change of perspective and the implementation of policies for ensuring also the security of population (UNDP, 1994). Such policies would include:

- early warning indicators, used to describe the situation at national level and identify similarities, and, thus, potential crisis, which will help in preventing it;
- social integration actions, implemented firstly at national level, and afterwards at international level, by offering equal access to health and education services and to economic opportunities;
- ensuring access to work, by making sure of the availability of both opportunities and capabilities;
- access to human rights and political choices (UNDP, 1994).

As any other right or necessity, human security is tackled by dedicated institutions and through elaborated documents. Thus, The Commission on Human Security (CHS) published in 2003 "Human Security Now", which puts the bases of dignity of lives as one of the human security objective. The United Nations' efforts in assessing the concept of human security have been presented in the "A More Secure World" report, released in 2004, which treats human security in line with national security. In 2005, the three much discussed elements of human security – freedom from fear, freedom from want and freedom to live with dignity – have been stated as the base of the concept, through the report "In Larger Freedom: Towards Development, Security and Human Rights for All". The UN resolution 66/290 established the role of member states in identifying threats to human security, and highlighted the rights of vulnerable people to equal opportunities (Martin, s. a.). The European Security Strategy (2003, p. 2) emphasizes the security as a "precondition for development".

The Barcelona Report of the Study Group on Europe's Security Capabilities (2004) highlights the need for the European Union to address human security, as it directly involves the security of European citizens. The doctrine proposes seven principles of a human security policy:

- 1) "the primacy of human rights" – respecting the citizens' human rights equally;
- 2) "clear political authority" – accentuating the fact that human security must be managed by a capable political authority;
- 3) "multilateralism" – targeting the political and diplomatic actions, that must always be interconnected internationally;
- 4) "bottom-up approach" – the implemented actions must be decided in accordance to the people's needs;
- 5) "regional focus" – paying attention to regional clusters when addressing any kind of insecurities;
- 6) "the use of legal instruments" – as the rule in implementing any kind of action;
- 7) "the appropriate use of force" – only in cases when other solutions are not available. (The Barcelona Report of the Study Group on Europe's Security Capabilities (2004, p. 10-16)

The doctrine (2004) lists three reasons for which the European Union must integrate human security policies: from moral reasons in relation to the obligation to collaborate with all the member states when human security is at stake, for legal reasons, and for creating a common safe environment. Also, the doctrine for human security (2004) considers that these principles should be protected and implemented by a multinational civil-military "Human Security Response Force" (p. 17-19).

The Madrid Report of the Human Security Study Group (2007) discussed the evolution of European Security and Defence Policy (ESDP) through human security missions, both military and civilian.

The EU Global Security Strategy (2016) addresses the steps for including human security into European policies. It states that the priorities of the external actions regard the resilience to vulnerabilities, the prevention and response to conflicts in a comprehensive and integrated approach, seeking the instauration of a global order, which respects an international law, the human rights, and the progress.

Human security policies contribute to a new order of societies, which focus their actions on living freely, safely and in dignity. Such policies follow a bottom-up approach, starting from the needs of civilians, and addressing any type of threats towards human life. Human security policies focus on prevention rather than responses, and require the involvement of the civil society, of non-governmental groups and civilians. The process implies a

“comprehensive approach” in relation to the insecurities faced by the people, and also “multi-sectorial responses”, with respect to the security issues, the development process, and the implementation of human rights. (Martin, s. a.)

Human security reflected in the work-life balance policies and framework

Policies that support the harmonization between the professional life and the family life

Vulnerable groups, like women, young people and rural areas locals, represent the population that urge the implementation of work-life balance policies, in order to eliminate the obstacles they (may) face in relation to the labour market. **After overcoming the age and distance issues, the women remain blocked in a circle that includes their career and their family life**, two important spheres of their lives which they have to juggle with, in order to maintain a balance. Work-life balance policies, in regard to the family life, can result in the efficient use of the women’s professional aptitudes, in **the rise of productivity on the labour market, which can have a positive effect over the economy**. Overall, such policies could contribute to **achieving human security**. Also, according to the European Commission (2015), work-life balance policies can encourage men to get involved (more) in family responsibilities and give an opportunity to securing equality within the family.

The European Union foresees the equal distribution of household tasks between women and men, through its objective of employing 75% of women and men by 2020. The respective policies imply the collaboration of all member states, require the update of the European legal framework regarding maternity leave, the flexibility of the working hours, or the promotion of entrepreneurship. (European Commission, 2015).

In 2003, the first norms aiming to make the working schedule more flexible have been implemented through the labour code. Only in 2006 the balance between work life and family life has come into the focus of normative actions, through programs of assistance offered to working mothers with children under the age of two years old. (The Centre of Analysis and Social-Economic Innovation, 2014)

The most common policy of supporting the harmonization between family life and professional life is the indemnity offered to parents taking care of their new-born babies. This measure presents positive aspects, when looking at the bond created between the parent and the child, and also negative aspects in relation to the parent’s professional activity. (Gagauz and Buciuceanu-Vrabie, 2011)

The 1994 HDR states that nations with slow population growth must benefit from family planning services and human development services. The

World Bank supports the implementation of cost-effective methods designed for offering this kind of services and estimates a number of 120 million of women from developing countries who would benefit of family planning services with a cost of 2 billion dollars per year. (UNDP, 1994, p. 34-35).

Baluta *et. al.* (2007, p. 7) propose for the Romanian framework a series of actions that may result with the desired balance, which could offer a security filling in relation to both the family and the job: the transfer of the maternity leave to the father, giving incentives for employers who offer child-care facilities, a flexible working program while on maternity leave for single-parent families. The National Agency for Equality between Women and Men (ANES) also proposes measures that target the conciliation between the family life and the working life: new facilities for taking care of children under the age of three, the promotion of gender equality within families, regarding the household task distribution, or the overlap of the working schedule with the one of the childcare institutions, like kindergartens or nurseries.

The Centre of Analysis and Social-Economic Innovation (2014) argues the role of a flexible working schedule in the achievement of the targeted equilibrium. The centre proposes the linking of payments to annual working hours, "flexi-time" – a situation in which people come to work and continue their working hours in a place of their choice, a simple flexible schedule, or part-time work. The centre also proposes the possibility of taking free days when the family responsibilities constitute a priority.

All these measures lead to positive results for the employee, who will become satisfied with the career and the family life, and will have a better financial situation, and also for the employer, who will register a higher productivity and more involved employees.

The European framework

The lack of services that can substitute the work within the household and in relation to the children, has led in most of the European states to a small share of women on the labour market, especially after giving birth. The European framework directed to the support of the work-life balance concerns the flexibility of the working schedule and the financial support dedicated to the children's development.

At the level of the European Union, the harmonization between the family and the professional life has first been introduced through the Lisbon Strategy (Leovardis and Nicolaescu, 2011). In 2015, the European Commission launched an initiative that establishes the need to update the legislative framework and the policies in regard to the family and the professional life, so that parents have the possibility to divide their time equitably, that couples

share their household responsibilities and that both parents can have the option to be active on the labour market. The initiative foresees the access to flexible working schedule, the access to parental leave for either one of the parents, the promotion of parental leave among fathers and the protection of parents that go through a reinsertion period after the parental leave. (The European Commission, 2015)

The European legislative framework protects women that are pregnant, breastfeeding mothers and women who just gave birth. The European Commission (a) has established a series of rights for these categories of women, like the right to not work on night shifts, the right to a 14-week paid leave before and after giving birth, the right to keep their jobs until they finish the parental leave and the right to a flexible program.

The Romanian framework

The Romanian legislative framework supports work-life balance and the equilibrium between family life and work life, through financial measures of protecting the maternity, resulted with payed parental leave, or financial incentives for families with children.

The Emergency Ordinance 111/2010 establishes a two-year parental leave and a three-year parental leave in case the child has a disability, and a 85% monthly indemnity reported to the net income from the last 12 months (within limited parameters) for the parent who takes the parental leave. Also, the other parent has the option to benefit of a month of parental leave within the first two years of the child's life, and from 5 to 15 working days of leave in the first two months of the baby's life (option conditioned by taking a childcare course). The ordonnance offers the possibility to dedicate time to the family in the first years of the child and also the possibility for the both parents to be involved.

In order to promote the earlier reinsertion on the labour market of the parents, the Romanian legislative framework, through the Government's Decision 449/2016, offers an incentive until the age of three years old of the child. This policy requires the efficient functioning of childcare services in relation to the parents' working program and to the parents' financial possibilities. Also, the parents have the option of interrupting or of prolonging the parental leave, supporting, this way, the harmonization of the professional activity and the family life of the new parents.

Also, the active mothers are protected through the Emergency Ordinance 96/2003, in relation to the work activity. The Emergency Ordonnance 105/2003, modified by the law 236/2008 stipulates the access to childcare subsidies for single-parent families in order to access childcare services, or to be able to sustain themselves, if the parent's wage is lower than the minimum wage.

Wellbeing and prosperity actions: good practices in ensuring human security

A study conducted by Baluta *et al.* (2007) directed to the conciliation of the family life and professional life, resulted with the declaration of parliamentary groups that these policies are a priority for the Romania's policies (with a mean of 9.1, where 10="very important"); trade unions do not agree with this, registering a 3.3 mean. In Romania there are four entities that are considered to be responsible with the work-life balance: The Commission for equal chances between women and men, The Commission for work and social protection, The Commission for budget, finances, banks and The Commission for health and family (Baluta *et. al.*, 2007).

European models of balancing the work and family life mainly describe the implementation of a flexible working schedule. According to ANES, Italy has introduced the practice of "time banks", which assume the recovery of overtime with free time; Italy has also implemented child-care services for children while parents are at work, the temporary replacement of employees who are on maternity leave, and training programs after the reinsertion on the labour market. Spain has also paid attention to policies for establishing a work-life balance, through the law 39/1999, which allows parents to feed their babies during the working hours and offers incentives to institutions that hire new personnel to fill the working time of new parents. France, on the other hand, offers incentives for education to parents in order to reinsert on the labour market, incentives for hiring a person to take care of the children under six years old, and through the Aubrey law (2000), France establishes a 35 hours week for institutions with more than 20 employees and special incentives for institutions which reduce the working hours with 10%. (ANES)

Germany has implemented a program which helps families to obtain a balance between the work life and the family life, by implementing personalized solutions. Also, Finland, is a country for whom the childcare and the parent's work-life balance are important. The local authorities offer the possibility for children to benefit of childcare services and food after the parents finish their parental leave, for an affordable monthly tax. (Gagauz and Buciuceanu-Vrabie, 2011)

A number of European countries have identified the possibility to ensure human security through economic security, having job-sharing as basic principle the. UNDP (1994) presents the case of Italian workplaces, which chose to reduce the work-week to four days and to cut the expenses, so that unemployed people could benefit of the working day and its costs. Germany implemented the four-day working-week also, in 1990, when BMW opted for a flexible program within one of its plants; because the flexibility of the program resulted with more gains, there was no need to cut off salaries in order to pay

the new workers. Volkswagen also introduced the four-week system, but with a 10% cut of the wage, not with the purpose of hiring new workers, but aiming to save the jobs of current workers, which it succeeded. The company Hewlett-Packard in France chose to adopt the four-day week program, which resulted into a 24 hours/7 days a week productivity, tripled production, 20% higher employment rate and unchanged wages. (UNDP, 1994)

The concept of job-sharing, presented through case studies by UNDP (1994), introduces a new perspective over human security in relation to the economic security. Many companies have adopted a flexible working program, with or without a cut off the salary, which gave the possibility to give economic stability and security to more employees. Some critics of job-sharing argue that this flexible program could have a positive impact over the private life, by having more free time at disposal, and to reducing unemployment, but on the other hand, it can have a negative impact to concentrating work into high-paid jobs and low-paid jobs (UNDP, 1994).

Conclusions – how human security reflects into wellbeing and prosperity status of the families

Human security policies focus the societies' actions towards living with a constant feeling of freedom, of safety and of dignity, always in connection with the people's needs. After the Cold War, people's fears moved from nuclear threats to global poverty threats, and the attention to the security of the state was directed to the security of individuals. The 21st century human security perspective targets the protection from disruptions in the daily life spheres of human beings: the family life, the professional life and the social environment. Human security is dependent on the economic factor, so one's financial stability positively correlates with his wellbeing and prosperity. Maintaining a distance from daily disruptions and also having the opportunity for financial independency, the individuals' security could be ensured in regards to their families and their jobs. A precondition of one's availability for being active and productive on the labour market is having the opportunity for work-life balance.

The Romanian legislative framework regarding the equilibrium between family life and work life, in case of families with children, mainly refers to the incentives offered to parents in order to have the possibility to dedicate themselves to the family during the child's first years of life, for both parents. On the other hand, the framework supports the balance between work life and family life through the option of earlier reinsertion on the labour market or of prolonging the parental leave, or even the shift of the leave between parents. The main policy that the employers implement, in relation to the work-life balance,

relates to the flexibility of the working program, which also offers the employees the opportunity to also take care or dedicate themselves to personal situations.

The option to work, in case of mothers, is dependent to the level of involvement of the father in the household and children responsibilities. European policies and legal framework that regulates the work-life balance, may contribute to the rise of birth rates and to the rise of the women's share on the labour market, and, thus, to the increase of productivity and qualification.

The main positive impact of the implementation of work-life balance policies could result in the increase of the rate of women's participation on the labour market, but also in a higher motivation of employees to work, in a higher level of productivity, and also in an economic increase, through the quality of work and through higher wages.

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