

## MINUTES

<b>Meeting:</b>	2 <sup>nd</sup> MEETING OF THE MANAGEMENT BOARD
<b>Date:</b>	Friday, 24 January 2020
<b>Venue:</b>	Hotel Meliá Bilbao Leizaola Lehendakariaren Kalea, 29, Bilbao, Bizkaia

### 1. Adoption of the Draft Agenda

The Chair welcomed the attendees and specially the newcomers to the Management Board. In particular, she introduced the new representative of Eurofound, Deputy Director Maria Jepsen and the expert appointed by the Employment and Social Affairs Committee of the European Parliament, Vlad Mixich, who attended the Management Board for the first time. The new founding regulation from 2019 introduced the participation of an expert appointed by the EP.

Invited by the Chair to address the Management Board, Mr Mixich expressed his professional and personal interest in the work of EU-OSHA and his wish to facilitate the communication between the EP (Employment and Social Affairs Committee) and the Management Board and strengthen the link between the Agency and the European Parliament in general.

The Chair introduced the draft Agenda. She asked the Management Board whether any member might have a potential conflict of interests with any of the items to be discussed, in compliance with the Agency's policy on prevention and management of conflict of interest. At that stage, no Board member declared any. The Chair pointed out that before working through item no 15 – vacancy notice for EU-OSHA Executive Director, there would be a short break, in order to give those members potentially interested in applying for the job the opportunity to discreetly leave the room in order not to take part in a discussion where they have a personal interest.

The Chair asked whether there would be any items under “Any other business”. The Commission and the Government representatives from Netherlands and Germany stated that they would provide a few highlights under Item 3 – Executive Director's progress report. No further items were raised.

The Chair recalled that EU-OSHA staff had introduced the items on the agenda on the previous day at the interest groups meeting. Regarding the order of the agenda, the Chair informed that item no 7 – Executive Board and Management Board rules of procedure - would be taken up right after the adoption of the draft agenda and of the minutes of the June 2019 meeting. Doing that would allow the application of the rules of procedures for the rest of the meeting<sup>1</sup>.

<b>CONCLUSION</b>	<u>The Management Board adopted the draft agenda by consensus.</u>
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<sup>1</sup> In these minutes, the order of the agenda items follows the order the Management Board worked through the agenda. For sake of clarity and consistency with the agenda, the numbering of the items has not changed.

## 2. Draft Minutes

The Chair recalled that the draft minutes from the June meeting had been circulated before the meeting and no comments had been received. No comment was raised at the meeting.

CONCLUSION: The Management Board adopted the draft minutes from the June 2019 meeting.

<b>CONCLUSION</b>	<u>The Management Board adopted by consensus the minutes from the June 2019 meeting.</u>
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## 7. Management Board and Executive Board Rules of Procedure

As agreed upon when adopting the draft Agenda, the Management Board worked through this item after item 1 – draft Agenda, and item 2 – Draft minutes of June 2019 meeting. This change in the order of the agenda enabled the rules of procedure to be discussed and adopted by the Management Board at the beginning of the meeting and their immediate entry into force and application.

EU-OSHA presented a first proposal for the rules of procedure at the Management Board meeting in June 2019. Together with the Agency's Regulation, the rules of procedure will guide the work of the two boards. That proposal was prepared in close collaboration with the European Commission, Eurofound and Cedefop. While at that time the Management Board decided to postpone the adoption of the rules of procedure to January 2020, they provided some input for the revised draft. Such draft was presented and discussed at the Executive Board meeting in November 2019. The Executive Board had a few comments which were included in the draft submitted for adoption.

### COMMENTS FROM THE MANAGEMENT BOARD:

The revised draft met the Management Board's consensus with the following comments. The Employers suggested deleting the reference to the requirement that the Chairperson refrain from taking instructions from his or her group and from any government, body or other stakeholder (Article 1.1., second paragraph). The reference to objectivity and impartiality seems to cover well the ethical requirements needed for the position. EU-OSHA confirmed that second paragraph of article 1.1 would be deleted; The wording of the numbering of the voting rounds related to the selection of the Executive Director in article 17 should also be reconsidered for the sake of clarity. The Agency confirmed it would review the paragraph. None of the other groups nor the Commission objected to these requests for amendments and clarifications.

*EU-OSHA took note of the amendments requested and confirmed that these would be included in the rules of procedure.*

<b>CONCLUSION</b>	<u>The Management Board adopted by consensus the rules of procedure with the amendments proposed at the meeting.</u>
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The Chair informed the Management Board that as from that moment the rules of procedure applied. To establish the quorum for the meeting, the rules of procedure (Article 9.1) require that the majority of the members for each of the three interest groups and at least one Commission representative attend the meeting. As this was the case<sup>2</sup>, the Chair could proceed with the next items and prompt the required actions from the Management Board.

<sup>2</sup> No of members from Governments group: 22, No of members from Workers' group: 23, No of members from Employers' group: 17, No of members from the Commission: 2. Alternate member is counted only if replacing the member.

### 3. Executive Director's progress report

Just a few days before the Management Board meeting, Commissioner Schmit acknowledged EU-OSHA's important contribution in promoting safety and health at work across Europe in a video message. The Chair invited the MB members to watch the video.

Then the Chair gave the floor to the **Commission**, and they provided an update on the following issues:

#### New Commission and policy priorities, incl next EU OSH strategy

The Commission confirmed Commissioner Schmit's deep interest in the work of the Agency and reported to the Management Board about a recent visit to Unit B3 in Luxembourg.

In addition, the Commission had just launched a new Communication - "A Strong Social Europe for Just Transitions". The new Communication addresses key aspects of the EU Social Policy and announces an Action Plan to implement the European Pillar of Social Rights to be adopted in 2021.. It is articulated in six sections – one of which addresses fair working conditions, including OSH. The Communication mentions that, in order to maintain the high standards, the Commission will review the occupational safety and health strategy and address the new risks linked with digitalisation and new technologies alongside the more traditional ones, such as exposure to dangerous substances and risk of accidents at work.

The Communication also announces that in February 2020 the Commission will launch a European-wide debate with a view to present, in the fourth quarter of the year, an ambitious Europe's Beating Cancer Plan to help to reduce the suffering caused by this disease. The works on carcinogens and mutagens at work will indeed contribute to this important initiative.

#### European Court of Auditors' performance audit report

The Commission recalled that the European Court of Auditors had undertaken an audit on performance addressing all European Agencies. The final report will be available in the forthcoming weeks. There were a couple of preliminary observations that would be relevant to EU-OSHA, namely the fact that the recast of the founding regulation of the tripartite Agencies had been carried out before the outcome on joint evaluation of the four Agencies under DG EMPL's remit had become available; and the size of the Management Boards.

The **Executive Director** then referred to the progress report previously circulated to the Management Board Members.

In addition, she provided an update on the following issues:

#### New governance arrangements

In 2019, significant changes were implemented in relation to some key governance arrangements for EU-OSHA. The Agency now operates under a new founding regulation and a new financial regulation. With the new regulation, the Commission has a deadline to return their opinion to the Agencies on the draft programming document (1 July). Furthermore, EU-OSHA adopted a new internal control framework, moving from a compliance-based to a risk-based approach. EU-OSHA also participated in a peer review of the risk assessment exercise together with other Agencies included in its cluster – which comprised the other EMPL Agencies and the Translation Centre.

#### Operational activities

Overall, 2019 has been a successful year for EU-OSHA. The Agency was able to deliver on its ambitious work programme almost in its entirety, which resulted in a very high budget implementation.

A number of research activities were completed which have allowed the Agency to provide policy makers, researchers and intermediaries with reliable and comprehensive overviews based on state-of-the-art research (cf. activities: “Work-related diseases”, “Costs and benefits of OSH”). Important achievements include collaboration with WHO and ILO in the development of estimates of the burden of work-related injury and disease. Together with other major international organisations, EU-OSHA joined the Global Coalition on OSH, where EU-OSHA sits in the Steering Group together with the Commission and serves as task group leader on the future of work.

The Agency also concluded an agreement with the Commission’s Joint Research Centre – Unit B4 with the aim of engaging in joint research and possibly dissemination. Activities are foreseen to cover the impact of automation - in particular smart collaborative robots -, digital labour platforms, and new forms of digital monitoring and management of workers. The outcome of this collaboration will be joint reports, joint workshops, exchange of data and of knowledge, and short study visits of researchers. Eurostat has recognised EU-OSHA as a research entity, which acknowledges the scientific quality and relevance of the Agency’s work.

The “Healthy Workplaces Manage Dangerous Substances” Campaign came to an end, having seen record levels of engagement from the agency’s network of national focal points and other campaign partners, addressing one of the main challenges identified in all relevant EU policy documents. The Agency continued to be engaged in the Dutch presidency initiative “Roadmap on carcinogens”.

With a view to ensuring sustained support to medium, small and micro enterprises, the Agency has continued to develop practical tools and guidelines to enable them to comply with OSH legislation in their countries and carry out good quality risk assessment through the OiRA (Online interactive risk assessment) tool while identifying good practices and promoting their exchange.

With its enterprise survey ESENER, EU-OSHA has been contributing to the challenge of gathering comparable and reliable OSH data across Member States and has produced valuable secondary analytical studies on that basis. Fieldwork for the third round of ESENER was completed, with a total of 45,000 interviews. With this major survey, EU-OSHA contributes to meeting the challenge of gathering comparable and reliable OSH data across Member States, which can provide an evidence-base for informed policymaking.

Furthermore, the Agency has supported the European Commission on a variety of tasks, including the development of a comprehensive EU OSH information system and the establishment of an EU OSH barometer – which EU-OSHA took over as from 2019 as a separate activity. EU-OSHA has also been involved in the consultation meetings regarding the amendments to the carcinogens and mutagens directives.

### Upcoming highlights

The main highlights for 2020 include the Agency’s research work on musculoskeletal disorders and the preparation of the related Healthy Workplaces Campaign on the same topic, which will run for an extended period of 24 months. Further activities include the start of the research work for the two new OSH overviews – OSH and digitalisation and supporting compliance; the launch of the EU-OSH barometer and the preparatory work related to the workers’ survey on exposure to cancer risk factors. The following countries will be included in the survey: France, Germany, Spain, Hungary, Finland and Ireland. The Agency has also commissioned important evaluations in 2019 whose results will be available in 2020 and will be followed up as part of the implementation of future activities.

The **Dutch Government representative** informed that in the context of the EU presidency it was agreed to prolong the Roadmap on carcinogens and to strive for the development of a medium-term strategy. During the Finnish presidency conference (November 2019 in Helsinki) the Roadmap was handed over to Germany. At the beginning of January there was already a discussion with the main parties involved (Germany, Finland, European Commission, EU-OSHA, Business Europe and ETUC) on how to proceed with the work and more ideas are expected to be collected in a meeting in March 2020.

The **German Government representative** announced that there will be a first EU conference by the EMF Forum on 23-24 November 2020 in Dortmund. It is aimed to exchange experiences of the member states in implementing the EMF directive and to identify new regulatory needs. Interested colleagues are invited.

Finally, the Chair recalled that the Management Board was called to take a final decision in the framework of the Programming Document 2020-2022 – in particular, in relation to the selection of the topic of the next foresight activity (1.3 – Anticipating change). EU-OSHA had launched a consultation with OKAG and the feedback converged on “Circular economy and its effects on OSH”.

#### COMMENTS FROM THE MANAGEMENT BOARD:

The Management Board congratulated the Agency on the good work done in 2019.

There were some remarks coming from the groups.

In particular, the Workers asked the extent to which the Directive on carcinogens had been taken into account in the definition of the Healthy Workplaces campaign on dangerous substances. The work undertaken by the Agency as per the Commission’s request on biomonitoring practices should also cover their less positive aspects. Finally, with regard to the support provided by the Agency on awareness and promotion in the framework of the campaign and beyond, they suggested such support be made available to social partners directly so as to better communicate the messages to specific target audiences.

The Governments asked for an update on the activity related to supporting compliance to SMEs.

Finally, regarding the new topic for a foresight activity as proposed by EU-OSHA after consulting with OKAG, there was no additional comment from the Management Board.

*The Agency recalled that the design of the Healthy Workplaces Campaign on dangerous substances was based on a strategy agreed with the Management Board at the inception phase and all relevant policy documents were taken into account for its preparation. EU-OSHA commissioned an ex-post evaluation which is on-going and its coherence with the EU policy level is an aspect that is being looked into. Regarding biomonitoring, EU-OSHA is well aware of the sensitivity of the issue and is taking a stepwise approach to respond to this request from the Commission. A request was sent to Focal Points to get a feedback from the national level about existing practices. It should also be acknowledged that there are a number of other organisations that are working on the topic from different angles – the EC Joint Research Centre, the European Environment Agency, the European Chemical Agency (under the HMB4EU initiative) and a separate initiative of the OECD. When it comes to FAST funds, the Agency confirmed that this would be a feasible option provided that the Focal Point in question agrees.*

*Finally, the Agency provided an overview on the work done so far regarding the activity on supporting compliance. Whereas five thematic areas have been identified and validated by an expert group meeting in September, based on such expert input the Agency decided to first carry out an over-arching review that has required a rearrangement of the research work for 2020.*

<b>CONCLUSION</b>	The Management Board took note of the Executive Director’s progress report and adopted the foresight topic – <u>Circular Economy and its effects on OSH (related to climate change) for activity 1.3 (PD2020-2022).</u>
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<b>DECISION-MAKING PROCESS REQUIRED</b>	Simple majority (for the foresight topic)
<b>RECORD OF VOTES</b>	N/A, decision taken by consensus

#### 4. Findings and recommendations from evaluations, audits etc.

As required in the founding regulation, EU-OSHA has to report regularly to the Management Board on the status of open recommendations from evaluations, internal and external audits as well as follow-up to OLAF findings, if any.

The Executive Director introduced the note prepared by the Agency and circulated to the Management Board in advance to the meeting.

Action plans are being implemented according to the plans.

In particular, there has been an **internal audit** from the Internal Audit Service (IAS) in early 2019 on planning and budgeting, which led to a few non critical recommendations for which the Agency has prepared an action plan, which the IAS accepted. EU-OSHA is now working towards its implementation.

The Agency has recommendations open from three evaluations:

- ESENER-2;
- Networking and awareness raising actions (cross-activity evaluation covering Strategic and operational networking; Awareness raising actions; HWC for all ages);
- Large-scale foresight.

Furthermore, there is no action resulting from findings and recommendations of **European Anti-fraud Office** investigations in relation to EU-OSHA in 2019.

In February, the Internal Audit Service of the Commission will visit the Agency to carry out a full risk assessment which will feed into a multi-annual audit plan. The Management Board will be kept informed about the audit plan and the topics that it will cover in the next three years.

Finally, the **European Court of Auditors** anticipated that they are expecting clean report with regard to the accounts related to 2019.

#### COMMENTS FROM THE MANAGEMENT BOARD:

The Management Board welcomed the positive developments. Linked to an action foreseen to follow-up a specific recommendation on the evaluation on Networking and awareness raising actions (cross-activity evaluation covering Strategic and operational networking; Awareness raising actions; HWC for all ages)", there was a request for clarification on the Agency's social media strategy – its scope and purpose.

*The Agency clarified that the rationale behind this policy is that - keeping in mind the distinction between intermediaries and beneficiaries, the Agency tries to reach more beneficiaries with social media. EU-OSHA is working with a variety of platforms at the moment, so the idea is to rationalise the approach according to simple guidelines. The policy is aligned to the Agency's communication strategy,*

<b>CONCLUSION</b>	<u>The Management Board took note of the follow-up to findings and recommendation from evaluations and audits.</u>
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## 5. Draft Programming Document 2021-2023

The Chair recalled that the Agency presented a preliminary draft version of the PD 2021-2023 for discussion at the Executive Board meeting in November 2019. The preliminary draft covered the multi-annual part of the PD based on the Agency's Multi-annual Strategic Programme 2018-2023.

In accordance with the schedule agreed with the Board and further to the discussions at the Executive Board meeting, the Agency is now presenting a complete draft of the PD 2021-2023 for adoption.

The draft version covers:

- the multi-annual part of the PD;
- a detailed annual work programme for 2021, including outputs and performance indicators;
- all annexes on specific areas.

EU-OSHA proposes a new activity as from 2021, an OSH overview on psychosocial risks and mental health at work. An ex-ante evaluation of this activity is provided to support the Management Board's decision on this topic. The Executive Board had the opportunity to review and provide comments to the ex-ante evaluation for this new activity at their meeting in November.

It should be noted that the final version of the 2021-2023 Programming Document is expected to look different from the current draft. The Financial Regulation adopted by the Management Board in 2019 implies a number of new requirements to the programming document. However, the Agencies are waiting for the new guidelines from the Commission on how to implement these new requirements – guidelines which in themselves may imply further changes. These guidelines are expected in due time before the finalisation of the 2021-2023 Programming Document towards the end of 2020. In addition, the Executive Board was informed about this in November.

The draft PD has been drafted taking into account the instructions issued by the Commission for decentralised Agencies in the "budget circular". EU-OSHA belongs to the cluster "stability in nominal terms", which means that whereas the amount of the EU contribution is expected to remain the same as for 2020 in nominal terms, the effects of inflation and other coefficients have not been taken into account. This is in line with the Commission's proposal for EU-OSHA for the Multi-annual Financial Framework 2021-2027. The directions of the EU policy on OSH after 2020 are also unknown at the moment and the document may need further updates should there be any developments.

By 31 January 2020, the Agency will send the draft programming document out for external consultation (to the Commission, Eurofound, EIGE and ECHA) and to initiate the budgetary procedure (to the Commission, Parliament and Council).

The Management Board will be finally requested to adopt the final draft of the PD by written procedure in November/December 2020, upon a recommendation of the Executive Board who will discuss the final draft at their meeting in November 2020.

### COMMENTS FROM THE MANAGEMENT BOARD:

The Management Board welcomed the draft Programming Document 2021-2023 and in particular the inclusion on a new activity on mental health and psychosocial risks at work.

There were a few comments on **the ex-ante evaluation** related to this proposed activity. In particular, the Workers recommended that the focus should not only be on delivering guidelines, exchanging practices and raising awareness as this has been the traditional approach followed so far. There should

be a deeper reflection on how to strengthen the application of regulations and the organisational approach to prevention should be emphasised. Some examples of the way the organisation of work are having a psychosocial impact are: time pressure, time assignment, etc.

Finally, EU-OSHA should consider covering psychosocial risks in the OSH-Barometer. The Employers suggested to emphasise in a more positive light policies and measures referring to workers' engagement and motivation and not to limit the focus on violence against women. Finally, the Governments remarked that the SLIC had published valuable work on the topic, which the Agency should consider.

More generally, in relation to **the work programme 2021**, the Commission welcomed it and informed that a formal opinion in the context of the process of external consultation which would imply an inter-service consultation within the Commission. [ZE1] There were a few remarks from the groups. The Governments asked a more consistent reference to the EU Roadmap on carcinogens across the body text; reassess the assumption that OiRA is in need of more resources given that there is an evaluation that is ongoing and whose outcome is not yet available; and finally, in the context of setting priorities in the view of shrinking resources and efficiency gains, to look into the FAST process and make it leaner and less bureaucratic. Regarding performance indicators, they asked to include targets in exact figures – not ranges – and to include the latest results available (from 2019).

According to the Workers, the Agency should reconsider the acronym ESENER for the enterprise survey. The reference to “new and emerging” risks may diminish the importance of risks that have been present at workplaces for a very long-time by now. At the time of the final adoption, they would also welcome to receive a version with the amendments marked as tracked changes to be able to appreciate the differences. The group also announced its intention to set up a working group with the objectives of coming up with concrete suggestions for EU-OSHA in particular in relation to the campaign. The working group would also elaborate further their requests to run autonomous awareness-raising actions in the framework of FAST (cf. item 3 – Executive Director’s progress report).

*The Agency thanked the Management Board for the constructive feedback on the ex-ante evaluation on the new OSH overview on mental health and psychosocial risks at work. A clarification was provided on the design of OSH overview activities. Typically, a review of scientific and grey literature is followed by a review on the policies and practices at the Member State level, often in a comparative perspective; the way such policies and practices are taken up by intermediaries and the impact at the workplace level is finally assessed. EU-OSHA confirmed that the remarks from the Management Board will be integrated in the final design of the activity.*

*The Agency will also address the Management Board’s comments on the work programme. Regarding resource allocation on OiRA, the evaluation will certainly be an important input but the Agency has evidence of such need also via other sources – e.g. previous Commission opinions on the Agency’s Programming Documents and the demands received by OiRA partners regarding the need to ramp up for the activity. Regarding ESENER’s acronym, the Agency will rethink it together with the wave denomination – so far following a numerical order, which may be replaced instead by the year of the launch. Regarding FAST, the Agency acknowledged that it is a complex scheme that has undergone a number of evaluations and is under constant review to ensure optimisation and simplification wherever possible.*

*EU-OSHA will certainly consult the Management should there be a need to revise the document in the light of new EU policy priorities or any other framework condition.*

<b>CONCLUSION</b>	The Management Board approved the draft Programming Document 2021-2023.
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<b>DECISION-MAKING PROCESS REQUIRED</b>	Two-third majority; majority of Governments group
<b>RECORD OF VOTES</b>	N/A, decision taken by consensus. Commission abstained.

## 6. Draft Budget and Establishment Plan 2021

The draft budget 2021 was prepared in accordance with the **Commission's budget circular 2021**: as a "cruising-speed" Agency, EU-OSHA is expected to maintain the staff population at 40 Temporary Agents/25 Contract Agents and request a maximum EU subsidy of € 15,579,000 (equal to the 2020 subsidy). The final EU subsidy for 2021 to EU-OSHA will become definitive after final adoption of the Union's budget. This expected EU subsidy represents a decrease in real terms.

The final budget will be presented to the Management Board for adoption by the end of 2020 by written procedure.

### COMMENTS FROM THE MANAGEMENT BOARD:

The Management Board expressed concern about the resource constraints foreseen in the draft budget 2021 in the context of the Commission's proposal in the Multi-annual Financial Framework 2021-2027.

Overall, the Management Board called to minimise the impact on the Agency's operations. The Governments in particular remarked that the Management Group should get a better overview – in general but in particular when deciding on new activities – about the resource implications for the life cycle of the activities.

*EU-OSHA took note of the comments.*

<b>CONCLUSION</b>	<u>The Management Board approved the draft budget and establishment plan 2021.</u>
<b>DECISION-MAKING PROCESS REQUIRED</b>	Two-third majority; majority of Governments group
<b>RECORD OF VOTES</b>	N/A, taken by consensus. Commission abstained.

## 8. Policy on the prevention and Management of conflict of Interests

At the June meeting, the Management Board adopted a policy on prevention and management of conflict of interest. The policy addressed a requirement in the founding regulation, which foresees that Management Board members shall provide a declaration of absence of conflict of interests which should be made available on EU-OSHA's website.

At the same time, the financial regulation includes a provision according to which Management Board members should sign a declaration of interests. Whereas in a first instance the Commission said that the provision from the founding regulation should prevail, in the end (but after the Management Board had adopted the new policy on conflict of interests) it asked the Agency to implement both requirements as they should be seen as complementary to each other.

In order to align to both regulatory requirements, EU-OSHA revised its policy. Management Board members shall provide both a declaration of interests and a declaration of absence of conflict of interests. To simplify, both declarations were merged into one and a template is available as an annex to the policy (annex 1).

An important novelty as compared to the June version is its enlarged scope. The policy submitted for adoption includes provisions covering Seconded National Experts (SNEs) and other staff not employed by EU-OSHA.

Within the Management Board, the competent body responsible for the implementation of the policy is composed of the Management Board Chairperson and the Deputy Chairpersons, who can seek assistance from the Management Board Secretariat at the Agency.

The Executive Board reviewed the policy at their last meeting and had no comments.

With respect to Management Board members, the Management Board secretariat, once the policy is adopted, will start collecting the declarations of interests and absence of conflict of interests. Both the policy and such declarations shall be made available on the Agency's website.

#### COMMENTS FROM THE MANAGEMENT BOARD:

The Management Board assessed the implications of the new policy. Whereas there were no comments about the underlying principles and rationale of the policy and it was clear that Management Board members take individual responsibility in declaring their interests and conflicts of interests, there was general consensus that some practical guidelines on how to fill the declarations would be very helpful.

*EU-OSHA confirmed that such guidelines would be made available soon to ensure a smooth implementation of the policy.*

<b>CONCLUSION</b>	<u>The Management Board adopted the revised EU-OSHA policy on prevention and management of conflict of interests. The Agency will prepare a guidance document for Management Board members.</u>
<b>DECISION-MAKING PROCESS REQUIRED</b>	Absolute majority
<b>RECORD OF VOTES</b>	N/A, taken by consensus

## **9. EU-OSHA'S Future Budget – Overview and Implications**

In July 2019, EU-OSHA as all other members of the EU Agencies Network (EUAN) was invited to provide an analysis of the Commission's proposal in relation to the Multi-annual Financial Framework 2021-2027 indicating what implications it would have on its ability to deliver on the Agency's mandate.

For EU-OSHA, this proposal foresees a 'stable in nominal terms' budget at the levels of 2020 budget – the same as for all "cruising speed" Agencies. This means that in nominal terms, the Agency will be cruising with a fixed nominal budget of 16.1 Mil Euro over the course of the 7-year period having to absorb the negative effects of inflation. Building into future scenarios, a 'stable in nominal terms' budget with an estimated yearly inflation of 2% would represent a cumulative loss in real terms of approximately 8% over the 7 years, equal to 9.4 Mil EUR.

This reduction in financial resources would have a notable impact on the Agency. This happens in a context where, between 2014 and 2017, EU-OSHA complied with the 10% staff cut foreseen in the Commission's communication and is operating with 40 posts in its establishment plan. In comparison with other Agencies, the ratio between staff and operation expenditure puts EU-OSHA in a relatively good position to manage the foreseen constraints.

EU-OSHA suggested moving the focus of the discussions from the allocation of the resources around budget titles to the ratio of resources allocated to operational vs administrative expenditure. A reasonable objective for the future would be to be able to keep the current ratio of operational and administrative expenditure stable over time (approximately 70-75% on operational activities).

The Agency has already done a lot of work in relation to seek further efficiency, streamline its procedures and externalisation of certain tasks – such as the post of accountant just recently, which has been externalised to the Commission; and in sharing services with other Agencies – as a number of joint procurements have shown.

#### COMMENTS FROM THE MANAGEMENT BOARD:

In the view of the resource constraints, there was consensus among the Management Board about the need to open a discussion on this issue so they welcomed the proactive approach by the Agency. There were obvious concerns about the impact on the Agency's capacity to deliver according to its mission and mandate.

The Commission suggested that EU-OSHA could identify negative priorities to address potential constraints, consider in operational terms the possibility to internalise what is currently externalised and identify further synergies with other Agencies (ICT, logistic arrangements, HR etc.).

The Governments suggested that the Agency should look into the possibility of carrying out more research in-house; provide the Management Board with more detailed financial breakdown in a multiannual perspective when new activities would have to be commenced; and finally stressed that should extra tasks be requested by the Commission, these must be agreed by the Management Board

The Workers recommended that as an alternative to expanding the time-span of the activities as a solution to address resource constraints, EU-OSHA should look into the possibility of dropping some priorities. More effective cooperation should be explored with Eurofound, while safeguarding the number of posts and working conditions of EU-OSHA staff. They also recommended that the Staff Committee at the Agency should be actively involved in these discussions. The Workers will have an internal discussion on priorities for EU-OSHA and also on the campaigning approach of EU-OSHA. Finally, the Workers commented that in their opinion good practice awards should only be awarded to a company if backed by the trade union representative in the company or in the sector.

<b>CONCLUSION</b>	<u>The Management Board took note of the future budget scenario of the Agency based on the MFF 2021-2027 proposal.</u>
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## **10. Commission staff working document on the evaluation of EUROFOUND, CEDEFOP, ETF, EU-OSHA – Follow up**

In March 2018, an externally contracted evaluation of the four Agencies working in the policy field of DGEMPL was finalised. Based on the evaluation, the Commission drew up a Staff Working Document (SWD) outlining what the Commission sees as the main conclusions from the evaluation and which

follow-up actions are considered relevant. The SWD confirms the evaluation's findings, i.e. that the four Agencies have successfully fulfilled their tasks as per their mandates, and that the Agencies have provided high value-for-money and added-value. Furthermore, the work of the Agencies has been both relevant and useful for the stakeholders.

For EU-OSHA as well as for the other Agencies addressed in the evaluation, the SWD points out both Agency-specific recommendations, and recommendations that are common to the agencies. The Management Board is required to adopt an action plan, which outlines the actions to be taken to meet such recommendations as well as deadlines.

At their meeting in June, the Management Board had asked to discuss the findings and recommendations from the evaluation based on the conclusions from the SWD by way of a Seminar. This would enable more in-depth discussions and facilitate the adoption of an action plan following up on the recommendations highlighted by the Commission. To support the Management Board discussions, EU-OSHA had prepared a draft action plan. Two days prior to the Management Board meeting, EU-OSHA had organised the seminar based on the feedback received by the Executive Board in November. The Management Board had the opportunity to discuss both in their interest groups as well as in mixed group, which allowed that also the Commission member, the European Parliament expert and Eurofound observer could take part in the discussion.

#### COMMENTS FROM THE MANAGEMENT BOARD:

Whereas the Management Board welcomed an in-depth discussion on this topic, there were comments about lack of clarity regarding the methodology and in particular regarding the objectives of the mixed group discussions. There was a general agreement that a document summarising those discussions would be of help – in particular, at the time the Agency would have to start the implementation of the actions foreseen in the action plan. The feedback on the action plan itself – however - would be provided by the interest groups spokesperson based on the discussions within the groups.

The interest groups and the Commission were overall positive about the action plan proposed by EU-OSHA and endorsed its adoption. The Governments welcomed the envisaged closer cooperation with ILO/WHO that EU-OSHA outlined to meet one of the recommendations (no 27 on international cooperation). Regarding the possibility to meet virtually (recommendation no 8), this was considered a feasible option but only for small meetings for the moment – such as Advisory groups and probably Executive Board meetings – but definitely not something to foresee for Management Board meetings, which met a broad consensus across the Management Board. The Agency should also look into the possibility of allowing those members who could not attend to Management Board meetings to join from remote. Finally, whereas they appreciated a reference to the need of a closer relation between the Agency and the Focal point network in recommendation no 25, the role of the Management Board as the main steering body in the governance structure of the Agency should not be shadowed.

*The Agency thanked the Management Board for the positive feedback on the action plan and confirmed that the outcome of the mixed groups' discussion would be summarised and then made available to all Management Board members.*

<p><b>CONCLUSION</b></p>	<p><u>The Management Board adopted the action plan related to the recommendations included in the Commission's SWD on the evaluation of the four DGEMPL Agencies. EU-OSHA will forward the action plan to the Commission on behalf of the Management Board and will keep the Management Board regularly informed about its implementation. A summary of the main discussions</u></p>
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	<u>held during the mixed group meetings will be prepared and shared with the Management Board.</u>
<b>DECISION-MAKING PROCESS REQUIRED</b>	Absolute majority
<b>RECORD OF VOTES</b>	N/A, taken by consensus

## 11. Mandate for Workers Exposure Survey Advisory Group

In January 2019, the Governing Board agreed to include an activity related to the development of a workers' survey on exposure to cancer risk factors in the Agency's work programme for 2020. At the same time, the Agency was asked to set up an advisory group with members from the Governing Board.

The Management Board is asked to consider and adopt a draft mandate for the setting up of a Worker Exposure Survey Advisory Group (WES-AG). The draft mandate is based on the existing mandates of the OSH Knowledge Advisory Group (OKAG) and the Tools and Awareness-Raising Advisory Group (TARAG). It differs from the mandate for these two advisory groups in that composition includes two members and alternates from each interest group instead of three and the group meets a minimum of once per year instead of twice. The Agency has revised the draft mandate after discussion with the Executive Board in November 2019.

If adopted, invitations will be sent to the interest group coordinators and the Commission to nominate members and alternates.

### COMMENTS FROM THE MANAGEMENT GROUP:

The Workers suggested the possibility of appointing external members if no member of EU-OSHA's Management Board could be found with the right expertise for these tasks.

<b>CONCLUSION</b>	<u>The Management Board adopted the mandate for the Workers Exposure Survey Advisory Group. The Agency will invite the interest groups and the Commission to nominate members and alternates.</u>
<b>DECISION-MAKING PROCESS REQUIRED</b>	Absolute majority
<b>RECORD OF VOTES</b>	N/A, taken by consensus

## 12. OiRA Business Plan

The business plan intends to give a comprehensive overview on OiRA's mission, objectives and strategies during the period covered under the Multi-annual Strategic Programme. The Agency regularly updates the business plan every year on the basis of the priorities identified for OiRA in the annual work programme. The OiRA business plan shall be presented / discussed at the first Management Board meeting every year.

The Agency will implement the business plan and report regularly on its achievements via the progress reports to the Executive Board and Management Board during 2020, in the activity report for 2020 and finally will provide an update on the achievements for each single objective / target set for the previous year at the first Management Board meeting in 2021.

#### COMMENTS FROM THE MANAGEMENT BOARD:

Whereas the Management Board welcomed the business plan overall, the Governments, supported by the Employers, asked for more information on concrete actions. There were also expectations on the outcome of the ongoing evaluation of OiRA in order to take an informed decision on the resources to be made available to the activity.

The Employers moreover stressed that there needs to be further reflection before drawing conclusions about OiRA's success, also vis-à-vis the pool of its potential users (SMEs in Europe) which have not yet been reached. Better integration with existing business software should be considered to make OiRA relevant and ready-to-use to SMEs.

The Workers encouraged strengthening the promotion actions to make OiRA better known and therefore more used.

While they acknowledged the need to take stock of the activity as it has been running so far, the Commission stressed that overall OiRA is a true success story. It has had a tangible impact on the way risk assessment is carried out, in particular in SMEs and produced a positive spill over effect at national level with the development of national tools.

*EU-OSHA recalled that the target was not to reach all SMEs in Europe, but only those in the countries and sectors where tools have been developed. Reaching SMEs is very challenging for all parties and evidence so far suggests that OiRA has had some notable successes in this regard, for instance in France where the penetration is very high among car repair sector. OiRA has been taken up by a major car manufacturer in Germany following their assessment that the software was appropriate; as it is open source, their improvements have been shared more widely. Furthermore, OiRA is not only relevant in the business environment but also in vocational education and training.*

*The upcoming evaluation on OiRA will be looking at many of the aspects mentioned by the Management Board and in particular with regard to the promotion and communication actions. The outcome of the evaluation will be made available to the Management Board so that an evidence-based reflection can be initiated.*

<b>CONCLUSION</b>	The Management Board adopted the OiRA business plan for 2020. EU-OSHA took note of the suggestions by the Management Board for future editions. The Agency will also update the Management Board on the results of OiRA evaluation during 2020.
<b>DECISION-MAKING PROCESS REQUIRED</b>	Absolute majority
<b>RECORD OF VOTES</b>	N/A, taken by consensus

### **13. Complaints about decisions taken by the Executive Director on staff issues**

The legal framework requires a decision to be taken by the Management Board on how to exercise powers concerning staff complaints in accordance with Article 90 (2) Staff Regulations (SR) when the contested decision is taken by EU-OSHA's Executive Director.

Considering the practice from other Agencies, in particular Eurofound, EU-OSHA suggested following a similar approach for handling staff complaints.

Given the size of the Management Board and the low frequency of meetings, the Agency proposed to establish a smaller committee composed of Management Board members, called “appeals committee”, dealing with complaints as per Article 90 (2) SR on behalf of the Management Board. The committee shall be of four members: three members would be nominated by each of the interest groups and the fourth member, the Chair of the committee, would be one of the representatives of the Commission to the Management Board.

The Agency clarified that members of the appeals committee shall act with independence and impartiality from the Executive Director. It would be desirable that they have some knowledge to legal and/or HR confidential matters. Training and support will be provided by the Agency in different forms.

An informative note will be sent to the committee members after their appointment to get acquainted with their function and the complaints procedure of Article 90(2) SR.

The Management Board agreed with the approach proposed by the Agency. The Workers group asked to consider including a representative from Agency’s Staff Committee in the appeal committee with an observer status capacity.

The interest groups and the Commission appointed the following members and alternates:

1. Member: Romolo De Camillis, Governments Group  
Alternate: Liisa Hakala, Governments Group
2. Member: Igor Antauer, Employers Group  
Alternate: Lena Soby, Employers Group
3. Member: Corneliu Constantinoiaia, Workers Group  
Alternate: Silvana Cappuccio, Workers Group
4. Member: Chairperson: Stefan Olsson, European Commission  
Alternate: Charlotte Grevfors Ernoult, European Commission

<b>CONCLUSION</b>	<u>The Management Board decided to establish an appeals committee to deal with staff complaints under Article 90(2) Staff Regulations.</u>
<b>DECISION-MAKING PROCESS REQUIRED</b>	Absolute majority
<b>RECORD OF VOTES</b>	N/A, taken by consensus

#### **14. Chairperson, deputy Chairpersons, Interest Groups coordinators and additional appointments to the Executive Board and the Advisory Groups**

As every year at the first meeting of the year, the Board had to elect a new Chairperson and the Deputy Chairpersons. Furthermore, the interest groups had to appoint coordinators and Executive Board observers and alternates.

According to the rotation system, the Chairperson for the next term had to emanate from the Workers’ group. The group designated Julia NEDJELIK-LISCHKA for the role. The vice-Chairs will be Christa SCHWENG (Employers’ group), Renārs LŪSIS (Governments) and Mr Francisco Jesús ALVAREZ HIDALGO (Commission).

The interest groups appointed the following coordinators:

Workers group: Ignacio Doreste  
Governments group: Boel Callermo  
Employers' group: Jessie Fernandes

The Commission appointed Charlotte Grevfors Ernoult and Teresa Moitinho de Almeida as alternate members of the Executive Board.

As observers in the Executive Board the following were appointed by the interest groups:

Workers group: Károly György  
Governments group: Carlos Pereira  
Employers' group: Kris de Meester

The full list of appointments to the Executive Board (including alternates), the Advisory Groups and the Appeals Committee can be found in annex II.

The Chair and the Executive Director thanked the two long-standing Chairs of the Governments' and Workers' groups – Gertrud Breindl and Károly György who stepped down from the role – for their dedication, efforts and contribution to the success of the Agency in that capacity.

<b>CONCLUSION</b>	<u>The Management Board elected a new Chair – Julia NEDJELIK-LISCHKA (Workers), and vice-Chairs. The composition of the Executive Board and OKAG changed as listed above.</u>
<b>DECISION-MAKING PROCESS REQUIRED</b>	Two-third majority
<b>RECORD OF VOTES</b>	N/A, decision taken by consensus

## 15. Vacancy notice for EU-OSHA Executive Director

The post of the Executive Director of EU-OSHA will be vacant as from 16 September 2021. To that end, the Commission informed the Management Board that a new selection procedure would be launched. It will allow for an open and competitive process aiming to identify the most suitable candidate for the post in a fair and transparent manner.

The Commission outlined the main steps of the selection procedure. The Commission will present a shortlist of qualified candidates to the Management Board. The Management Board would then select the candidate from the shortlist according to the provisions in the founding regulation and the rules of procedure – that would be at their meeting in January 2021. After that, the selected candidate would undergo a hearing with the European Parliament prior to his/her official appointment by the Management Board. This would ensure a smooth transition and ensure that the new Executive Director could take up his/her duties immediately after the post has become vacant. The Commission asked the Agency to share with the Management Board the draft vacancy notice for the next EU-OSHA Executive Director for endorsement.

### COMMENTS FROM THE MANAGEMENT BOARD:

The Workers requested that expertise and experience in OSH and tripartism are necessary qualifications for any candidate making it to the shortlist and that these will be important criteria in the selection.

The Management Board agreed that it is important that the shortlist allows a real choice among qualified shortlisted candidates – the Workers asked for a shortlist of at least five candidates and the Commission confirmed that there would be at least two candidates on the shortlist.

<b>CONCLUSION</b>	<u>The Management Board discussed and endorsed the draft vacancy notice of EU-OSHA next Executive Director.</u>
<b>DECISION-MAKING PROCESS REQUIRED</b>	Absolute majority
<b>RECORD OF VOTES</b>	N/A, taken by consensus

## 16. Any other business

As the Chair asked if there are any other business on the agenda, the Workers group voiced some suggestions towards the organisation of future Management Board meetings. Suggestions included: presentations of OSH content delivered by the EU-OSHA staff, movies with OSH related topics, provision of shortened and more simplified meeting documentation whenever possible, and meeting documentation available for download as it is finalised.

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Finally, The Chairperson thanked the Agency's Executive Director and the staff, the interpreters and closed the meeting.

### ANNEX I – LIST OF PARTICIPANTS

	<b>Name Surname</b>	<b>Category</b>	<b>Representing</b>
1	Christa SCHWENG	Employers	AUSTRIA
2	Jessie FERNANDES	Employers	BUSINESSEUROPE
3	Admira RIBIČIĆ	Employers	CROATIA
4	Renáta ZBRANKOVÁ	Employers	CZECH REPUBLIC
5	Lena SØBY	Employers	DENMARK
6	Marju PEÄRNBERG	Employers	ESTONIA
7	Auli RYTIVAARA	Employers	FINLAND
8	Patrick LÉVY	Employers	FRANCE
9	Eckhard METZE	Employers	GERMANY
10	Christos KAVALOPOULOS	Employers	GREECE
11	Jón R. PÁLSSON	Employers	ICELAND
12	Michael GILLEN	Employers	IRELAND
13	Rūta JASIENĖ	Employers	LITHUANIA
14	Francois ENGELS	Employers	LUXEMBOURG
15	Mario VAN MIERLO	Employers	NETHERLANDS
16	Ann Toril BENONISEN	Employers	NORWAY
17	Rafał HRYNYK	Employers	POLAND
18	Marcelino PENA COSTA	Employers	PORTUGAL
19	Igor ANTAUER	Employers	SLOVENIA
20	Malin LOOBERGER	Employers	SWEDEN
21	Maria JEPSEN	Eurofound	EUROFOUND
22	Jesús ALVAREZ	European Commission	EUROPEAN COMMISSION
23	Charlotte GREVFORS ERNOULT	European Commission	EUROPEAN COMMISSION
24	Teresa MOITINHO	European Commission	EUROPEAN COMMISSION
25	Vlad MIXICH	Expert	EP-EMPLOYMENT COMMITTEE
26	Gertrud BREINDL	Government	AUSTRIA
27	Véronique CRUTZEN	Government	BELGIUM
28	Darina KONOVA	Government	BULGARIA
29	Ana AKRAP	Government	CROATIA
30	Jaroslav HLAVÍN	Government	CZECH REPUBLIC
31	Charlotte SKJOLDAGER	Government	DENMARK
32	Liisa HAKALA	Government	FINLAND

	<b>Name Surname</b>	<b>Category</b>	<b>Representing</b>
33	Lucie MEDIAVILLA	Government	FRANCE
34	Ellen ZWINK	Government	GERMANY
35	Ioannis KONSTANTAKOPOULOS	Government	GREECE
36	Marie DALTON	Government	IRELAND
37	Romolo DE CAMILLIS	Government	ITALY
38	Renārs LŪSIS	Government	LATVIA
39	Aldona SABAITIENĒ	Government	LITHUANIA
40	Rob TRIEMSTRA	Government	NETHERLANDS
41	Carlos PEREIRA	Government	PORTUGAL
42	Anca Mihaela PRICOP	Government	ROMANIA
43	Martina DULEBOVA	Government	SLOVAKIA
44	Nikolaj PETRIŠIČ	Government	SLOVENIA
45	Mercedes TEJEDOR AIBAR	Government	SPAIN
46	Boel CALLERMO	Government	SWEDEN
47	John SCHNEIDER	Government	LUXEMBOURG
48	Julia NEDJELIK-LISCHKA	Workers	AUSTRIA
49	Herman FONCK	Workers	BELGIUM
50	Aleksandar ZAGOROV	Workers	BULGARIA
51	Gordana PALAJSA	Workers	CROATIA
52	Radka SOKOLOVÁ	Workers	CZECH REPUBLIC
53	Nina Hedegaard NIELSEN	Workers	DENMARK
54	Aija MAASIKAS	Workers	ESTONIA
55	Ignacio DORESTE	Workers	ETUC
56	Viktor KEMPA	Workers	ETUI
57	Erkki AUVINEN	Workers	FINLAND
58	Abderrafik ZAIGOUCHE	Workers	FRANCE
59	Sonja KÖNIG	Workers	GERMANY
60	Andreas STOIMENIDIS	Workers	GREECE
61	Károly GYÖRGY	Workers	HUNGARY
62	Björn Ágúst SIGURJÓNSSON	Workers	ICELAND
63	Dessie ROBINSON	Workers	IRELAND
64	Silvana CAPPUCCIO	Workers	ITALY
65	Ziedonis ANTAPSONS	Workers	LATVIA



	<b>Name Surname</b>	<b>Category</b>	<b>Representing</b>
66	Anthony CASARU	Workers	MALTA
67	Wim VAN VEELLEN	Workers	NETHERLANDS
68	Vanda CRUZ	Workers	PORTUGAL
69	Corneliu CONSTANTINOAIA	Workers	ROMANIA
70	Peter RAMPÁŠEK	Workers	SLOVAKIA
71	Lučka BÖHM	Workers	SLOVENIA
72	Ana GARCÍA DE LA TORRE	Workers	SPAIN
73	Karin FRISTEDT	Workers	SWEDEN

## ANNEX II: MEMBERS AND ALTERNATES OF THE EXECUTIVE BOARD, THE ADVISORY GROUPS AND THE APPEALS COMMITTEE

### EXECUTIVE BOARD

Julia	NEDJELIK-LISCHKA	Workers	Chairperson
Ignacio	DORESTE	Workers	Coordinator
Károly	GYÖRGY	Workers	Observer
Anthony	CASARU	Workers	Alternate
<i>Awaiting name</i>		Workers	Alternate
<i>Awaiting name</i>		Workers	Observer alternate
Christa	SCHWENG	Employers	Vice-Chairperson
Jessie	FERNANDES	Employers	Coordinator
Kris	DE MEESTER	Employers	Observer
Georgi	STOEV	Employers	Alternate
Eckhard	METZE	Employers	Alternate
François	ENGELS	Employers	Alternate
Jesús	ALVAREZ HIDALGO	Commission	Vice-Chairperson
Stefan	OLSSON	Commission	Member
Charlotte	GREVFORS ERNOULT	Commission	Alternate
Renārs	LUSIS	Government	Vice-Chairperson
Boel	CALLERMO	Government	Coordinator
Carlos	PEREIRA	Government	Observer
Yogindra	SAMANT	Government	Alternate
Danuta	KORADECKA	Government	Alternate
Robert	TRIAMSTRA	Government	Alternate

### WORKERS' EXPOSURE SURVEY ADVISORY GROUP

<i>Awaiting name</i>		Employers	Member
<i>Awaiting name</i>		Employers	Member
<i>Awaiting name</i>		Employers	Alternate
<i>Awaiting name</i>		Employers	Alternate
Yogindra	SAMANT	Government	Member
<i>Awaiting name</i>		Government	Member
Veronique	CRUTZEN	Government	Alternate
Urs	SCHLÜTER	Government	Alternate
Kris	VAN EYCK	Workers	Member
Ulrik	SPANNOW	Workers	Member
María Purificación	MORÁN BARRERO	Workers	Alternate
Tony	MUSU	Workers	Alternate

### OKAG

Eckhard	METZE	Employers	Member
Francois	ENGELS	Employers	Member
Martin	RÖHRICH	Employers	Member
Igor	ANTAUER	Employers	Alternate
Agnès	PARENT-THIRION	Eurofound	Observer
Silvia	CRINTEA ROTARU	European Commission	Observer
Jesús	ALVAREZ HIDALGO	European Commission	Member
Maria Teresa	MOITINHO DE ALMEIDA	European Commission	Member
Gertrud	BREINDL	Government	Member
Jolanta	GEDUŠA	Government	Member
Martin	DEN HELD	Government	Member
Yogindra	SAMANT	Government	Alternate
Charlotte	SKJOLDAGER	Government	Alternate
Awaiting name		Government	Alternate
Viktor	KEMPA	Workers	Member
Marko	PALADA	Workers	Member
Vanda	CRUZ	Workers	Member
Herman	FONCK	Workers	Alternate
Abderrafik	ZAIGOUCHE	Workers	Alternate
Wim	VAN VEELEN	Workers	Alternate

### TARAG

Marcelino	PENA COSTA	Employers	Member
Fabiola	LEUZZI	Employers	Member
Francois	ENGELS	Employers	Member
Eckhard	METZE	Employers	Alternate
Patrick	LÉVY	Employers	Alternate
Igor	ANTAUER	Employers	Alternate
Jesús	ALVAREZ HIDALGO	European Commission	Member
Maria Teresa	MOITINHO DE ALMEIDA	European Commission	Alternate
Véronique	CRUTZEN	Government	Member
John	SCHNEIDER	Government	Member
Maret	MARIPUU	Government	Member
Martin	DEN HELD	Government	Alternate
Greta	SVENSSON	Government	Alternate
Awaiting name		Government	Alternate
Károly	GYÖRGY	Workers	Member
Pierre	BÉRASTÉGUI	Workers	Member
Inga	RUGINIENE	Workers	Member
Pedro	LINARES	Workers	Alternate
Silvana	CAPPUCCIO	Workers	Alternate
Dessie	ROBINSON	Workers	Alternate

#### APPEALS COMMITTEE

Igor	ANTAUER	Employers	Member
Lena	SØBY	Employers	Alternate
Stefan	OLSSON	European Commission	Member
Charlotte	GREVFORS ERNOULT	European Commission	Alternate
Romolo	DE CAMILLIS	Government	Member
Liisa	HAKALA	Government	Alternate
Corneliu	CONSTANTINOAIA	Workers	Member
Silvana	CAPPUCCIO	Workers	Alternate