

# **PROGRAMMING DOCUMENT**

**2020-2022**

**FINAL**

## Contents

Foreword .....	3
List of acronyms .....	5
Mission and vision statement .....	7
Section I – General context .....	9
Section II – Multi-annual programming 2020-2022 .....	11
II.1 Multi-annual objectives .....	11
II.2 Multi-annual programme.....	15
II.3 Human and financial resources outlook 2020-2022 .....	26
Section III – Annual Work Programme 2020 .....	30
III.1 Executive Summary.....	30
III.2 Activities.....	30
Priority area 1: Anticipating Change.....	30
Priority area 2: Facts and figures .....	31
Priority area 3: Tools for OSH management .....	38
Priority area 4: Raising awareness and communication .....	39
Priority area 5: Networking knowledge.....	46
Priority area 6: Networking .....	47
Horizontal area 1: Corporate management.....	49
Horizontal area 2: Administrative support .....	51
Annexes.....	52
Annex I – Resource allocation by activity.....	53
Annex II – Financial resources.....	54
Annex III – Human resources (quantitative) .....	62
Annex IV – Human resources (qualitative).....	65
Annex V – Building policy .....	74
Annex VI – Privileges and Immunities.....	75
Annex VII – Evaluations .....	76
Annex VIII – Risks .....	77
Annex IX – Procurement plan .....	78
Annex X – Organisation chart .....	84
Annex XI - EU-OSHA strategy for relations with third countries or international organisations.....	85
Annex XII – Outputs under the 2020 annual work programme.....	88

## Foreword

In 2019, a new European Parliament was elected and a new Commission is foreseen to take office. Both play a key role in defining the European policy priorities, including the OSH policy priorities. First indications suggest that OSH continues to be an important policy area for the EU and this is also supported by the important agreement on the European Pillar of Social Rights which among its 20 principles includes the right of workers to a high level of protection of their safety and health at work. To the extent that policy priorities become clearer, EU-OSHA will have to take these into account – in particular as from 2021.

Another factor which may impact the future programming are the resources available. All programming beyond 2020 is based on a number of assumptions made at the time of preparing this document. The current Multi-annual Financial Framework comes to an end in 2020. For the purpose of developing this Programming Document (PD) EU-OSHA has assumed continuity regarding resources after 2020 in nominal terms. Based on the current proposal, EU-OSHA's contribution from the EU budget up to 2027 will remain constant in nominal terms, but decrease in real terms.

A final framework condition which may change is that the current EU OSH Strategic Framework comes to an end in 2020 which means that new EU policy priorities may have to be taken into account as from 2021. However, until a new strategy or policy is in place at EU level, EU-OSHA will refer to the 2014-2020 strategic framework for EU priorities.

Other framework conditions became known in 2019. A new founding regulation for EU-OSHA entered into force at the beginning of 2019 replacing the founding regulation from 1994. With the new founding regulation, EU-OSHA gets a long-term legal framework and clear mandate for its work. The new founding regulation also ensures that the governance of EU-OSHA is aligned to the common approach agreed between the EP, Council and Commission.

In 2019, EU-OSHA's updated Multi-annual Strategic Programme (MSP) 2018-2023 was also agreed. The MSP 2018-2023 is based on continuity from the MSP 2014-2020. The MSP sets the long-term goals for EU-OSHA and the type of activities EU-OSHA will undertake to achieve these goals. Importantly, the MSP is the shared vision for EU-OSHA agreed among its key stakeholders, in particular its Management Board.<sup>1</sup> This Programming Document is formulated within the framework of the MSP 2018-2023.

The MSP takes into account the new Founding Regulation of EU-OSHA. The new founding regulation confirms the important role played by EU-OSHA in achieving the EU's social policy objectives.

A final important framework condition became clear in 2019. The European Commission Staff Working Document on the follow-up to the evaluation of the agencies in the employment and social policy field.<sup>2</sup> The evaluation confirms the positive performance of EU-OSHA and does not find justifications for major changes. However, the Commission Staff Working Document includes a number of recommendations which are being followed up in close collaboration with the Management Board, the Commission, and the other three agencies (Eurofound, ETF and Cedefop). In addition to continuing the established cooperation with Eurofound, ETF and Cedefop, EU-OSHA will also seek synergies and cooperation with the new European Labour Authority (ELA).

---

<sup>1</sup> Regulation (EU) 2019/126 of the European Parliament and of the Council of 16 January 2019 establishing the European Agency for Safety and Health at Work (EU-OSHA), and repealing Council Regulation (EC) No 2062/94

<sup>2</sup> Commission Staff Working Document, Evaluation of the EU Commission Agencies working in the employment and social affairs policy field: EUROFOUND, CEDEFOP, ETF and EU-OSHA, SWD(2019)160final

EU-OSHA's work contributes to meeting the main challenges in OSH in the EU as identified in the EU Strategic Framework and later in the communication from the European Commission "Safer and healthier work for all – modernisation of the EU occupational safety and health legislation and policy".<sup>3</sup>

In particular the OiRA (Online interactive Risk Assessment) project contributes to meeting the challenge of improving the implementation of OSH legislation in Europe by facilitating the implementation of good quality risk assessments, especially in small and micro enterprises. It is known that particularly micro and small enterprises face challenges in complying with OSH legislation and in ensuring healthy and safe working environments. These challenges were explored in-depth in the OSH Overview on micro and small enterprise that also assessed different ways of supporting MSE in order to foster their better management of OSH. An OSH Overview on 'supporting compliance' will further investigate how the context in which an MSE operates affects its approach to OSH with the aim of identifying successful strategies that focus on these 'external factors'.

The major OSH Overview activity on musculoskeletal disorders (MSD) is a key element in addressing the challenge of better preventing work-related diseases. The OSH overview is followed up by the HWC campaign on MSD 2020-2022, which will help create awareness about this topic at all levels.

Further new activities are also initiated. In 2019 and 2020 EU-OSHA steps up its work on creating an EU OSH information system in close collaboration with the European Commission. It also initiates a major OSH overview on OSH and digitalisation, which will help understanding how to deal with one of the elements affecting all workplaces. In 2020, the Agency will initiate work on the preparation of a survey on workers' exposure to cancer risk factors addressing another key topic in the EU policy. The new activities will be developed in close collaboration with the Agency's stakeholders to make sure that they add value to existing knowledge and activities.

EU-OSHA relies on a well-developed network for the implementation of its work. The Focal Points are the main drivers in this process at national level and the key actors for the development and co-ordination of the tripartite network in Member States. This network brings together the key actors in OSH, in particular governments, trade unions and employers' associations. It is only by engaging this network that the Agency can achieve its objectives and it is therefore decisive that the network partners perceive the Agency's work as adding value to their work. The diversity in available resources and priorities represent a challenge in this respect and the Agency will continue relying on flexible implementation arrangements to adapt to the needs and priorities. The portfolio approach is a key element in adapting the Agency's work to the variety of needs, priorities and resources among the network partners. Although being responsive to new needs will continue to be important, EU-OSHA will have to assess new requests carefully in the light of the available resources. Over the last years, EU-OSHA has taken several initiatives to increase efficiency and additional resources can only be found by prioritising among existing activities. .

This Programming Document is the result of extensive consultation with key stakeholders across Europe.

Christa Sedlatschek  
Executive Director, EU-OSHA

---

<sup>3</sup> Communication from the European Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions. Safer and health work for all – modernisation of the EU occupational safety and health legislation and policy", Brussels, 10 January 2017, COM(2017)12 final

## List of acronyms

ABB:	Activity Based Budgeting
ABC:	Activity Based Costing
ABM:	Activity Based Management
ARPP:	Awareness Raising and Promotion Package
CA:	Contract Agent
CEDEFOP:	The European Centre for the Development of Vocational Training
CRM:	Client Relationship Management
DG GROW:	European Commission Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs
DG NEAR:	European Commission Directorate-General for Neighbourhood and Enlargement Negotiations
DS:	Dangerous Substances
EC:	European Commission
ECAP:	European Campaign Assistance Package
ECHA:	European Chemicals Agency
EDMS:	Electronic Document Management System
EEA:	European Economic Area
EEN:	Enterprise Europe Network
EFTA:	European Free Trade Association
EIGE:	European Institute for Gender Equality
ENP:	European Neighbourhood Programme
EPSO:	European Personnel Selection Office
ESENER:	European Survey of Enterprises on New and Emerging Risks
EU:	European Union
EU-OSHA:	European Agency for Safety and Health at Work
EUR:	Euro
EWCS:	European Working Conditions Survey
FAST	Focal Point Assistance Tool (replacing ECAP & ARPP)
FG	Function Group
FRA:	European Union Agency for Fundamental Rights
FTE:	Full Time Equivalent
GPA:	Good Practice Award
HWC:	Healthy Workplaces Campaign

ICT:	Information and Communication Technology
ILO:	International Labour Organisation.
IPA:	Instrument for Pre-accession Assistance
IRAT:	Interactive Risk Assessment Tool
LFS:	Labour Force Survey
MSD:	Musculoskeletal Disorders
MSE:	Micro and Small Enterprises
MSP:	Multi-annual Strategic Programme
OCP:	Official Campaign Partner
OiRA:	Online Interactive Risk Assessment
OECD:	Organisation for Economic Co-operation and Development
OKAG	OSH Knowledge Advisory Group
OSH:	Occupational Safety and Health
PD:	Programming Document
PR:	Public Relations
SC/FWC:	Service Contract/Framework Contract
SLA:	Service Level Agreement
SNE:	Seconded National Expert
SLIC:	Senior Labour Inspectors Committee
TA:	Temporary Agent
TARAG	Tools and Awareness Raising Advisory Group
VAR:	Variation
VAT:	Value-Added Tax
WHO:	World Health Organisation

## Mission and vision statement

The PD is prepared in accordance with articles 32 and 33 of the Agency's Financial Regulation<sup>4</sup> which states that the Agency shall have a programming document containing multi-annual and annual programming taking into account the guidelines set by the European Commission.<sup>5</sup>

The framework for the current PD is the MSP 2018-2023 for EU-OSHA. The MSP defines the mission, vision and strategic goals to be achieved over the programming period.

When EU-OSHA was established, with the adoption of its founding regulation in 1994<sup>6</sup>, it was with the aim of providing the EU bodies, the Member States, the social partners and those involved in the field with useful technical, scientific and economic information relating to safety and health at work. The new founding regulation from 2019 confirmed this aim<sup>7</sup>, and it has guided the work of EU-OSHA since its establishment, and also forms the framework for the MSP and the PD.

In order to fulfil the aim defined in its founding regulation, EU-OSHA collects, analyses and disseminates technical, scientific and economic information on occupational safety and health.

To ensure a clear focus for its activities, EU-OSHA's Management Board<sup>8</sup> has defined the Agency's mission and vision within the framework of the founding regulation. A clear priority when developing the mission and vision statements was to ensure that the resources that EU-OSHA has available contribute in the best possible way to achieving the aim set out in the founding regulation. The MSP and the current PD are based on a solid analysis of lessons learnt so far by the Agency and also of an analysis of the challenges ahead. A clear objective is to stress the Agency's facilitator role in information development and exchange, and to better cover the active role of the Agency in communication and networking. In line with this, the Agency also wants to stress the important role that intermediaries play in its work.

In 2016-2017 an evaluation of the 2014-2020 MSP was carried out and the evaluation confirmed that the mission, vision and strategic objectives continue to be highly relevant and therefore should not be changed. Therefore, they have been carried over in the MSP 2018-2023.

The **mission** is a brief statement of the purpose of EU-OSHA. The statement makes clear what the Agency provides to its users, and informs staff about the overall goal of the Agency:

*We develop, gather and provide reliable and relevant information, analysis and tools to advance knowledge, raise awareness and exchange occupational safety and health (OSH) information and good practice which will serve the needs of those involved in OSH*

The **vision** is a precise statement defining the ultimate goal for the programming period (2018-2023). The goal is external to the Agency:

*To be a recognised leader promoting healthy and safe workplaces in Europe based on tripartism, participation and the development of an OSH risk prevention culture, to ensure a smart, sustainable, productive and inclusive economy*

<sup>4</sup> Available here: <https://osha.europa.eu/en/about-eu-osha/what-we-do/how-we-work/finance>

<sup>5</sup> Communication from the Commission on the guidelines for the programming document for decentralised agencies and the template for the Consolidated Annual Activity Report for decentralised agencies. C(2014)9641final, 16 December 2014.

<sup>6</sup> Council Regulation (EC) No 2062/94 of 18 July 1994

<sup>7</sup> Regulation (EU) 2019/126 of the European Parliament and of the Council of 16 January 2019 establishing the European Agency for Safety and Health at Work (EU-OSHA), and repealing Council Regulation (EC) No 2062/94

<sup>8</sup> Throughout the document, the terms of the Regulation (EU) 2019/126 are used – also in relation to events taking place before the entry into force of that regulation.

While the mission and vision statements define the content and purpose of the Agency's work, the **values** set out the way that EU-OSHA operates:

**Pan-European**

We create European added value by bringing together actors from across Europe and by providing the tools to create a common approach to occupational safety and health while respecting national specificities

**Relevant**

We ensure that our activities are relevant to the most pressing OSH needs in Europe and contribute to the realisation of wider EU policy objectives

**Tripartite**

We work on the basis of, and promote, tripartism as the cornerstone of our work

**Partnership- and network-based**

We participate in and connect networks and build communities to create European added value

**Reliable**

We see the quality assurance of our work as a key condition for success

**Responsive and innovative**

We are responsive to new OSH developments and innovative in addressing them

**Good governance**

We place great importance on accountability and transparency towards our stakeholders and efficiency in the use of our human and financial resources



## Section I – General context

### I.1 General Context

EU-OSHA's work is programmed in the context of its Multi-annual Strategic Programme (MSP) 2014-2020 and the updated version for 2018-2023 (see particularly sections II.1 and II.2). At EU level, the policy for occupational safety and health (OSH) is defined by the EU Occupational Safety and Health Strategic Framework 2014-2020.<sup>9</sup> This strategic framework identifies the main challenges over the strategy period and the strategic objectives for OSH complemented by key actions and instruments. EU-OSHA is given a key role in the implementation of the strategic framework. On that basis, EU-OSHA's Management Board undertook an analysis of the implications of the EU Strategic Framework and concluded that the plans for EU-OSHA were well in line with the EU policy priorities.<sup>10</sup>

Strengthening the capacity of micro and small enterprises to comply with the legal framework is identified as one of the main challenges in the EU Strategic Framework. EU-OSHA has a transversal focus on micro and small enterprises across all of its activities. In addition, through the Online interactive Risk Assessment (OiRA) activity, EU-OSHA together with its intermediaries provides a tool for enterprises to carry out a good quality risk assessment thereby facilitating compliance with the legal requirements without compromising the quality of the risk assessment. OiRA is explicitly mentioned in the EU Strategic Framework and in the Parliament's resolution and is an activity that will be continued throughout the programming period.

Work-related diseases are one of the other challenges identified in the EU Strategic Framework. In addition to work already carried out – the OSH overview on work-related diseases and the 2018-2019 HWC campaign on dangerous substances, work-related diseases will also be addressed further with a large-scale OSH overview activity dedicated to musculoskeletal disorders that started in 2017 and with a new Healthy Workplaces Campaign in 2020-2022 on this topic. In addition, a new OSH overview will be initiated in 2019 on digitalisation.

Other priorities from the EU Strategic Framework are integrated in other activities. The Agency will also participate in the Steering Group of the Global Coalition on OSH together with the Commission.

The European Commission has also asked EU-OSHA to assist in other actions, such as on the establishment and maintenance of an EU OSH information system, in promoting the development of national OSH strategies, in the follow up to the ex-post evaluation of the OSH directives and in supporting implementation of the amended Carcinogens and Mutagens Directive.

The Agency will continue strengthening some of its activities as required by the EU Strategic Framework, in particular OiRA. This has to be done in a context of competing priorities for EU-OSHA and after having complied with the 10 percent staff reductions requirement under the 2014-2020 Multi-annual Financial Framework. The current proposal for the Financial Framework up to 2027 implies a decrease in EU-OSHA's resources in real terms as the proposal is to keep the resources constant in nominal terms.

One of the main strengths of EU-OSHA is its network, in particular the focal point network ensuring a strong link to the Member State level. In addition to the network of focal points, the Agency works via tripartite networks at European and Member State level – at Member State level with the help of the focal points. This network allows the Agency to reach far beyond what one would expect from the resources available to the Agency. However, the resources available to network members is beyond the control of the Agency and there is therefore a risk of uneven access to resources across the network which has to be mitigated by an active networking strategy. One of the aims of this networking strategy is to identify

---

<sup>9</sup> See here: <http://ec.europa.eu/social/main.jsp?catId=151>

<sup>10</sup> For more details on the policy context for this Programming Document, please consult the foreword.

and prioritise the needs across the network and to accommodate the variety of needs through a portfolio approach. This allows Member States a differentiated participation according to which activities best match their needs and as a result, the Agency can focus resources within each activity on the Member States where the activity best matches the needs. It should be noted, however, that all activities always have a strong European dimension as well.

## Section II – Multi-annual programming 2020-2022

### II.1 Multi-annual objectives

Six strategic objectives for six priority areas are defined in EU-OSHA's MSP 2018-2023. These six strategic objectives were defined on the basis of the mission and vision – see the section the mission and vision – and on the basis of an assessment of the Agency's strengths and of the possibilities for having an impact in different areas. Taken together our objectives implement our mission and vision statements in the best way possible, given the resources that we expect to be available. The relevance of these six objectives was confirmed in the 2016-2017 evaluation of EU-OSHA's MSP 2014-2020.

#### EU-OSHA's six strategic objectives

##### *Anticipating Change*

Strategic objective 1: The provision of credible and good quality data on new and emerging risks that meet the needs of policy-makers and researchers and allow them to take timely and effective action.

##### *Facts and Figures*

Strategic objective 2: The provision of an accurate and comprehensive picture of current OSH risks, their health effects, and how they can be prevented and managed, to allow a better understanding of these issues among policy-makers and researchers

##### *Tools for OSH management*

Strategic objective 3: The provision of relevant tools for smaller workplaces to manage health and safety, and the engagement of intermediaries in the further development and dissemination of these

##### *Raising Awareness and Communication*

Strategic objective 4: To get the occupational safety and health message across to multiple beneficiaries by raising awareness about workplace risks and how to prevent them, together with the Agency's intermediaries

##### *Networking Knowledge*

Strategic objective 5: Supporting the OSH community through new tools to promote and facilitate the generation and maintenance of a body of high quality knowledge

##### *Networking*

Strategic objective 6: To develop and implement networking activities to ensure that the Agency's activities meet the needs of its key stakeholders, to promote tripartism at European and Member State level, and to enable networks to take an active part in the Agency's activities

A new set of performance indicators was introduced as from 2019 to ensure a better quality in the information provided on the progress of EU-OSHA's work. The indicators are presented in the tables below for the mission, vision and strategic objectives. For the qualitative indicators, results for 2019 will be collected for the first time at the beginning of 2020. As a result, there is no benchmark data available at this stage.

## Mission and vision indicators

### Input/output indicators

Indicators	Target	Measurement and frequency	Latest Results (2017/2018)
Implementation of commitment appropriations	95%	Final committed amount aggregated across all three titles as percentage of total budget/Annually	99.6%
Cancellation of payments appropriations	<5%	Total of cancellation of payment appropriations in the budget as percentage of total budget/Annually	1.9%
Staff capacity	95%	Posts occupied converted into Full Time Equivalents for the reference period as a percentage of available posts in budget/Annually	99.1%
Work programme delivery	90%	Share of outputs delivered in the planning year vs planned outputs, calculated on the basis of completion status/Annually	93%
Outreach capacity of intermediaries through networking	350	Events count across all activities across all priority areas where work of the Agency has been actively presented (policy and workplace practice oriented), either organised by the Agency or organised by others/Annually	N/A
Perceived performance	80%	Stakeholders' assessment: survey to Management Board and Focal Point members – share of respondents who find that the Agency is performing well/Annually	N/A

### Quality indicators

Indicators	Target	Measurement, means and frequency	Latest Results (2017/2018)
Relevance to needs	80%	Stakeholders' assessment: Aggregate of: a) data from stakeholders' survey and b) data from after meeting and other surveys (aggregate of all activities) who find the Agency's work relevant/Annually	N/A
EU added value	80%	Stakeholders' assessment: Aggregate of: a) data from stakeholders' survey and b) data from after meeting and other surveys (aggregate of all activities) who find that the Agency's work provide information not available at the national level or developed by others/Annually	N/A
Usefulness	80%	Stakeholders' assessment: Aggregate of: a) data from stakeholders' survey and b) data from after meeting and other surveys (aggregate of all activities) who find the Agency's work useful/Annually	N/A
Impact on workplace practice/policy	80%	Stakeholders' assessment: Aggregate of: a) data from stakeholders' survey and b) data from after meeting and other surveys (aggregate of all activities) who have actively used the Agency's work for at least one purpose/Annually	N/A

## Strategic objectives indicators

### Activity typology: Policy-facing

Strategic objective(s)	Indicators	Target	Measurement, means and frequency	Latest Results (2017/2018)
(1) Anticipating change (2) Facts and figures (5) Networking knowledge	Relevance to needs	80%	Stakeholders' assessment: Aggregate of: a) data from stakeholders' survey policy-makers) and b) data from after meeting and other surveys who find the Agency's work relevant	N/A
	EU added value	80%	Stakeholders' assessment: Aggregate of: a) data from stakeholders' survey (policy-makers) and b) data from after meeting and other surveys who find that the Agency's work provide information not available at the national level or developed by others	N/A
	Usefulness	80%	Stakeholders' assessment: Aggregate of: a) data from stakeholders' survey (policy-makers) and b) data from after meeting and other surveys who find the Agency's work useful	N/A
	Impact	70%	Stakeholders' assessment Aggregate of: a) data from stakeholders' survey (policy-makers) and b) data from after meeting and other surveys who have actively used the Agency's work for at least one purpose	N/A

### Activity typology: Workplace-oriented

Strategic objective(s)	Indicators	Target	Measurement, means and frequency	Latest Results (2017/2018)
(3) Tools for OSH management (4) Raising awareness and communication	Relevance to needs	80%	Stakeholders' assessment: Aggregate of: a) data from stakeholders' survey (workplace intermediaries) and b) data from after meeting and other surveys who find the Agency's work relevant	N/A
	EU added value	80%	Stakeholders' assessment: Aggregate of: a) data from stakeholders' survey (workplace intermediaries) and b) data from after meeting and other surveys who find that the Agency's work provide information not available at the national level or developed by others	N/A
	Usefulness	80%	Stakeholders' assessment: Aggregate of: a) data from stakeholders' survey (workplace intermediaries) and b) data from after meeting and other surveys who find the Agency's work useful	N/A
	Impact	70%	Stakeholders' assessment: Aggregate of: a) data from stakeholders' survey (workplace intermediaries) and b) data from after meeting and other surveys who have actively used the Agency's work for at least one purpose	N/A

## Cross-cutting

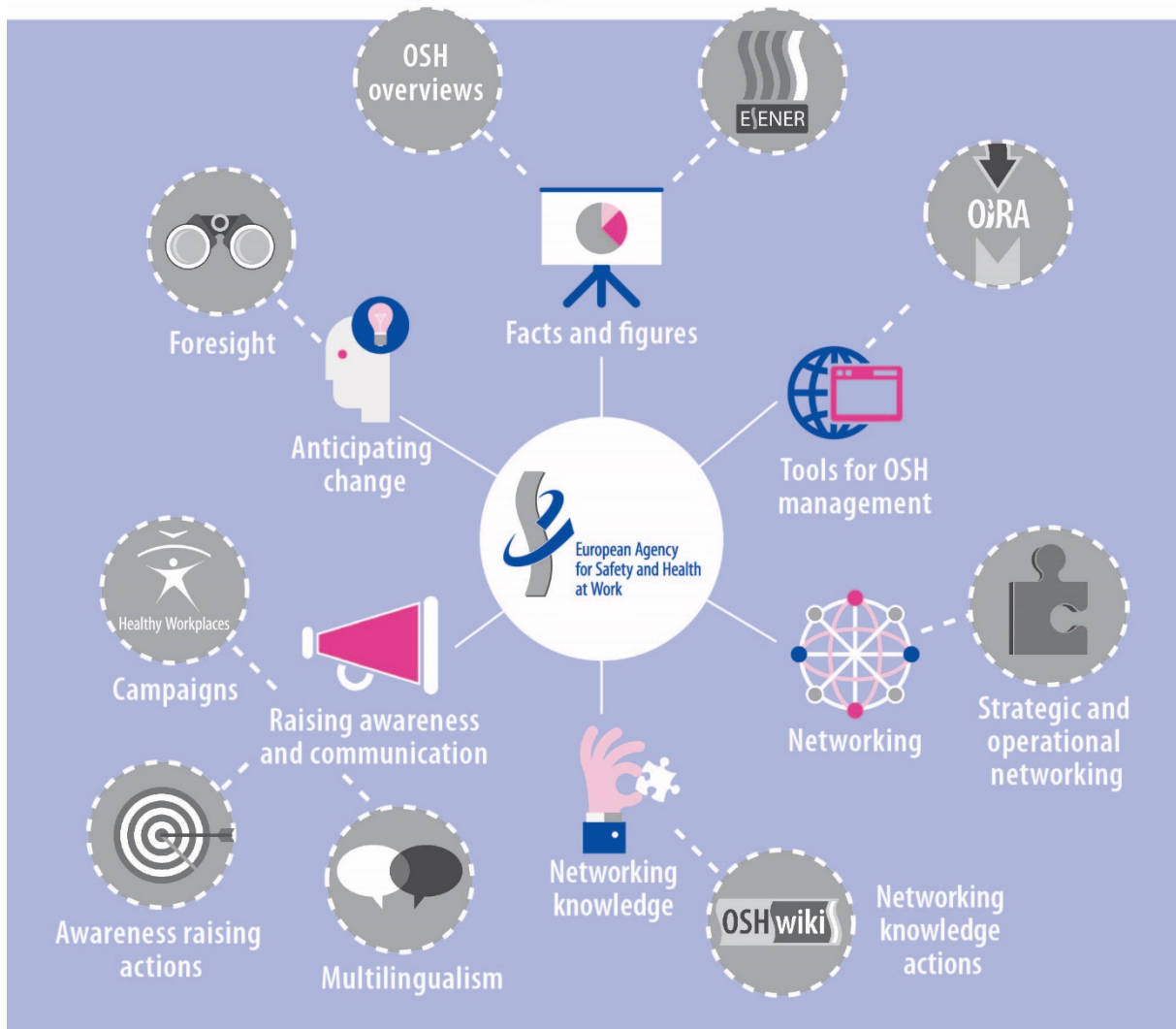
Strategic objective(s)	Indicators	Target	Measurement, means and frequency	Latest Results (2017/2018)
Networking	Engagement	80%	Stakeholders' assessment: survey to Management Board/Focal Point members - share of respondents who are satisfied with the level of involvement of stakeholders in planning, implementation and evaluation of the Agency's work	N/A

## II.2 Multi-annual programme

In this section, the six priority areas linked to the strategic objectives introduced in the previous section are described. Under the six priorities, activities are developed as programmed in section III.

# EU-OSHA priority areas and activities

## Multi-annual Strategic Programme 2018-2023



### II.2.1 Anticipating change

This priority area involves identifying new and emerging challenges in OSH linked to changes in the world of work, in order to provide policy-makers, researchers and workplace intermediaries with reliable information, allowing them to set priorities for OSH research and actions and to implement timely and effective prevention. Effective prevention can make an important contribution to the overall EU policy objectives, such as ensuring that the digital single market fosters jobs that are sustainable, offering

healthy and safe working conditions. Also, the European Pillar of Social Rights expresses principles and rights essential for fair and well-functioning labour markets and welfare systems in 21st century Europe, such as fostering innovative forms of work that ensure quality working conditions. Therefore, better risk anticipation is essential for improving prevention and consequently for sustainable working lives and higher employment rates in the medium to long term.

Building on its two foresight studies and the scoping study carried out in 2019, the Agency will commission further articles and reviews on the future of work and will initiate new futures studies to continue anticipating new and emerging risks and challenges to OSH. The specific benefits that this will deliver include the provision of useful information that will allow policy-makers, researchers and workplace intermediaries more generally, to decide whether to take action and to set priorities.

### ***Futures activities***

EU-OSHA will carry out activities aimed at identifying and addressing future OSH challenges that are likely to result from the changing world of work, such as digitalisation, innovative forms of work and novel employment relations, multiple jobs and worksites; the increased diversity of the workforce; demographic trends; advances in research and innovation; climate change, and changing life-styles.

EU-OSHA will organise a range of futures activities seeking to:

- [a] identify and anticipate new and emerging challenges to OSH linked to the changes mentioned above;
- [b] provide instruments for policy-makers, researchers and workplace intermediaries to address adequately the future challenges that are identified; and
- [c] explore how best to transfer the findings from its futures work into policy-making as well as into the setting of priorities for research and action.

Findings from other futures studies (including outside the area of OSH) commissioned by EU, governmental and other organisations will be taken into account, as well as relevant findings from major sources such as the European Working Condition Surveys and EU-OSHA's European Survey of Enterprises on New and Emerging Risk. EU-OSHA's futures exercise will be implemented through a combination of horizon scanning, reviews, qualitative research and consultation exercises (such as interviews, surveys, focus groups, workshops) involving EU-OSHA's stakeholders, key thinkers and experts from various disciplines and backgrounds as relevant. Follow-up or more-in-depth work will be done on specific, novel issues identified by means of expert review articles, reviews or workshops. The implementation and scope of these futures activities will be decided in consultation with EU-OSHA's stakeholders building upon an ex-post evaluation of its previous foresight work.

To achieve this, EU-OSHA will play an active role as steering group member (together with the European Commission) of the Global Coalition on OSH and as task group leader on the future of work. Furthermore, it will strengthen cooperation with other bodies carrying out futures work, such as the European Parliament's Panel for the Future of Science and Technology (STOA), the EU Agencies Network of Scientific Advice (EU-ANSA), the Partnership for European Research on Occupation Safety and Health (PEROSH) and the Nordic Future of Work Group.

The findings of the futures activities will be disseminated (through articles, reports, seminars, etc.) to raise awareness of the challenges identified; stimulate debate and support priority setting and policy-making.

### ***II.2.2 Facts and figures***

Decision-makers need to have an accurate and comprehensive picture of OSH risks, their health effects, and how they can be prevented and managed in order to set priorities. The Agency's regulation requires it to "supply the EU bodies and the Member States with the objective available technical, scientific and economic information they require to formulate and implement judicious and effective policies designed to protect the safety and health of workers". Instruments such as the Agency's OSH Overviews, three to five year research-led topic-focused activities, or ESENER, EU-OSHA's workplace-level survey on



management of OSH and the new worker exposure survey, aim to contribute to such an evidence base for policy-makers and researchers. Data from other sources, such as worker surveys, administrative data and qualitative data, from both the European and national levels also make an important contribution. Such technical, scientific and economic information can also show the value of OSH to society, by developing for example, estimates of the occupational burden of disease and injury, or the economic benefits of investing in OSH, or highlight opportunities for learning from successful policies, practices and interventions.

The specific benefit of this priority area is the provision to policy-makers and researchers, but also to workplace intermediaries, of the sound and reliable information they need to decide on action. This will be achieved through a series of large-scale comprehensive OSH overviews on specific topics, the continuation of ESENER and the introduction of new instruments, such as the EU-OSH Information System (together with the European Commission), or the survey-based estimation of workplace exposures.

### ***European Survey of Enterprises on New and Emerging Risks (ESENER)***

ESENER contributes to an evidence base for policy-makers and researchers in the field of OSH. The goal for ESENER is to provide a uniquely rich source of data on how OSH is managed at the workplace, with a particular focus on psychosocial risks, on what the needs and weaknesses are, on what motivates and hinders preventive action, and on how workers participate in practice. It provides policy-makers and researchers with internationally comparable information and thereby contributes to the design, implementation and monitoring of effective OSH policies (whether regulatory, guiding or supportive) which assist companies by being comprehensive, targeted, and focused on key issues.

Operating on a five-year cycle, the third survey was carried out in 2019 (ESENER-3) and first results were provided by the end of the year. The survey helps identify factors that encourage preventive measures and those that discourage or impede them, as well as helping to define enterprises' needs according to their characteristics – size, sector, location and age. ESENER-3 sets up a time series, enabling the detection of trends in the period since ESENER-2 in 2014. For the first time countries that opted for a boost in the national sample size were given the opportunity to formulate up to three questions for inclusion in the survey interviews carried out in their country.

Helping understand how European workplaces manage OSH is achieved, not only through presentation of the main findings, but also through follow-up studies and secondary analyses, as well as independent research and campaigns that draw on its data. Follow-up studies are carried out in between survey waves covering topics such as the management of OSH, drivers and barriers, and the importance of worker consultation and participation. As many of the issues explored in ESENER are closely linked with the context in which enterprises operate, ESENER also contributes to the evaluation of both the EU and national OSH strategies, by providing an additional indicator for monitoring the state of OSH. By making the comprehensive data that it captures available to researchers, ESENER encourages further independent research and contributes to knowledge development.

The Agency will continue to develop synergies using ESENER data together with data from other relevant surveys, such as the EU Labour Force Survey and the European Working Conditions Survey.

An overview report presenting results from the fieldwork carried out in 2019 will be published in 2020 and the first secondary analysis reports will be commissioned for publication in 2021.

### ***OSH overviews***

The aim of the OSH overviews is to provide policy makers, researchers and intermediaries with useful high quality information for policy, research and good practice, including examples and recommendations of what constitutes good strategies and practice, in order to help them to better guide decision-making and prioritise resources at policy, research and company level.

Large-scale OSH overview activities of three to four years' duration address different risks, sectors or workers' groups or issues, such as work-related diseases and the occupational burden of disease and injury, the costs of underinvestment in OSH, and the value to society of good OSH. The scope of these activities is determined in consultation with EU-OSHA's stakeholders and some provide content for a subsequent Healthy Workplaces Campaign on the same topic. OSH overview activities include the collection, analysis and dissemination of comprehensive information regarding policy, research and good practice. They deliver an overview of policies and strategies; trends in exposures, workers' groups at risk and safety and health outcomes, as well as of the monitoring tools that are available and of the research needs. They contribute to the development and sharing of good practice, both at the level of policy and of workplace intervention, which can provide content for campaigning activities. Depending on the focus and scope of the project, they involve a combination of literature reviews, case studies, interviews with key people at policy, research or company level, focus groups, workshops and seminars.

Over the years covered by this PD, EU-OSHA will finalise the OSH overview on MSD that will provide extensive content to support the campaign starting in 2020. The further development of the EU OSH Information system in collaboration with the Commission will continue, which builds on the pilot information system that the Commission completed with the Agency's involvement in 2018.

Work will commence on the new OSH overview activities on digitalisation and on supporting compliance, for which preparatory work was undertaken already in 2019. The work on digitalisation will address in further detail issues identified in the Agency's second large-scale foresight on ICT that concluded in 2018.

Preparatory work will commence in 2020 on a survey on workers' exposure to cancer risk factors including selection of cancer risk factors and adaptation of the survey tool in close consultation with stakeholders. Fieldwork is planned for 2022 in a selection of countries.

The Management Board decides on new OSH overviews based on an ex-ante evaluation. Depending on available resources and the Management Board's decision in January 2020, as from 2022 a new OSH Overview on psychosocial risks will commence, with preparatory work starting in 2021.

OSH overviews aim to contribute directly to key strategic objectives of the EU Strategic Framework on OSH. For example, the EU OSH Information System supports the further consolidation of national strategies; the OSH overview on supporting compliance supports the objective to support compliance by micro and small enterprises; and the OSH overview on digitalisation will help address emerging new risks. Similarly, work-related diseases and MSD are given a high priority in the EU Strategic Framework, which is well in line with the Agency's activities on these topics.

### ***II.2.3 Tools for OSH management***

The Agency's founding regulation emphasises the need for "methods and tools for implementing preventive activities, paying particular attention to the specific problems of small and medium-sized enterprises". Risk assessment is the cornerstone of health and safety management and OSH legislation, but its implementation and quality need to be improved: evidence<sup>11</sup> shows that there are major shortcomings in complying with essential elements of EU health and safety legislation, particularly among SMEs and especially in micro- and small enterprises. It is essential therefore to provide tools for smaller workplaces to manage health and safety, and the Agency does so through its Online interactive Risk Assessment (OiRA) tool. The EU Strategic Framework on OSH recognises this challenge and sets the implementation of IT-based tools, including OiRA, as a key objective. The OiRA tool has tripartism at its core through its involvement of the social partners, as well as governments, in its development and dissemination.

---

<sup>11</sup> [EU-OSHA](#) 2018, "Safety and health in micro and small enterprises in the EU: Final report from the 3-year SESAME project"

## ***Development and promotion of the Online interactive Risk Assessment (OiRA) tool***

OiRA tools help micro- and small organisations to put in place a risk assessment process, and support them in general risk management – from the identification and evaluation of workplace risks, through deciding on and taking action, to monitoring and reporting. Tripartism will remain a key factor in the development and promotion of the tool.

The success of online tools depends not only on their usefulness in supporting risk assessment, but also on target users being aware that they exist and on there being a supportive context, such as involvement of the labour inspectorate. The Agency will further build on its promotion support based on a toolkit of promotion products and pilot projects that demonstrate the implementation of successful communication and promotion strategies and further its efforts to see OiRA embedded in national OSH strategies and legislation.

Through the activities of its IRAT<sup>12</sup> network, the Agency will continue to facilitate the exchange of knowledge and good practice in the design, implementation and promotion of tools such as OiRA among national authorities that have developed similar initiatives.

The Agency will continue to facilitate the development of more risk assessment tools at both the national and EU levels, focusing particularly on the needs and challenges of micro- and small enterprises.

To do so, EU-OSHA will further encourage EU and national (sectoral) social partners and other organisations (such as Government Ministries, Labour Inspectorates and OSH institutes) to develop and share their national or pan-European sectoral OiRA tools, and to put in place a (national) overall strategy, action plan or legislation to encourage companies to use the tools that have been developed. Collaboration with the social partners will ensure that the OiRA tools that are developed will meet the real needs of small organisations in a particular sector. Therefore social partner ‘ownership’ of the tool is crucial in encouraging widespread take-up and use of the tool at enterprise level. In partnership with the Focal Points, the Agency develops promotion actions designed to raise awareness about OiRA and encourage its uptake. In addition to the dissemination strategy, ‘peer-to-peer’ communication is essential to encouraging the use of OiRA tools in Europe’s 20 million micro- and small enterprises.

The outcome at company level should be an increase in (especially micro- and small) companies carrying out their own, good quality and up-to-date risk assessments. This will help them to manage OSH efficiently and reduce administrative burdens, helping to improve productivity as well as OSH. The outcome for workers should be that they are properly involved in risk assessment and that the risks in their workplaces will be adequately assessed and managed. The outcomes for these beneficiaries are expected to be sustainable over the longer term. Better OSH in micro- and small enterprises, and fewer work-related accidents, cases of illness and related absences from work, are part of the expected long-term outcomes.

### ***II.2.4 Raising awareness and communication***

Getting the occupational safety and health message across to multiple target groups and beneficiaries<sup>13</sup>, including policy-makers, researchers, social partners and others, and raising awareness about workplace risks and how to prevent them, are key elements in the creation of a culture in which occupational safety and health risks are prevented. The Agency’s intermediaries and beneficiaries are varied, and its communication activities have to take account of this. The requirements of communicating

---

<sup>12</sup> Interactive Risk Assessment Tool

<sup>13</sup> **Beneficiaries** are those whom an activity is designed to support or help. The Agency, in most cases, does not work directly with beneficiaries but with others (**target groups or intermediaries**) who are in contact with or can influence the beneficiaries. The Agency, in most cases, aims at increasing the capacity and understanding of target groups (e.g. by providing them with tools) for them to better help and support beneficiaries.

on future risks to policy-makers are different from those of communicating simple steps to prevent accidents to intermediaries.

The Agency's communications and promotion actions, as well as the Healthy Workplaces Campaigns play an important role in reaching this goal by delivering the available information to the different target groups, primarily intermediaries and other message multipliers, with the ultimate aim of benefiting people in European workplaces. A wide range of different types of information has to be communicated, and so the communication channels that the Agency uses need to be adaptable. The content of the communication can range from complicated statistical analysis to simple good practice guidance. National focal points and other partners are key stakeholders in the Agency's communications approach and the Agency provides its network of focal points with financial and logistical support for implementing campaign and awareness raising activities at the national level. Agency support covers a wide range of activities, including the organisation of conferences and seminars; press conferences; journalist round tables and visits; as well as the production and distribution of campaign print and promotion material in 25 languages.

### ***Healthy Workplaces Campaigns***

The Agency's Founding Regulation articles 1 and 2 (1) lays considerable emphasis on EU-OSHA's role in disseminating information, both about risks and about good practices to prevent them, and in carrying out awareness raising and communication activities and campaigns on safety and health at work issues. Successive EU OSH Strategies have also requested the Agency to carry out awareness-raising actions, and in particular to target these at small and medium-sized enterprises.

All Healthy Workplaces Campaigns pursue the following goals:

- Engaging stakeholders at all levels
- Raising awareness
- Providing information
- Developing and providing access to resources
- Encouraging activities which impact on the workplace
- Identifying and recognising good practice
- Sharing and implementing good practice

The Agency's awareness-raising activities give a European dimension to OSH-related work at the national level. They also can help push an issue which would not have been pushed if it was dealt with at the national level alone. The fact that campaign activities take place all across Europe on the same topic helps to create a European identity in OSH.

Healthy Workplaces Campaigns are decentralised campaigns co-ordinated by the Agency, but they can be tailored by our focal points in the Member States, partner organisations and individual workplaces to fit their particular needs and priorities, allowing them to organise their own activities and produce their own materials.

The Agency will also further develop and strengthen the Campaigns' network-based approach, drawing on the support of several important networks of partners, including:

- the Agency's network of national focal points, which is responsible for coordinating the Campaigns at the national level;
- the European social partners, representing the interests of workers and employers at the European level;
- the Agency's networks of official Campaign partners, consisting of pan-European or international organisations, and media partners;

- the European institutions and their networks, in particular the incumbent Presidencies of the European Council, and
- the Enterprise Europe Network, which reinforces the Agency's link with Europe's micro, small and medium-sized enterprises.

So far, each Healthy Workplaces campaign has run for two years and involved two years of preparatory work. The campaign theme for 2018-2019 has been "Establishing a prevention culture on dangerous substances while targeting specific groups of workers". The theme of the following campaign to start in 2020 is the prevention and management of work-related musculoskeletal disorders (MSD). For the MSD campaign a three-year campaign cycle will be piloted to ensure the sustainability of the Agency's campaigning and other activities.

### ***Awareness raising actions and communication***

Effective communication has a key role to play in the delivery of the Agency's mission, and as such is very much a part of EU-OSHA's core business. As in other areas of the Agency's activities, networking and partnership are at the heart of our communications approach.

The Agency strategy commits it to doing less but doing it better, and the communication strategy reflects that commitment. An important function of the strategy is to make it clear which activities the Agency undertakes and which fall under the remit of the Member States and other organisations.

The Agency will maintain and further develop its communication channels and vehicles. These include the press office including media monitoring; a broad publications and audiovisual programme; stakeholder/customer relations management and distribution; corporate literature and promotion. The annual activity report will be the main vehicle for corporate reporting.

The Agency's online strategy ensures that usability and user testing are integrated into the development process of its websites, data visualisation tools and other online services. Web metrics will be used to monitor the use of the website and to inform future developments. User satisfaction surveys of our online services will also be carried out periodically. This may take the form of surveys of website or OSHmail users, or user panels recruited for this purpose.

In addition, and alongside its Healthy Workplaces campaigns, EU-OSHA carries out additional awareness raising actions in cooperation with its network of national focal points as well as more focused promotion and communication activities dealing with specific topics. The latter can be linked to actions by other stakeholders (e.g. the European Commission, SLIC, and the EU social partners). Together, these activities aim to bring information to different beneficiaries and, in particular, intermediaries, and the Agency will continue to explore all possible means to engage with these audiences, including the increased use of social media.

Actions also include the participation of the Agency in the consortium of organisations responsible for the development and production of a series of short films featuring the popular animated character Napo. The Agency will maintain and further develop the Napo website and carry out promotion actions, such as the teachers' toolkit, that exploit Napo films to take the OSH message to new audiences.

Other activities will include promotional seminars; participation in events and exhibitions; the organisation of competitions and award schemes, such as the Healthy Workplaces Film Award and associated screenings and debates of winning films; as well as further development of visual communication tools

## **Multilingualism**

The Agency is committed to supporting multilingualism, and will continue to work with the Translation Centre for the Bodies of the European Union and its national focal points to provide translations of its information and campaign material in up to 25 languages.

National OSH professionals and intermediaries are the Agency's main target groups for multilingual communications. Consequently, it is EU-OSHA's translation practice to translate the core print and online material supporting its Healthy Workplaces Campaigns into 25 languages. However, to maximise the effectiveness of its translation budget and as part of a portfolio approach, the Agency offers its focal points the possibility to prioritise other Agency publications for translation into their respective languages according to their national needs. These publications will normally consist of shorter documents such as executive summaries of reports.

Other actions have included the development of an automated translation management tool and associated workflow to manage the contents of its multilingual websites. The tool is being made available to other agencies and bodies also working with the Translation Centre. In addition, the Agency is working with the Translation Centre to update and extend a multilingual thesaurus of OSH terminology to improve the quality and consistency of its translations.

For text-heavy information products – such as data visualisation tools – where it is economically not possible to translate the contents into all languages, the Agency will continue to pilot the use of machine translation tools.

The Agency will also continue to explore and develop innovative approaches to meeting the challenge of communicating in a multilingual Europe. One example is the dissemination strategy for the OiRA tool, through which the Agency provides support and core translations to enable national partners to develop tools in their own languages, and adapt to their own national context. The OSHwiki platform is another example of how the Agency can leverage its resources in support of multilingualism in a cost-effective and sustainable way.

### **II.2.5 Networking knowledge**

A key role for EU-OSHA is to “*collect, analyse and disseminate technical, scientific and economic information*” on risks, good practices and research aspects of occupational safety and health. This represents a very broad remit which – combined with different information needs across the Member States, the goal of supporting multilingualism, and the ever-growing task of maintaining the currency of the information – represents a considerable challenge, given the resources available. By forging links and facilitating the exchange of knowledge between different organisations involved in research, policy-making and development of resources for workplace level, the Agency is able to act as a facilitator and catalyst of new knowledge and collaboration on OSH.

#### **Networking knowledge actions**

The Agency will undertake actions to support the generation, exchange and dissemination of knowledge to support its key stakeholders, in particular the EU and member state institutions, in their decision-making, and strategy and policy development and implementation by providing relevant evidence and knowledge exchange.

Actions will reflect and contribute to the agendas of the key stakeholders and it is therefore difficult to predict all of the specific actions that will be undertaken. One of the ongoing actions over the PD period will be updated information on EU-OSH legislation, non-binding instruments and dialogue initiatives. The Agency will continue to support the Commission through the provision of information on Member

States' strategies on OSH and more generally in its follow-up to the ex-post evaluation of the EU legislation on health and safety at work.

The Agency will maintain OSHwiki as a comprehensive source of reliable up-to-date information that is integrated in its corporate website and as a way to collaborate with the OSH community. OSHwiki content will be kept up to date by the Agency, supplemented by articles from authorised contributors. EU-OSHA will work on coordination and prioritisation of OSH research through different actions such as seminars.

In order to strengthen support for micro-enterprises and SMEs, in particular in the implementation of prevention measures following the risk assessment process, the Agency promotes the development and use of 'e-tools'. Either web-based, or running on a computer or mobile device, these are interactive applications that help enterprises improve health and safety. EU-OSHA facilitates the exchange of knowledge and sharing of tools, for example those that have been successfully developed at national level, for uptake across Europe. Preference will be given to tools that support SMEs to take preventive action.

Seeking to improve the EU added value of its thematic knowledge, the Agency will collaborate with ILO, WHO, as well as OSH research institutes. This collaboration will include joint projects related to the Global Coalition on OSH, such as the development of a costing model linked to the estimations of the burden of occupational disease and injury.

### **II.2.6 Networking**

EU-OSHA is a small Agency working with information and knowledge. This makes networking essential for achieving its objectives. Networking activities are a way of ensuring the relevance of the Agency's work and creating a multiplication effect in its implementation. Of particular importance is the tripartite character of the key networks.

The activity in this area mainly meets two needs:

- 1) OSH resources, including both financial and information resources, are spread across Europe. As resources are limited, greater efficiency can be achieved by pooling resources and bringing about the effective exchange of information and experience. This is clearly recognised in the preamble to the Agency's founding regulation.
- 2) In addition, the Agency is relatively small, with under 70 staff members. On its own it is limited what the Agency can achieve. However, by engaging networks and ensuring that its work is relevant to intermediaries, the Agency has consistently shown that it can achieve much more. In particular, it is important to build on and support existing tripartite networks.

#### **Strategic and operational networking**

The Agency's strategic and operational networking actions include the development and support of its key stakeholders' networks: its governance and European networks as well as the focal points, expert and international networks. The actions aim at reflecting the needs and priorities of the key stakeholders in the Agency's activities, and cover both input to EU-OSHA's planning and the Agency's need to account for its actions; and to ensure that the Agency delivers on its objectives by relying on the networks' resources, as the Agency's own resources alone do not allow this. It is also an aim to share best practice and avoid duplication of effort.

These actions are particularly targeted at the Management Board, and EU-OSHA's other key European stakeholders. The governance networks include the Agency's Management Board, Executive Board and Advisory Groups. All these networks involve governments, unions and employers' associations, in addition to the European Commission. The European stakeholders include the EU Institutions and the European level social partners: special emphasis is given to maintaining close cooperation with DG

Employment. The strategic networks represent a unique opportunity to engage key players across Europe in the work of the Agency.

In addition, each Member State and EEA country have an EU-OSHA focal point which operates a national tripartite network reflecting national systems and structures. This allows the communication of information via the focal points to and from key stakeholders in the Member States. This is a two-way information flow that also ensures Agency activities reflect priorities in the Member States. A particular focus will be the further development and involvement of these national networks. The engagement of social partners at national level is seen as essential in ensuring the success of EU-OSHA activities.

The Agency will continue to cooperate with other European agencies, to create synergies. Agreements are already established with Eurofound, EIGE and ECHA as well as cooperation with CEDEFOP. EU-OSHA also engages with international network partners, such as the ILO, WHO, SLIC and other international organisations as well as specific countries. A concrete action is the participation in the Steering Group of the Global Coalition on OSH together with the Commission. The Agency's international activities will be carried in the framework of its paper on international relations. The paper covers issues such as the different types of actors, reasons for engagement, limitations of engagement and the definition of priorities for international actions.

Finally, the continued development of cooperation with established communication networks such as the Enterprise Europe Network (EEN) will be a priority. The EEN provides a good vehicle for reaching the enterprise level.

### ***Specific programmes for countries outside the EU***

EU-OSHA has implemented several programmes for Candidate and potential Candidate Countries prior to the enlargements from 2004 onwards allowing new Member States to participate actively from the date of accession – or even before. These programmes are financed via earmarked funds and are therefore only included in this document for information purposes.



## II.2.7 Overview

Activity/year	2020	2021	2022
Anticipating future challenges to OSH (ref 1.3)			
ESENER (ref 2.1)			
OSH overview: Musculoskeletal disorders (ref 2.7)			
Worker exposure survey (ref 2.8)			
EU OSH Information System (ref 2.9)			
OSH overview: Digitalisation (ref 2.10)			
OSH overview: Supporting compliance (ref. 2.11)			
Online interactive Risk Assessment (OiRA) tool (ref 3.1)			
Healthy Workplaces Campaign (HWC) 2018-2019: Dangerous substances (ref 4.5)			
Healthy Workplaces Campaign (HWC) 2020-2022: Work-related musculoskeletal disorders (ref 4.6)			
Healthy Workplaces Campaign (HWC) 2023-2024/2025: OSH and Digitalisation (ref 4.9)			
Awareness raising actions and communication (ref 4.7)			
Multilingualism (ref 4.8)			
Networking knowledge actions (ref 5.3)			
Strategic and operational networking (ref 6.4)			

## II.3 Human and financial resources outlook 2020-2022

### II.3.1 Overview of the past and the current situation

#### Staff population overview for N-1 (2018):

The Agency's staff resource at the end of 2018 totalled 65 posts, comprising 40 TA and 25 CA. Detailed data on different staff categories are provided in Table 1 of Annex III.

#### Expenditure for N-1:

Detailed data are provided in Table 1 of Annex II.

### II.3.2 Resource programming for 2020-2022

#### II.3.2.1 Financial resources<sup>14</sup>

The resources of EU-OSHA comprise mainly contributions of the European Union (97.0%), the EEA-EFTA countries (2.4%) and local authorities (0.6%). The overall scheme is not expected to change since the annual subsidy EU-OSHA may receive as from 2020 is defined by the Multiannual Financial Framework 2014-2020 and the current proposal for 2021-2027 which both aim to keep control over the evolution of the administrative expenditure and staffing levels of all EU institutions, bodies and is included in the Inter-institutional Agreement on budgetary discipline, cooperation in budgetary matters and on sound financial management.

The EU-OSHA financial perspective for the years 2020-2022 therefore assumes an annual contribution from the EU of a subsidy of 15,579,000 EUR. The EEA-EFTA contribution will correspond to a percentage of the annual EU subsidy voted by the Budgetary Authority. For 2020-2022, it has been estimated at 2.4% whereas the local authorities are foreseen to contribute with a total of 100,100 EUR. The increase of financial resources in 2020 will mainly be for covering indexation of prices and salaries, the reclassification exercise, and the increase in the salary weighting factor based on the OECD forecast for inflation in Spain.

#### II.3.2.2 Human resources

##### Staff population evolution

Having implemented the cumulative 10% cut in establishment plan posts (Temporary Agents (TA)) between 2012-2017, EU-OSHA anticipates that its staff resources remain stable over the period 2018-2022.

In 2019, it has been requested to align the estimated number of contract staff with the actual occupation, resulting in the change of one Contract Agent Function Group II post to a Contract Agent Function Group III post. Therefore, in 2019, the Agency may count on a staff resource totalling 65 posts (40 TA and 25 CA). The transfer of one post Contract Agent Function Group II into a Contract Agent Function Group IV, following a planned retirement is expected in 2020 (40 TA and 25 CA).

Detailed data on staff evolution over the planning period is provided in Table 2 of Annex III.

According to the Staff Screening Exercise based on 2018 data, the distribution of staff is as follows: 67.7% operational, 18.3% overheads and 13.9% neutral staff.

---

<sup>14</sup> Detailed data provided in tables in Annex II.

## Resource outlook 2020-2022

The Agency is focused on maintaining efficiency gains while continuing to deliver its work programmes with the resources available. For planning purposes, the Agency has been advised by the Commission to assume that there will be continuity in resources although with a 'flat budget in nominal terms' for Multiannual Financial Framework 2021-2027. EU-OSHA's reputation as a professional organisation is built on the quality of research, promotion and communication activities, which are carried out by its staff. The latter ensures that the Agency's professional reputation is maintained and further enhanced. EU-OSHA's organisational development, together with talent management and workforce planning will focus on improving the effective development and deployment of its staff.

EU-OSHA aims at close cooperation with the Staff Committee, in particular with regard to consultation on implementing rules giving effect to the staff regulations.

## New tasks

No new tasks were added to the Founding Regulation of the Agency.

## Growth of existing tasks

The Agency's **Online Interactive Risk Assessment (OiRA)** tool has continued to be a highly successful approach to facilitating the introduction of practical support to SMEs for management of health and safety at work. A high degree of interest has continued to be expressed by potential partners at European, national and sector level and significant funding for national schemes has continued to be facilitated through the project. The expectation from the Agency's stakeholders, and in particular the European Commission, that the OiRA project will continue to expand to new countries and sectors remains and it implies a strong management, coordination and support function that needs significant staff resources. Without additional resources being made available in the coming years, EU-OSHA will seek to achieve sustainable growth of the OiRA project by reprioritising and rescheduling other resource-intensive activities.

In order to further meet the high demand for development of tools that help SMEs to manage health and safety efficiently, EU-OSHA will continue to facilitate the wider development of 'tools for OSH solutions' that are currently used successfully only at national level.

EU-OSHA's European survey of enterprises on new and emerging risks (**ESENER**) represents the setting up of an important long-term monitoring tool at European level, the importance of which has been highlighted by the European Commission in the context of improving availability and quality of data at EU level. Responding to stakeholder interest in the project, the survey represents a step-up in quality, with a larger sample size and more rigorous implementation and quality control in the third edition in 2019.

The Agency's **Healthy Workplaces Campaign** has grown to be the largest OSH awareness raising activity of its kind in the world and it continues to grow. Its 2018-19 campaign 'Healthy Workplaces Manage Dangerous Substances' has built on the success of previous campaigns. As well as actively engaging and supporting the Agency's network of national focal points to roll-out the campaign, the Agency has recruited 100 European official campaign partners ranging from multinational companies to European employers' and workers' associations. Partnerships such as these and with DG GROW's Enterprise Europe Network and other intermediaries are essential for the Agency to get its messages across to the EU's 25 million plus workplaces. However, the Agency's success in growing the campaign brings with it increased demands and expectations which require significant staff resources to manage, coordinate and support.

The increase in requests from the European Parliament and the Commission for support through the provision of reliable information on a variety of OSH issues, as well as the increased collaboration with other EU Agencies is likely to continue over the planning period. Specifically, the Commission requested

support in the work stemming from the results of the ex-post evaluation of the 24 EU Directives on health and safety at work; in the implementation of the planned amendments of the Carcinogens and Mutagens Directive; in the transposition of EU Occupational Exposure Limits (binding and indicative) and in reinforcing OSH in the hairdressing sector. In order to be able to react to these needs within a reasonable period, a broad range of OSH specialist knowledge needs to be maintained among staff.

### **Efficiency gains**

EU-OSHA continues to seek efficiency gains, building on the findings of the evaluation of its MSP and the work that followed it (particularly the revised version of the MSP). The move to fewer larger activities will continue over the planning period and this will lead to efficiency gains as regards procurement, contract management, process simplification and production of publications. Furthermore, the Agency is seeking synergy across its activities by proposing Healthy Workplaces Campaign topics that are aligned with a preceding large-scale OSH Overview, thereby ensuring availability of high quality content for the campaign and the best possible impact for the overview through extensive promotion of the findings. Based on its first years of experience of working with reduced human resources, the Agency is very conscious of the need to ensure the sustainability of its programmed activities at the same time as being able to respond in a timely manner to requests for additional support from the European Commission. With this in mind a modest change to the Healthy Workplaces campaign cycle will be piloted 2020-2022 to free up resources at both Agency and Focal point level for other important information, communication and promotion activities.

The Agency will continue to cooperate with other Agencies – sister Agencies and beyond - on projects of shared interest. In 2017, the Agency received an EU Ombudsman award for excellence in public administration for a tool to manage multilingual websites jointly developed with the CDT and EUIPO. The tool has been further developed by the Translation Centre in collaboration with the Agency for application in other agencies. In addition, the Agency will continue to rely on its Activity Based Management and Activity Based Budgeting systems in order to continue to maintain a close integration of its annual work programme and budget.

In terms of internal efficiency and effectiveness, the Agency will continue the review and simplification of its internal processes, especially in the finance, procurement and administrative areas; it also continues to assess options in terms of identifying best operating models for finance circuits procurement and general administration. With the implementation and adoption of the Commission's new document management and depository system (ARES) in 2019, the Agency will continue to move towards a more paperless office environment and seek more efficiencies in this area.

### **Negative priorities / decrease of existing tasks**

The abovementioned move to fewer, larger activities will result in a further reduction in the number of activities running concurrently. A reduction of at least one OSH Overview type activity under the 'Facts and Figures' Priority Area is foreseen during the planning period.

EU-OSHA is almost unique amongst Agencies in the amount of information that it routinely makes available in 25 languages. For its campaigning activities, multilingual material is essential and will continue to be so. In other areas, while remaining committed to supporting multilingualism, the Agency will continue to develop new approaches – such as establishing prioritisation mechanisms involving the Focal Points and their networks which are more sustainable and less human resource intensive.

### **Redeployment of resources in view of budgetary constraints**

The Agency's Multi-annual Strategic Programme 2018-2023 has been developed within the current challenging context of budgetary constraints and sets out the approach to being able to continue to deliver on the Agency's mission with declining resources.

### **II.3.2.3 Conclusions**

Following the cut of 10% in staff resources over the past period up to 2017, EU-OSHA will maintain a strong focus on ensuring an efficient use of its human and financial resources while achieving the highest levels of quality in the performance of its work programme. It will do this through the application of modern management tools, by effective organisational development and through continuous improvements in its processes and operations.

## Section III – Annual Work Programme 2020

### III.1 Executive Summary

All EU-OSHA's activities are multi-annual and the plans for 2020 therefore define the actions to be taken for that year to achieve the mid-term objectives for the various activities. In 2020, the knowledge development for the two new OSH overviews initiated in 2019 on Digitalisation and Supporting Compliance will intensify. A new activity to establish a worker exposure survey will be initiated and the first three-year Healthy Workplace Campaign will start. Reference is also made to the Foreword and to section I.1 on the general context.

A new set of performance indicators was introduced as from 2019 to ensure a better quality in the information provided on the progress of EU-OSHA's work, cf. also Section I.II. The indicators are presented in the tables below each of the activities. For the qualitative indicators, results for 2019 will be collected for the first time at the beginning of 2020. As a result, there is no benchmark data available at this stage.

### III.2 Activities

#### Priority area 1: Anticipating Change

##### 1.3 Anticipating future challenges to OSH

The nature of work, employment relationships, types of workplaces and technologies used for work are developing rapidly at the same time, as the workforce is getting more diverse and dispersed. These trends will bring new challenges to OSH in the future that need to be anticipated adequately to allow effective prevention. All previous and current EU OSH strategy documents have identified risk anticipation as a core task for EU-OSHA and it is expected that this will continue to be a strategic priority for OSH at EU level beyond 2020.

In order to initiate an activity on a new futures related topic, the Agency will build on the results of the ex-post evaluation of the previous foresight (Large-scale foresight) commissioned in 2018 that supported EU-OSHA in selecting the method and instruments best suited for the next cycle of the activity as well as the topics to be addressed. The topic will be decided by the Management Board in January 2020 following consultations with the OKAG.

Further expert review articles will be commissioned for discussion and promotion in 2021, together with the short review on OSH and the future of agriculture that was commissioned in 2019.

<b>Goal</b>	Raise awareness and improve knowledge among policy makers and researchers on the topics selected and their implications for OSH as well as foster debate on new and emerging challenges to OSH risks associated with the changing world of work, so as to inform policy-making and help set priorities for action and research.
<b>Operational Objectives</b>	<p>This activity will:</p> <ul style="list-style-type: none"> <li>• Provide foresight information on the selected topic of good quality and relevant to policy-makers and researchers</li> <li>• Stimulate high quality debate among selected stakeholder groups on new issues relevant to OSH.</li> </ul>
<b>Expected results</b>	Results from this activity will have reached a broad spectrum of policy-makers and researchers, going beyond the community focused on OSH. The findings will have been taken into account in the formulation of OSH-relevant policy, practice and research.

Indicators	Latest result	Target	Means	Frequency
Relevance	N/A	80%	Surveys	Annually
Usefulness	N/A	80%	Surveys	Annually
Impact	N/A	80%	Surveys	Annually
Usefulness	N/A	70%	Surveys	Annually

**Output statement** Under this activity, expert knowledge on future OSH challenges will be developed and presented via different publications such as reports and expert articles and disseminated via events (workshops etc.).

## Priority area 2: Facts and figures

### 2.1 ESENER

The European Survey of Enterprises on New and Emerging Risks (ESENER) is a representative establishment survey looking at how safety and health risks are managed in European workplaces.

Since the first edition in 2009, ESENER has played a key role in helping EU-OSHA to provide cross-nationally comparable information that can contribute to OSH policy-making. It provides information on general OSH risks and how they are managed; psychosocial risks such as stress, bullying and harassment; drivers of and barriers to action in OSH management and worker participation in OSH. By including psychosocial risks, the survey sheds light on under-explored areas of OSH, which are a growing concern for European workplaces.

Following fieldwork completion in 2019, the 'new' overview report and dashboard will be presented at the launch event in Quarter 2 of 2020. The first round of national events organised by the focal points will take place in 2020 too.

**Goal** Contribute to the formulation of scientific evidence-based policies by providing high quality information on OSH and in particular on the participation of workers, the practical management of OSH and the management of psychosocial risks.

**Operational Objectives** By providing reliable and comparable data, this activity will:

- Describe more accurately the situation across Europe regarding preventive measures, workers' exposure to OSH risks and outcomes in terms of work-related accidents/ ill-health. Present a way of tracking these changes over time.
- Provide analytical information on workplace management of OSH, particularly on psychosocial risks and on the participation of workers in OSH. Find possible ways of addressing causes of accidents and ill-health.
- Combine the quantitative data from ESENER with qualitative and quantitative data from other surveys to increase the insight and understanding of key issues related to workplace management of OSH in practice

**Expected results** Results from this activity will have reached a broad spectrum of policy-makers and researchers, going beyond the community focused on OSH. The findings will have been taken into account in the formulation of OSH-relevant policy, practice and research both at national and European level. The understanding of how enterprises manage OSH will have been improved among policy-makers and researchers. The ESENER will have become a key data source on how

enterprises manage OSH and it will be seen as an effective monitoring tool to track changes over time.

Indicators	Latest result	Target	Means	Frequency
Relevance to needs	N/A	80%	Surveys	Annually
EU added value	N/A	80%	Surveys	Annually
Impact	N/A	70%	Surveys	Annually
Usefulness	N/A	80%	Surveys	Annually
Relevance to needs: Number of countries that boosted samples sizes with own resources	3 countries	2 countries per survey wave	Monitoring reports	Other
Usefulness: Number of downloads of ESENER data	75 downloads	10% increase from previous wave	Monitoring reports	Other

\*data refer to ESENER-2

**Output statement** In the framework of this activity, the Agency will produce a new dataset including policy-relevant information on OSH. Further analyses will be developed on the basis– including follow up studies on specific aspects. Targeted communication and promotion actions covering publications, the data visualisation tool –to help users navigate through the main findings- and events will help ensure optimal impact.

## 2.7 OSH overview: Musculoskeletal disorders

This activity started in 2018 with the aim of contributing to a reduction of the OSH burden resulting from MSDs. Surveys such as ESENER show that risk factors for MSDs are among the most prevalent across all sectors and so illustrate the need for better-targeted policy instruments at EU and national level. This finding is also reflected in the Commission Communication from 2017 on modernising the EU OSH legislation and policy where prevention of MSDs is one of the key challenges identified.

The activity will promote and support the prevention of MSDs, as well as the management of chronic MSDs by raising awareness and by identifying and disseminating good practice among European and national authorities, employers and sector-level organisations in particular.

Through the identification and sharing of successful initiatives, the activity will stimulate discussions about support measures at national level among policy-makers and OSH intermediaries to improve preventive action at the workplace. It will promote the sustainable reintegration of workers with MSD by identifying successful schemes and workplace measures. A targeted analysis of existing research will identify research priorities and improve the understanding of underlying causes of MSDs. As well as addressing the policy-making and research audience, the activity will raise awareness and provide guidance and good practice through the Healthy Workplaces Campaign starting in 2020 on the topic of MSDs.

**Goal** Contribute to reduce the OSH burden resulting from MSDs by improving the understanding on the topic and promoting discussion among policy-makers, researchers and intermediaries.

**Operational Objectives** This activity will:



- Encourage more and better-targeted policy instruments and actions at EU and national level and identify research needs by providing a better picture of the prevalence and costs of MSDs in Europe.
- Contribute to improving the prevention of MSD, as well as the management of chronic MSDs, in European workplaces by raising awareness and by identifying and disseminating good practice.
- Stimulate and support measures at national level designed to improve preventive action at the workplace through the identification and sharing of successful initiatives.
- Promote greater success in the sustainable reintegration of workers with MSD by identifying successful schemes and workplace measures.
- Identify research priorities and improve understanding of underlying causes of MSDs through a targeted analysis of research and data.

**Expected results** The activity will result in an activity's products uptake by policy-makers, researchers and intermediaries. It will also engender a strong knowledge base for the HWC running from 2020 to 2022.

Indicators	Latest result	Target	Means	Frequency
Relevance to needs	N/A	80%	Surveys	Annually
Usefulness	N/A	80%	Surveys	Annually
Impact	N/A	70%	Surveys	Annually
EU added value	N/A	80%	Surveys	Annually

**Output statement** Under this activity the Agency will produce overview reports and guidance/best practice documents as well as case studies and a database with practical resources to manage MSDs at the workplace. Stakeholders will be engaged via several events and workshops on specific topics. OSHwiki articles will also be produced.

## 2.8 Worker exposure survey

The worker survey on exposure to cancer risk factors draws on the conclusions of the feasibility study from 2017 and the input from experts. Building on the experience of the Australian Worker Exposure Survey (AWES), this activity sets out to fill an important information gap that has been widely identified, most recently in the context of the revision of the Carcinogens and Mutagens Directive but also in the January 2017 European Commission Communication on modernisation of EU OSH legislation and policy. It is complementary to existing sources of data on workplace carcinogens exposure, national surveys and information available from national administrative sources. EU-OSHA will carry out a survey with national samples of significant size in a selection of countries. Assuming a successful outcome of the activity, this would be a first step in a phased approach leading to full country coverage in subsequent years. An advisory group providing input to the design of the survey will be set up and will include participation from the Executive Board.

**Goal** Contribute to the challenge of reducing work-related cancer by improving the understanding among policy-makers, researchers and intermediaries about workers' exposure to cancer risk factors in order for them to be able to prioritise and target appropriate actions.

**Operational Objectives**

This activity will:

- Encourage more and better-targeted policy on exposure to cancer risk factors by providing up-to-date, cross-national, reliable and relevant information on worker's exposure to cancer risk factors in Europe.
- Contribute to improving the prevention of exposure to cancer risk factors in European workplaces by raising awareness of the prevalence of worker's exposure to them.
- Contribute to develop and feed monitoring tools of OSH (such as EU-OSH info system).
- Stimulate and support follow-up initiatives by giving public access to the database and by improving and expanding the survey methodology for other substances/types of risks.

**Expected results**

A valid and reliable survey will have been carried out in a selection of Member States, based on a sound methodology. Data and preliminary analyses will have been published such that stakeholders broadly acknowledge the survey's contribution to collecting relevant and comparable data on exposure to cancer risk factors across Europe.

**Indicators**

**Latest result**

**Target**

**Means**

**Frequency**

N/A\*

*\*To be developed in 2020*

**Output statement**

The long-term output from this activity is a dataset with policy-relevant data on workers' exposure to cancer risk factors in Europe. On that basis, reports with qualitative analysis will be developed and visualisation products will be deployed to help users navigate through the data.

## 2.9 EU OSH Information System

The overall objective of this activity is to design and develop a reliable and stable information system on OSH in Europe, based on data of the relevant national and European data providers. Following launch in 2018 of the Commission's pilot EU OSH Information System, which was developed in collaboration with EU-OSHA, this activity will add progressively to the collection of indicators and improve their presentation online through a data dashboard or visualisation (the 'OSH Barometer'). The Agency will continue to work closely with the Commission, its network of National Contact Points and with the corresponding Advisory Committee on Safety and Health (ACSH) Working Party to consolidate the indicators and develop consensus on new indicators over time. The activity will include the publication of a report (the 'State of OSH in Europe') at regular intervals so that developments over time or trends can be presented in a way that supports the policy cycle; in particular the drafting of national and EU strategic documents on OSH. Furthermore, EU-OSHA will contribute to the work of the Global Coalition on OSH launched at the 2017 World Congress in the development and dissemination of indicators, particularly as regards their visualisation online.

**Goal**

Contribute to the challenge of providing high quality, comparable and timely data for evidence-based policies on OSH. This is done by developing and establishing a system which provides an up-to-date and comprehensive overview on basic data of important indicators that describe the OSH situation in Europe.

**Operational Objectives**

This activity will:

- Further define and develop the EU-OSH info system, in particular with regard to data collection and visualisation.
- Provide high quality data by engaging and collaborating with key data providers and stakeholders.
- Establish a stable collaboration with the National Contact Points and EU-Institutions and committees to organise a stable, reliable and continuous data transfer.
- Provide comprehensive trend analysis to support EU and national policy cycle.

**Expected results** Policy-makers, such as DG EMPL, the members of the Management Board and members of the ACSH, will be informed on the current state of OSH across Europe and on changes in indicators over time. This information will support the policy-making cycle, in particular with regard to the evaluation of EU and national strategies on OSH and on the drafting of new strategies, policies and actions.

Indicators	Latest result	Target	Means	Frequency
Relevance to needs	N/A	80%	Surveys	Annually
Usefulness	N/A	80%	Surveys	Annually
Impact	N/A	70%	Surveys	Annually
EU added value	N/A	80%	Surveys	Annually

**Output statement** With this activity, the Agency will further develop and refine the EU OSH information system with the inclusion of new indicators, organise expert meetings and produce regular analytical reports with qualitative analysis of the data from the indicators.

## 2.10 OSH overview: Digitalisation

This OSH overview builds upon the issues identified in the Agency's large-scale foresight on new and emerging risks resulting from digitalisation (concluded in 2018). It will provide insights into the consequences of digitalisation on workers' safety and health and the challenges it poses to prevention, policy and practice as well as the opportunities it offers. Based on the preparatory work in 2019 to define the scope and content, a number of projects will be undertaken in 2020-2023 comprising literature reviews, qualitative research (e.g. interviews/focus groups/studies), and reviews of policy and practices (case studies). Considering that digitalisation refers to a large variety of technologies impacting on all sectors of the economy, the variety of workplaces, workers' groups, OSH situations, challenges and needs at stake is very large. However, there are common tendencies for "digital" workplaces, mainly related to human-machine interfaces, ergonomics, organisational aspects and work-related psychosocial factors. These will receive particular attention, although other types of OSH risks and challenges will also be addressed. Furthermore, this OSH overview will look at production processes and services. Some projects within this OSH overview will look in more depth at the impact of digitalisation on OSH in a limited number of sectors or occupations. It will address cross-cutting themes as relevant, such as vulnerable groups, age and gender issues, or the self-employed (including pseudo self-employed). It will take into account the results from ESENER 3 related to digitalisation. Cooperation with key organisations working on the topic of digitalisation of the world of work will be established, in particular with Eurofound and the Joint Research Centre, as well as the Future of work group of the Global OSH coalition and the Nordic Group on Future forms of work and OSH. Drawing on the scoping work and expert meeting that took place in 2019, the four following main areas of work are proposed to

be addressed as part of the OSH overview: advanced robotics and automation of tasks (including automation of physical as well as cognitive tasks); management of workers through AI-based systems (including gamification, app-driven jobs, etc.); new monitoring systems for the improvement of workers' safety and health; and the online platform economy.

**Goal** In order to improve decisions on policy and research related to OSH and digitalisation, the activity will provide deeper insights into the consequences of digitalisation on workers' safety and health and the challenges it poses to prevention, policy and practice as well as the opportunities it offers.

**Operational Objectives** This activity will:

- Review the impact on OSH (challenges and opportunities), in terms of facts and figures, policies and initiatives, practices and management of OSH in the workplace. It will identify practical resources available, describe good practices, and identify gaps, needs and priorities, and formulate recommendations for policy, research and practice in relation to advanced robotics and automation of (physical and cognitive) tasks. Part of the project will look specifically at the automation of tasks through the use of smart cobots Investigate the types and use of AI-based systems for the management of workers, their impact on OSH (challenges and opportunities), practices and management of OSH in the workplace, identify gaps, needs and priorities and formulate recommendations for research, policy and practice.
- Review the types and uses of new monitoring systems for the improvement of worker's safety and health, how they are implemented and management, impact on workers, weaknesses and strengths, describe good practices, and identify gaps and needs for research and practice.
- Provide an up-to-date review of policy and regulatory developments in relation to OSH and the online-platform economy

**Expected results** Policy-makers, such as DG EMPL, the members of the Management Board and members of the ACSH will be informed on the four themes researched in this OSH overview, in particular to support EU and national strategies on digitalisation and the need for action, leading in the longer term to the development of more effective, better-targeted policy. This OSH overview will also provide a solid knowledge base for the HWC on digitalisation starting in 2023.

Indicators	Latest result	Target	Means	Frequency
Relevance to needs	N/A	80%	Surveys	Annually
Usefulness	N/A	80%	Surveys	Annually
Impact	N/A	70%	Surveys	Annually
EU added value	N/A	80%	Surveys	Annually

**Output statement** Under this activity, a number of projects will be undertaken comprising literature reviews, qualitative research (e.g. interviews/focus groups/studies), and reviews of policy and practices (case studies).

## 2.11 OSH overview: Supporting Compliance

Improving the extent and quality of compliance with OSH regulations is a longstanding objective at European and national level. However, meeting this objective is an increasing challenge given the rapidly evolving world of work, especially regarding evolving forms of employment, business models and the nature of work.

Research such as EU-OSHA's OSH overview on Micro and Small Enterprises (MSE) has pointed to the importance not only of factors internal to the enterprise (management commitment, worker participation, etc.), but also to those that are external. The context in which an enterprise operates exerts a strong influence on whether, and if so to what extent, it complies with OSH regulations and takes effective and efficient prevention measures. These external factors include enforcement, supply chains, OSH prevention services, social norms and availability of financial or business incentives.

As a result of the diversity of national contexts and approaches on the one hand and the increasing availability of data and tools to analyse it on the other, many interesting initiatives are underway under the five themes identified as part of this OSH overview: innovation in enforcement, OSH prevention services, social reporting, supply chains and business incentives. The identification and analysis of such initiatives with the aim of sharing knowledge and stimulating further action is a key function of the Agency. Furthermore, the selected topics align with current EU policy on OSH and respond to interest expressed by the Agency's stakeholders as part of its research and in relation to the Commission's ex-post evaluation of the OSH acquis.

**Goal** This activity aims to foster an environment or 'context' that incentivises and assists enterprises – particularly small and micro – to fulfil their obligations under OSH regulations. In so doing, it addresses one of the three main challenges identified in the EC Communication on modernisation of the EU OSH legislation and policy and follows up on findings from the OSH overview on MSE that, while focusing on characteristics of MSE themselves, pointed to the importance of factors external to the enterprises.

**Operational Objectives** This activity will:

- Identify innovative approaches taken by enforcement authorities (i.e. labour inspectorates) to increase compliance with OSH legislation with the aim of spreading good practice.
- Analyse the use of external prevention services - in particular OSH consultancy - with the aim of identifying factors that result in an optimal use of such services in improving OSH in enterprises.
- Assess the effectiveness of social reporting initiatives in fostering better OSH performance with the aim of identifying success factors and maximising the influence of such initiatives.
- Investigate the impact of supply chain initiatives, including at global level, with the aim of harnessing the positive effects and avoiding or minimising negative effects.
- Review the use of economic incentives with the aim of raising awareness about success factors, helping to avoid pitfalls and maximising their impact.

**Expected results** Policy-makers, such as DG EMPL, the members of the Management Board and members of the ACSH, will have been informed on two of the five themes to be covered by 2022, in particular the need for action and of examples of successful policy and practice, leading in the longer term to the development of more effective, better-targeted policy.

Indicators	Latest result	Target	Means	Frequency
Relevance to needs	N/A	80%	Surveys	Annually
Usefulness	N/A	80%	Surveys	Annually
Impact	N/A	70%	Surveys	Annually
EU added value	N/A	80%	Surveys	Annually

**Output statement** The activity will produce publications based on research and analysis of the success factors for MSEs' compliance with OSH legislation. The actual outputs will be further defined in 2020 based on the outcome of an initial scoping phase.

### Priority area 3: Tools for OSH management

#### 3.1 Online interactive Risk Assessment (OiRA) tool

OiRA is specifically mentioned in the European OSH Strategic Framework and as such this activity plays an important role in delivering on the framework. EU-OSHA will continue to adapt, improve and maintain the OiRA software; promote and support the development of OiRA tools among intermediaries stressing the importance of tripartism; provide training and support to stakeholders.

Recognising the importance of facilitating exchange of knowledge in this rapidly evolving area. EU-OSHA will encourage collaboration between the OiRA partners through the 'OiRA community' and among institutions promoting similar tools through the 'Interactive Risk Assessment tools' (IRAT) network. Based on interest from the respective countries, new partners will be included in the OIRA/IRAT network.

In order to strengthen the promotion of OiRA and developed tools, the promotional support that started in 2018 will be continued. The programme is based on specific promotional activities for selected national tools and aims at increasing uptake among enterprises. This continuation of the programme will draw on the experience from 2018/2019 country promotion pilots to ensure an effective 'push' of OiRA tools to intermediaries and enterprises.

The activity will take account of the findings of the OSH Overview on Micro and Small Enterprises completed in 2018 and where possible implement the appropriate approaches as regards effective support for MSEs.

An external evaluation of OiRA is foreseen to be started in 2020, which will ensure the appropriate feedback on current activities and enable a respective adaptation of OiRA activities based on the results that are expected for 2021.

**Goal** To help micro and small business comply with OSH regulations and manage OSH effectively through the performance of their own, good quality risk assessment.

**Operational Objectives** Under this activity EU-OSHA will:

- Maintain and continuously improve the OiRA platform to ensure that it is reliable and user-friendly and provides optimum functionality.
- Work with intermediaries to help them provide free of charge, easy-to-use, state-of-art OiRA tools adapted to specific sectors in order to increase the number of (especially micro and small) enterprises carrying out their own, risk assessment.

- Encourage EU and national (sectoral) social partners and other organisations to develop and share their national or pan-European sectoral OiRA tools
- Encourage the implementation of effective national strategies to encourage companies to use the tools developed.
- Foster the development and sharing of innovative promotion actions that aim to increase the awareness and use of developed tools.

**Expected results**

Intermediaries will have developed tools adapted to national and sectoral situation.

Inclusion of OiRA in national policy approaches, such as strategies, regarding the use of tools will have been encouraged.

OiRA tools and related promotional activities will have been exchanged.

The number of companies carrying out risk assessment using OiRA will have increased.

Secondary results: Tripartism will have been strengthened.

Indicators	Latest result	Target	Means	Frequency
Relevance to needs	N/A	80%	Surveys	Annually
Usefulness	N/A	80%	Surveys	Annually
Impact: Number of new risk assessments performed	2018: 17.820	15.000	Monitoring reports	Annually
EU added value	N/A	80%	Surveys	Annually
Usefulness: Number of new tools created per year	2018: 24	20-25	Monitoring reports	Annually

**Output statement** Publication of OiRA tools, community and networking actions, and finalisation of national promotion strategy pilots.

## Priority area 4: Raising awareness and communication

### 4.5 Healthy Workplaces Campaign (HWC) 2018-2019: Dangerous Substances

The 2018–19 Healthy Workplaces Campaign has been a decentralised campaign designed to help national authorities, companies, organisations, managers, workers and their representatives and other stakeholders to work together to manage the risks of dangerous substances in their workplaces.

The campaign will have ended with the Healthy Workplaces Summit in November 2019, but the follow-up of the contractual aspects of these activities and of the support to focal points will continue in the first quarter of 2020. In addition, the campaign will be evaluated in the framework of an ex-post evaluation. Some staff resources will be required to follow up on these issues and to support the sustainability of the campaign theme in 2020 and beyond.

## Goal

This campaign has aimed at establishing a prevention culture on dangerous substances across the EU and beyond, by implementing the following 5 strategic objectives:

- Raising awareness of the importance and relevance of managing dangerous substances in many European workplaces by providing facts and figures on exposure to dangerous substances and the impact of this on workers.
- Promoting risk assessment, elimination and substitution, and the hierarchy of prevention measures by providing information on practical tools and good practice examples.
- Raising awareness of risks linked to exposure to carcinogens at work by supporting the exchange of good practices as a signatory to the covenant committing to the Carcinogens Roadmap.
- Targeting groups of workers with specific needs and higher levels of risk, due to limited knowledge in relation to dangerous substances by providing facts and figures and good practice information.
- Improving awareness of policy developments and the legislative framework by providing an overview of the existing framework and existing guidance.

## Operational Objectives

The campaign will have provided a knowledge base on how to manage effectively dangerous substances in the workplace, including information on the existing legal and policy framework, good practice solutions, tools and instruments and successful communication and awareness raising actions in this field, with a specific focus on building a prevention culture, protecting vulnerable groups, addressing emerging risks and gender issues.

At the same time it has aimed to raise awareness among the target groups as defined in the campaign strategy of the topic by carrying out promotion and engagement actions over the campaign period, including:

- Focal Point Assistance Tool for HWC (FAST/HWC)
- Partnership activities (network of official campaign & media partners)
- Conferences and seminars
- Media & PR actions (press conferences, releases, journalists' visits, etc.)
- Web & social media activities (Twitter, Facebook LinkedIn, etc.)

## Expected results

As a result of the campaign, it is to be expected that the knowledge and information developed and promoted under this activity has been disseminated to the main target groups as defined in the campaign strategy and will have started to contribute to establishing a prevention culture on dangerous substances across the EU and beyond. Ideally, by then the Agency should have become a key reference point for managing dangerous substances in the workplace in Europe, by providing a gateway to the most important resources in this field.

Indicators	Latest result	Target	Means	Frequency
Promotion: Number of promotion actions	2018-2019: 724	300	Monitoring reports	Annually



implemented by the Agency

Promotion: Number of media partners	2018-2019: 35	25-30	Monitoring reports	Other
Engagement: Number of campaign activities organised by official campaign partners, media partners, focal points and EEN OSH ambassadors	2018-2019: 841	400	Monitoring reports	Other
Engagement: Key stakeholder groups represented at HWC flagship events	N/A	100%	Monitoring reports	Other
Engagement: Number of official campaign partners	2018-2019: 90	80-100	Monitoring reports	Other
Usefulness	N/A	80%	Surveys	Annually
Usefulness of FAST events	N/A	80%	Surveys	Annually
Impact	N/A	80%	Surveys	Annually
EU added value	N/A	80%	Surveys	Annually

**Output statement** In 2020 the outputs will be the follow-up deliverables to the campaign, mainly the evaluation of the HWC 2018-2019.

#### **4.6 Healthy Workplaces Campaign (HWC) 2020-2022: Work-related musculoskeletal disorders**

MSDs are one of the key priorities in European OSH policy. This is clearly expressed in the Commission Communication on modernisation of OSH legislation and policy from January 2017. Therefore, EU-OSHA focuses some of its main activities on MSDs. The HWC 2020-2022 on MSDs will build on the research-work done under the OSH overview on MSDs – see above under activity 2.7 for the background to the Agency's work on MSDs.

The 2020-2022 campaign focuses on the prevention of work-related MSDs and will provide an opportunity to improve the awareness and understanding of MSDs and its multifactorial causes. This means: Improving awareness about work-related MSDs risk factors and how to prevent and manage them (importance of risk assessment / management); improving awareness about health outcomes related to MSDs, along with the impact of MSDs for enterprises and society as a whole.

**Goal** The campaign aims to help reduce the burden of work-related musculoskeletal diseases through better preventive action in European workplaces, especially in micro and small sized enterprises.

**Operational Objectives** This activity will:

- Develop resources for deployment in each Member State regarding awareness raising, guidance, tools and networking in order to raise awareness among intermediaries about the MSD burden, risk factors and preventive measures.
- Encourage exchange of good practice and collaboration.

### Expected results

At the end of the campaign cycle, it is expected that the knowledge and information developed and promoted under this activity has been disseminated to the main target groups and that it will have contributed to establishing a prevention culture regarding work-related musculoskeletal disorders (MSDs) across the EU and beyond. By then, the Agency should have become a key reference point for the prevention and management of MSDs in European workplaces, by providing a gateway to the most important resources in this field.

Indicators	Latest result	Target	Means	Frequency
Promotion: Number of promotion actions implemented by the Agency	2018:2019: 724	300	Monitoring reports	Annually
Promotion: Number of media partners	35	25-30	Monitoring reports	Other
Engagement: Number of campaign activities organised by official campaign partners, media partners, focal points and EEN OSH ambassadors	2018-2019: 35	400	Monitoring reports	Other
Engagement: Key stakeholder groups represented at HWC flagship events	N/A	100%	Monitoring reports	Other
Engagement: Number of official campaign partners	2018:2019: 90	80-100	Monitoring reports	Other
Usefulness	N/A	80%	Surveys	Annually
Usefulness of FAST events	N/A	80%	Surveys	Annually
EU added value	N/A	80%	Surveys	Annually
Impact	N/A	80%	Surveys	Annually

### Output statement

EU-OSHA will provide publications and campaign products to support the campaign, undertake campaigning actions, support focal points for the development of campaign actions in the Member States via the FAST scheme and undertake overall coordination and management of the HWC 2020-2022.

## 4.9 Healthy Workplaces Campaign (HWC) 2023-2024/2025: OSH and digitalisation

In 2019, the Management Board decided on Digitalisation and OSH as the topic of the forthcoming HWC 2023-24/25. The campaign will draw on and help promote the findings of the OSH Overview on Digitalisation that started in 2020. As in previous healthy workplaces campaigns, actions will focus on providing state of the art information, networking and good practice exchange opportunities regarding the chosen topic. In 2020, work on the campaign strategy, data collection and cooperation with other international and EU institutions will start, so that the EU-OSHA Management Board will be able to adopt the campaign strategy in January 2021.

**Goal** As all previous healthy workplaces campaigns, this campaign will pursue the following general strategic objectives:

- Engaging stakeholders
- Raising awareness
- Encouraging activities that make an impact at workplace level
- Developing and providing access to practical tools and resources
- Identifying and sharing good practice examples and practical tools

### Operational Objectives

The campaign will provide a knowledge base on the selected campaign topic, including information on the existing legal and policy framework, good practice solutions, tools and instruments and successful communication and awareness raising actions in this field. At the same time it will aim to raise awareness among the identified target groups by carrying out promotion and engagement actions over the campaign period, including:

- Focal Point Assistance Tool for HWC (FAST/HWC)
- Partnership activities (network of official campaign & media partners)
- Conferences and seminars
- Media & PR actions (press conferences, releases, journalists visits, etc.)
- Web & social media activities (Twitter, Facebook LinkedIn, etc.)
- Dissemination of findings from the OSH Overview on Digitalisation

**Expected results** To be defined in 2020

Indicators	Latest result	Target	Means	Frequency
Promotion: Number of promotion actions implemented by the Agency	2018-2019: 724	300	Monitoring reports	Annually
Promotion: Number of media partners	2018-2019: 35	25-30	Monitoring reports	Other
Engagement: Number of campaign activities organised by official campaign partners, media partners, focal	2018-2019: 841	400	Monitoring reports	Other

points and EEN OSH ambassadors

Engagement: Key stakeholder groups represented at HWC flagship events	N/A	100%	Monitoring reports	Other
Engagement: Number of official campaign partners	2018-2019: 90	80-100	Monitoring reports	Other
Usefulness	N/A	80%	Surveys	Annually
Usefulness of FAST events	N/A	80%	Surveys	Annually
EU added value	N/A	80%	Surveys	Annually
Impact	N/A	80%	Surveys	Annually

**Output statement** To be defined in 2020

#### **4.7 Awareness - Raising actions and Communication**

This activity is focussed on communicating and raising awareness on OSH, the Agency and its projects, products and services, primarily among the OSH community, but also to policy-makers and EU citizens in general. For this purpose, the communication and promotion actions undertaken use both traditional channels and tools (website, publications, press office) as well as more innovative ones (such as Napo and film screenings and debates). With the piloting three year HWC from 2020-2022, the Agency wants to increase its efforts on communicating and promoting its policy-facing activities.

**Goal** The goal of this activity is to raise awareness about the importance of OSH and the work of the Agency among the EU OSH community as well as among a wider set of beneficiaries and intermediaries beyond the Agency's primary audiences

**Operational Objectives** With this activity, EU-OSHA will:

- Deliver effective communication actions for both policy-facing and workplace-facing activities including further development of its website, management of its press office (and media partners) and delivery of publications and information to inform and raise awareness about OSH among selected audiences (intermediaries and beneficiaries);
- Carry out awareness raising actions and focussed promotion and communication actions dealing with specific topics. To achieve this, the Agency will participate in the development and promotion of Napo films, the Napo website and have an active presence at major events throughout the year.

**Expected results** A continuous high number and quality of awareness raising actions (communicating and promoting OSH) implemented by intermediaries among their networks and at workplace level.

It is also expected that this activity can contribute to a high level of OSH awareness and sharing of OSH knowledge among intermediaries and

beneficiaries and build a critical mass of new partners/networks interested in OSH, ready to disseminate and communicate the Agency's messages

Indicators	Latest result	Target	Means	Frequency
Promotion: Number of promotion and dissemination activities per year	2018: 623	600	Monitoring reports	Annually
Promotion: Number of events organised by the Agency (under the activity and under FAST)	2018: 219	200-250	Monitoring reports	Annually
Reach via websites	N/A	2.500.000 visits	Web statistics reports	Annually
Usefulness of FAST events	N/A	80%	Surveys	Annually

**Output statement** Under this activity external communication actions such as events, online promotion and visuals are implemented.

EU-OSHA will provide support to various focal point events and actions related to the Agency's activities via the FAST scheme.

#### 4.8 Multilingualism

As a European Union OSH information Agency running awareness raising campaigns in more than 30 countries, EU-OSHA subscribes to the language policy of the European Union, especially the right of EU citizens to receive appropriate information in their language. The activity "multilingualism" covers the planning and implementation of the multilingual aspect of EU-OSHA's communication strategy. This includes the provision of translated texts as well as the review and revision of its multilingual practices. The Agency aims to maximise the effectiveness of its available budget for translations by involving its national focal points in the prioritisation of texts for translation (portfolio approach) and by working both with the Translation Centre (CdT) and the focal points to deliver high quality translations and to manage its multilingual websites and products.

**Goal** To contribute to the engagement of audiences across Europe in various languages via the provision of multilingual information

**Operational Objectives** The Agency will provide good quality translations of Agency information based on needs and cost assessments and taking into account focal points' feedback on needs and priorities.

**Expected results** Translated products will have contributed to widen the involvement in EU-OSHA activities and to a higher uptake of the work of the Agency.

Indicators	Latest result	Target	Means	Frequency
Relevance to needs: FOPs who participate in the portfolio scheme	2019: 26 out of 28	22 out of 28	Monitoring reports	Annually

Usefulness: Agency's translated products are key to get the OSH messages across in their countries	N/A	80%	Surveys	Annually
--	-----	-----	---------	----------

**Output statement** Under this activity, products of the Agency will be made available in different EU languages, taking into account varying needs/demands of the national focal points.

## Priority area 5: Networking knowledge

### 5.3 Networking knowledge actions

This activity complements the actions on exchange of good practice at policy-making level and concerning strategies, programmes and other interventions that are found in the 'OSH Overview' approach.

Under this activity, the Agency will continue to provide knowledge-based support to the Commission, other institutions and key stakeholders when requested to strengthen the evidence base for their decision-making and to provide them with the input necessary for their policy work. The Agency will also continue to provide updated information on EU OSH legislation and on non-binding instruments, such as guidelines, as well as social dialogue initiatives. The review of biomonitoring practice across the EU containing elements for non-binding guidance will be further developed in collaboration with other organisations currently working on this issue, as well as with the Commission and the ACSH.

The expert exchange programme initiated in 2019 will further seek to stimulate knowledge transfer between OSH organisations in the member states focusing on a specific topic area.

Collaboration with members of the Global Coalition on OSH will continue, including with ILO and WHO. Joint actions will include the online presentation of data on the burden of occupational disease and injury and the development of a costing model linked to these estimations.

Under this activity, some promotion and evaluation actions related to completed activities such as on work-related diseases will be carried out.

**Goal** Foster high-quality discussion on OSH by providing an information-based resource and platform for debate, facilitating the exchange of information on OSH research, policy and practice.

**Operational Objectives** This activity will:

- Foster research collaboration across Europe in order to coordinate/prioritise topics and exchange information across policy areas.
- Support the European Commission by mapping, gathering and disseminating information on Member State OSH strategies and providing support on the follow up to the ex-post evaluation of OSH legislation.
- Engage the OSH community through the interactive platform OSHwiki.
- Maintain OSHwiki and contribute articles by approved authors.

- Support the development of e-tools for OSH management by facilitating exchange of good practices between developers and national authorities and raising awareness about their use.

**Expected results** Synergies will have developed amongst OSH actors in policy-making and research and between OSH and other policy areas as a result of the actions carried out under this activity. The Agency will have provided an important input to the follow-up work to the ex-post evaluation of the OSH Directives.

OSHWiki will be seen as an important and complementary source of information on OSH and will have served as a good vehicle to support the dissemination of the work done under other activities.

The information provided will have been taken up by policy-makers and researchers, including other policy areas.

Better informed policy and research decisions and increased interaction among key actors, including exchange of good practice at policy level.

Indicators	Latest result	Target	Means	Frequency
Relevance to needs	N/A	80%	Surveys	Annually
Usefulness	N/A	80%	Surveys	Annually
Impact	N/A	70%	Surveys	Annually
EU added value	N/A	80%	Surveys	Annually
Usefulness (OSHWiki)	N/A	80%	Surveys	Annually

**Output statement** With this activity, the Agency will engage the research and OSH community via workshops and seminars and support the Commission in a variety of areas, including the follow up work to the ex-post evaluation of OSH Directives and the mapping of national strategies. OSHWiki articles will be published and/or reviewed to ensure continue relevance.

## Priority area 6: Networking

### 6.4 Strategic and operational networking

This activity covers networking actions targeted at key stakeholders of EU-OSHA, which are of great importance to the Agency, both for strategic purposes and operational ones.

The key stakeholders are, on the one hand, the Management Board and its three groups (governments, unions and employers' associations) and the Commission, the Executive Board, the Advisory Groups and the European level stakeholders (EU Institutions, EU level social partners, European Social Dialogue Committees, SLIC and other EU agencies). Effective strategic networking is determinant to ensure that the Agency addresses the right needs and engage key stakeholders in the take-up of its work.

On the other hand, the Agency's focal point network, its expert networks, and its international networks and organisations (including ILO and WHO) are essential to help the Agency deliver on its objectives. Each Member State and EEA country has an EU-OSHA focal point, which operates a national tripartite network reflecting national systems and structures. The engagement of social partners at national level is seen as essential in ensuring the success of EU-OSHA activities. This is of key importance for the Agency to be able to implement the MSP, as the Agency's own resources alone do not allow this. It is also an aim to share best practice and avoid duplication of effort.

Finally, EU-OSHA will continue collaborating with the Enterprise Europe Network (EEN) as this network continues to be an effective vehicle for reaching businesses, in particular, small and medium enterprises. Furthermore, it will continue to explore the possibility of establishing links with European networks of providers of vocational education and training.

In 2020, the Agency will continue the development of its networks and relations to its partners. The Agency will further develop its national focal point networks. In particular, this is through the "portfolio" process whereby national needs are identified and tailored actions put in place (e.g. translation of documents into specific languages or the holding of specific events in Member States).

**Goal** Have in place effective governance structures to ensure that the strategic direction and the work of the Agency are aligned with European policy priorities and the priorities of the stakeholders of the Agency; to further develop effective implementation structures so that stakeholders - particularly, intermediaries - actively support and participate in the work of the Agency.

**Operational Objectives** Implementing networking actions (meetings, events, tools etc.) targeted at all identified stakeholders and establish a channel for the stakeholders to communicate their priorities to the Agency as well as engaging the stakeholders in the implementation of the Agency's work. A key objective is to further develop tripartism in governance and implementation structures. Key stakeholders are those represented in the Management Board, European level stakeholders (European Institutions, European Social Dialogue Committees, EU Agencies), the Focal Point network and international organisations.

**Expected results** Stakeholders assess that the work of the Agency is relevant to the most important OSH needs in Europe;  
Stakeholders actively support the work of the Agency;  
Tripartism continues to be a pillar of the work of the Agency;  
Strategic decisions are well-informed and evidence-based

Indicators	Latest results	Target	Means	Frequency
Perceived engagement in planning, monitoring and implementation of Agency's work programme	2019: 97%	80%	Surveys	Annually
Quality of meetings	2018: 95%	80%	Surveys	Annually

**Output statement** Various networking actions in the form of network meetings, visits to stakeholders etc. These networking actions are directed at strategic and at operational stakeholders.

## 6.5 Earmarked programmes beyond the EU

In order to support regional cooperation it is foreseen that the Agency will continue to support EU activities in the pre-accession and candidate countries. In September 2019, EU-OSHA has submitted an application to sign a new grant contract with DG NEAR to continue its long-standing work with the Western Balkans and Turkey. The new application is scheduled to be signed and come into force on 1 December 2019 and run for 36 months.



## Horizontal area 1: Corporate management

### *Management & control*

Under this activity, the key priorities are the implementation of the 2020-2022 Programming Document and budget as adopted by the Management Board. The Management will monitor implementation closely and report to the Executive Board on a regular basis.

EU-OSHA will continue to base the implementation of its annual work programme on the principles of Activity Based Management.

<b>Goal</b>	Ensure that the Agency can rely on an effective management and internal control system in place
<b>Operational Objectives</b>	Implement actions aimed at striking a fair balance between control and effective management and ensuring compliance with the regulatory framework.
<b>Expected results</b>	The Agency maintains the good records with external and internal auditors and improves management and supervision systems.
<b>Output statement:</b>	Under this activity, general management of the Agency as well as internal control, data protection, business continuity and risk management actions will be undertaken

<b>Indicators</b>	<b>Latest result</b>	<b>Target</b>	<b>Means and frequency of verification</b>
Degree of implementation of the work programme <sup>15</sup>	2018: 93%	90 %	Planned outputs delivery – all work programme/annually

### *Legal advice*

The Legal Service provides quality legal advice to the Agency in all its area of activity.

### *Programming and evaluation*

EU-OSHA aims at ensuring a high quality in its programming, monitoring and evaluation systems. The programming systems ensure that the activities reflect the needs among the stakeholders and that resources are efficiently allocated. This is articulated in the Programming Document. Throughout the implementation phase various monitoring systems provide information on progress in implementation of plans. Finally, the Agency implements its multi-annual evaluation plan within the scope of its evaluation policy to ensure accountability and learning in addition to standard annual reporting such as the consolidated activity report.

<b>Goal</b>	Provide good quality programming, monitoring and evaluation information with the involvement of relevant stakeholders.
<b>Operational Objectives</b>	Comply with the legal requirements, most notably the production of a Programming Document in line with the guidelines, an annual activity report and ex-ante and ex-post evaluations as foreseen by the Financial Regulation.

---

<sup>15</sup>Percentage of outputs for the year delivered taking into account the degree of finalization via a set of key milestones. If one output item in the programming document covers more outputs (e.g. "three articles"), each of the outputs is counted separately.

Ensure accountability towards the Management Board and external stakeholders

**Expected results**

The Agency is regarded as an accountable organisation

The Agency implements activities reflecting the best use of available resources

The Agency has established an internal learning culture

**Output statement**

Under this activity statutory programming, monitoring and reporting documents will be produced.

<b>Indicators</b>	<b>Latest result</b>	<b>Target</b>	<b>Means and frequency of verification</b>
Timeliness of statutory documents	2018: 100 %	100 %	Programming Documents and Annual Activity Reports delivered within foreseen deadlines

## Horizontal area 2: Administrative support

<b>Goal</b>	Provide the services and goods that are necessary for EU-OSHA to deliver its mandate and work programme: human resources, finances/ budget and accounts, building facilities, information and communication technologies and general services, documentation management.		
<b>Operational Objectives</b>	<p>Effective and efficient management of resources in compliance with the staff regulation and financial regulation.</p> <p>Organisational development actions to optimise the work organisation and processes.</p>		
<b>Expected results</b>	<p>The Agency is regarded as an accountable, efficient and effective organisation, making optimal use of all its resources.</p> <p>Recruitment and development activities provide and nurture talents and skills that allow EU OSHA to carry out its mandate and allow staff to perform towards their potential effectively.</p>		
<b>Output statement:</b>	Under this activity, various administrative services in the areas of ICT, human resources, finance, documentation and infrastructure will be provided.		
<b>Indicators</b>	<b>Latest result</b>	<b>Target (2020)</b>	<b>Means and frequency of verification</b>
1. Budget Implementation	2018: 99.6%	95%	Annual reporting
2. Budget execution	2018: 98.3% for Title I 2018: 64.9% for Title 2 2018: 45.6% for Title 3	Above 90% for Title 1, above 75% for Title 2, and 65% for Title 3	Annual reporting
<b>Staff capacity</b>	2018: 99.1%	Above 95%	Annual reporting

## Annexes

## Annex I – Resource allocation by activity

This table provides aggregated human and financial resources per each operational activity included in the work programme

Acronym	Cost	FTE
Anticipating future challenges to OSH (ref 1.3)	432,156	2.2
ESENER (ref 2.1)	1,012,196	3.6
OSH overview: Musculoskeletal disorders (ref 2.7)	1,037,182	3.4
Worker exposure survey (ref 2.8)	981,054	3.0
EU OSH Information System (ref 2.9)	507,288	2.7
OSH overview: Digitalisation (ref 2.10)	711,743	2.9
OSH overview: Supporting compliance (ref. 2.11)	409,028	2.0
Online interactive Risk Assessment (OiRA) tool (ref 3.1)	995,590	5.0
Healthy Workplaces Campaign (HWC) 2018-2019: Dangerous substances (ref 4.5)	194,934	1.0
Healthy Workplaces Campaign (HWC) 2020-2022: Work-related musculoskeletal disorders (ref 4.6)	2,178,448	9.3
Awareness raising actions and communication (ref 4.7)	3,621,883	11.9
Multilingualism (ref 4.8)	986,962	3.0
Healthy Workplaces Campaign (HWC) 2023-2024/2025: OSH and Digitalisation (ref 4.9)	75,260	0.5
Networking knowledge actions (ref 5.3)	824,096	3.7
Strategic and operational networking (ref 6.4)	2,077,721	10.8
	<b>16,058,100</b>	<b>65.0</b>

## Annex II – Financial resources

Information concerning revenue and expenditures, outturn and cancellations of commitment and payment appropriations.

**Table 1: Expenditure**

Expenditure	2019		2020	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
<b>Title 1</b>	6,359,900	6,359,900	6,856,000	6,856,000
<b>Title 2</b>	1,400,000	1,400,000	1,450,000	1,450,000
<b>Title 3</b>	7,979,100	7,979,100	7,752,100	7,752,100
<b>Title 4</b>	p.m.	p.m.	p.m.	p.m.
<b>Total expenditure</b>	<b>15,739,000</b>	<b>15,739,000</b>	<b>16,058,100</b>	<b>16,058,100</b>

EXPENDITURE	Commitment appropriations						
	Executed Budget 2018	Budget 2019	Budget 2020		VAR 2020/2019	Envisaged in 2021	Envisaged 2022
			Agency request	Budget Forecast			
<b>Title 1 - Staff Expenditure</b>	<b>5,990,214</b>	<b>6,359,900</b>	<b>6,856,000</b>	<b>6,856,000</b>	<b>7.8%</b>	<b>7,100,000</b>	<b>7,440,000</b>
<b>11 Salaries &amp; allowances</b>	<b>5,572,083</b>	<b>5,925,421</b>	<b>6,345,100</b>	<b>6,345,100</b>	<b>7.1%</b>	<b>6,650,000</b>	<b>6,990,000</b>
<i>- of which establishment plan posts</i>	4,157,880	4,452,971	4,737,900	4,737,900	6.4%	4,950,000	5,200,000
<i>- of which external personnel</i>	1,414,203	1,472,450	1,607,200	1,607,200	9.2%	1,700,000	1,790,000
<b>12 Expenditure relating to Staff recruitment</b>	<b>36,087</b>	<b>55,650</b>	<b>113,500</b>	<b>113,500</b>	<b>104.0%</b>	<b>50,000</b>	<b>50,000</b>
<b>13 Mission expenses*</b>							
<b>14 Socio-medical infrastructure</b>	<b>21,603</b>	<b>25,300</b>	<b>60,000</b>	<b>60,000</b>	<b>137.2%</b>	<b>60,000</b>	<b>60,000</b>
<b>15 Training</b>	<b>178,885</b>	<b>120,000</b>	<b>120,000</b>	<b>120,000</b>	<b>0.0%</b>	<b>120,000</b>	<b>120,000</b>
<b>16 External Services</b>	<b>181,556</b>	<b>233,529</b>	<b>217,400</b>	<b>217,400</b>	<b>-6.9%</b>	<b>220,000</b>	<b>220,000</b>
<b>17 Receptions and events</b>							

<b>Title 2 - Infrastructure and operating expenditure</b>	<b>1,354,860</b>	<b>1,400,000</b>	<b>1,450,000</b>	<b>1,450,000</b>	<b>3.6%</b>	<b>1,450,000</b>	<b>1,450,000</b>
<b>20 Rental of buildings and associated costs<sup>16</sup></b>	<b>606,944</b>	<b>650,800</b>	<b>633,000</b>	<b>633,000</b>	<b>-2.7%</b>	<b>640,000</b>	<b>645,000</b>
<b>21 Information and communication technology</b>	<b>550,875</b>	<b>576,500</b>	<b>609,000</b>	<b>609,000</b>	<b>6.0%</b>	<b>598,500</b>	<b>590,500</b>
<b>22 Movable property and associated costs</b>	<b>35,301</b>	<b>18,000</b>	<b>36,500</b>	<b>36,500</b>	<b>102.8%</b>	<b>37,500</b>	<b>38,500</b>
<b>23 Current administrative expenditure</b>	<b>75,431</b>	<b>69,200</b>	<b>80,500</b>	<b>80,500</b>	<b>16.3%</b>	<b>81,500</b>	<b>82,500</b>
<b>24 Postage / Telecommunications</b>	<b>86,309</b>	<b>85,500</b>	<b>91,000</b>	<b>91,000</b>	<b>4.0%</b>	<b>92,500</b>	<b>93,500</b>
<b>25 Meeting expenses*</b>							
<b>26 Running costs in connection with operational activities*</b>							
<b>27 Information and publishing*</b>							
<b>28 Studies*</b>							

<sup>16</sup> Including possible repayment of interest; detailed information as regards building policy provided in Table in Annex III



<b>Title 3 - Operational expenditure</b>	<b>8,015,640</b>	<b>7,979,100</b>	<b>7,752,100</b>	<b>7,752,100</b>	<b>-2.3%</b>	<b>7,508,100</b>	<b>7,168,100</b>
<b>30 Priority areas &amp; operational activities</b>	<b>7,842,298</b>	<b>7,874,200</b>	<b>7,629,000</b>	<b>7,629,000</b>	<b>-3.1%</b>	<b>7,385,000</b>	<b>7,045,000</b>
<b>31 Support to operational activities</b>	<b>173,342</b>	<b>104,900</b>	<b>123,100</b>	<b>123,100</b>	<b>17.3%</b>	<b>123,100</b>	<b>123,100</b>
<b>Total C1</b>	<b>15,360,714</b>	<b>15,739,000</b>	<b>16,058,100</b>	<b>16,058,100</b>	<b>2.0%</b>	<b>16,058,100</b>	<b>16,058,100</b>
<b>Title 4 Specific projects (R0)</b>	<b>281,806</b>	<b>p.m.</b>	<b>p.m.</b>	<b>p.m.</b>	<b>n/a</b>	<b>-</b>	<b>-</b>
<b>41 2016 IPA Programme</b>	<b>255,618</b>	<b>p.m.</b>	<b>p.m.</b>	<b>p.m.</b>	<b>n/a</b>	<b>-</b>	<b>-</b>
<b>42 2018 IPA Programme</b>		<b>p.m.</b>	<b>p.m.</b>	<b>p.m.</b>	<b>n/a</b>	<b>p.m.</b>	<b>p.m.</b>
<b>47 Pilot project - Older workers</b>	<b>0,-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>	<b>-</b>	<b>-</b>
<b>48 ENPI</b>	<b>0,-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>	<b>-</b>	<b>-</b>
<b>49 NEW IPA II</b>	<b>26,189</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>	<b>-</b>	<b>-</b>
<b>TOTAL EXPENDITURE C1+R0</b>	<b>15,642,520</b>	<b>15,739,000</b>	<b>16,058,100</b>	<b>16,058,100</b>	<b>2.0%</b>	<b>16,058,100</b>	<b>16,058,100</b>

\* Please note that this table is a standard template provided by the European Commission together with the guidelines for the Programming Document. EU-OSHA's budget structure does not completely match this template and therefore there are lines without any amount indicated. This does not mean, that EU-OSHA does not spend money on, e.g., mission, but that the mission costs are integrated elsewhere, in the case of EU-OSHA in Title 3.

Chapter 41 – 2016 IPA Programme: maximum funding for IPA II 2016 is € 290,000 for the period 2017-2019

Chapter 42 – 2018 IPA Programme: maximum funding for IPA II 2018 is € 399,626 for the period 2019-2022

**Table 2 - Revenue**

Revenues	2019	2020
	Revenues estimated by the agency	Budget Forecast
EU contribution	15,273,000	15,579,000
Other revenue	466,000	479,100
<b>Total revenues</b>	<b>15,739,000</b>	<b>16,058,100</b>

	2018	2019	2020		VAR 2020/2019	Envisaged 2021	Envisaged 2022
	Executed Budget	Revenues estimated by the agency	As requested by the agency	Budget Forecast			
-							
<b>1 REVENUE FROM FEES AND CHARGES</b>	0,-	p.m.	p.m.	p.m.	-	p.m.	p.m.
<b>2. EU CONTRIBUTION</b>	14,805,428	15,273,000	15,579,000	15,579,000	2.0%	15,579,000	15,579,000
of which Administrative (Title 1 and Title 2)	7,345,074	7,659,800	8,205,900	8,205,900	7.1%	8,447,900	8,787,900
of which Operational (Title 3)	7,577,536	7,463,084	7,301,172	7,301,172	-2.2%	7,131,100	6,791,100
of which assigned revenues deriving from previous years' surpluses	89,332	150,116	71,928	71,928	-52.1%	-	-
<b>3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)</b>	348,772	365,900	379,000	379,000	3.6%	379,000	379,000
of which EFTA	348,772	365,900	379,000	379,000	3.6%	379,000	379,000
of which Candidate Countries	0,-	p.m.	p.m.	p.m.	-	p.m.	p.m.

<b>4 OTHER CONTRIBUTIONS</b>	<b>100,100</b>	<b>100,100</b>	<b>100,100</b>	<b>100,100</b>	<b>0.0%</b>	<b>100,100</b>	<b>100,100</b>
of which delegation agreement, ad hoc grants	0,-	p.m.	p.m.	p.m.	-	p.m.	p.m.
<b>5 ADMINISTRATIVE OPERATIONS</b>	<b>2,537</b>	<b>p.m.</b>	<b>p.m.</b>	<b>p.m.</b>	<b>-</b>	<b>p.m.</b>	<b>p.m.</b>
<b>6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT</b>	<b>0,-</b>	<b>p.m.</b>	<b>p.m.</b>	<b>p.m.</b>	<b>-</b>	<b>p.m.</b>	<b>p.m.</b>
<b>7 CORRECTION OF BUDGETARY IMBALANCES</b>	<b>0,-</b>	<b>p.m.</b>	<b>p.m.</b>	<b>p.m.</b>	<b>-</b>	<b>p.m.</b>	<b>p.m.</b>
<b>TOTAL REVENUES</b>	<b>15,256,837</b>	<b>15,739,000</b>	<b>16,058,100</b>	<b>16,058,100</b>	<b>2.0%</b>	<b>16,058,100</b>	<b>16,058,100</b>

**Table 3 Budget outturn and cancellation of appropriations**

**Calculation budget outturn**

<b>Budget outturn</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Revenue actually received (+)	14,567,444	14,492,410	15,256,837
Payments made (-)	10,682,395	10,934,383	10,460,185
Carry-over of appropriations (-)	3,941,210	3,602,378	4,900,529
Cancellation of appropriations carried over (+)	145,493	194,468	175,804
Adjustment for carry over of assigned revenue appropriations from previous year (+)			
Exchange rate differences (+/-)			
Adjustment for negative balance from previous year (-)			
<b>Total</b>	<b>89,332</b>	<b>150,116</b>	<b>71,928</b>

Periodic review and reporting makes possible tight budgetary management of both commitment and payment appropriations. Provisions of the Agency's financial regulation are strictly followed when requesting EU funds to the European Commission services. As a result, the budget outturn for EU-OSHA varies between 0% and 2%.

Target for budget implementation defined as EU-OSHA indicator is minimum 95% for both commitment & payment appropriations. The cancellation rate is maximum 5 %.

## Annex III – Human resources (quantitative)

Table 1 – Staff population and its evolution; Overview of all categories of staff

Staff population		Actually filled as of 31.12.N-2 (2017)	Authorised under EU Budget N-1 (2018)	Actually filled as of 31.12.N-1 (2018)	Authorised under EU Budget for year N (2019)	In draft EU Budget N+1 (2020)	Envisaged in N+2 (2021)	Envisaged in N+3 (2022)
Officials	AD	0	0	0	0	0	0	0
	AST	0	0	0	0	0	0	0
	AST/SC	0	0	0	0	0	0	0
TA	AD	23	24	24	24	24	24	24
	AST	16	16	16	16	16	16	16
	AST/SC	0	0	0	0	0	0	0
<b>Total TA</b>		<b>39</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>
CA FG IV		2	2	2	2	3	3	3
CA FG III		13	13	14	14	14	14	14
CA FG II		9	10	9	9	8	8	8
CA FG I		0	0	0	0	0	0	0

Total CA	24	25	25	25	25	25	25
SNE	0	0	0	0	0	0	0
Local staff	1	0	0	0	0	0	0
<b>Grand total staff</b>	<b>64</b>	<b>65</b>	<b>65</b>	<b>65</b>	<b>65</b>	<b>65</b>	<b>65</b>
<i>Structural service providers</i>	1	1	1	1	1	1	1
<b>TOTAL w. structural</b>	<b>65</b>	<b>66</b>	<b>66</b>	<b>66</b>	<b>66</b>	<b>66</b>	<b>66</b>
<i>External staff for occasional replacement</i>	3.5	3.5	3.5	3.5	3	3	3

**Table 2 – Multi-annual staff policy plan 2020-2022**

Category and grade	Establishment plan in EU Budget N-1 (2018)		Filled as of 31/12/N-1 (2018)		Modifications in year N-1 (2018) in application of flexibility rule		Establishment plan in voted EU Budget (2019)		Modifications in year N (2019) in application of flexibility rule		Establishment plan in Draft EU Budget N+1 (2020)		Establishment plan N+2 (2021)		Establishment plan N+3 (2022)	
	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA
AD 16	-		-	-			-	-			-	-	-	-	-	-
AD 15	-		-	-			-	-			1	-	1	-	1	
AD 14	-	2	-	1			-	1			1	-	1		1	
AD 13	-	1	-	2			-	2			1	-	1		1	
AD 12	-	2	-	1			-	2			2	-	3		3	
AD 11	-	1	-	1			-	1			2	-	2		3	
AD 10	-	3	-	2			-	3			4	-	3		4	
AD 9	-	3	-	6		+1	-	5			7		9		7	
AD 8	-	7	-	6		-1	-	6			4		2		2	

AD 7	-	5	-	3			-	4				2		2		2
AD 6	-	-	-	2			-	-				-	-	-	-	-
AD 5	-		-	-			-	-			-	-	-	-	-	-
<b>Total AD</b>	<b>0</b>	<b>24</b>	<b>0</b>	<b>24</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24</b>	<b>0</b>	<b>24</b>	<b>0</b>	<b>24</b>
AST 11	-		-	-			-	-			-	-	-	-		-
AST 10	-		-	-			-	-			-	-	-	-		-
AST 9	-	1	-	1			-	1				1	-	1		1
AST 8	-	-	-	-			-	-				-	-	-		-
AST 7	-	1	-	1			-	2				2		3		3
AST 6	-	3	-	3			-	4				6		6		6
AST 5	-	7	-	7			-	6				4		3		5
AST 4	-	1	-	1			-	2				3		3		1
AST 3	-	3	-	3			-	1				0		0		0
AST 2	-	-	-	-			-	-				-	-	-	-	-
AST 1	-		-	-			-	-			-	-	-	-	-	-
<b>Total AST</b>	<b>0</b>	<b>16</b>	<b>0</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16</b>	<b>0</b>	<b>16</b>	<b>0</b>	<b>16</b>
AST/SC1	-	-	-	-			-				-	-	-	-	-	-
AST/SC2	-	-	-	-			-				-	-	-	-	-	-
AST/SC3	-	-	-	-			-				-	-	-	-	-	-
AST/SC4	-	-	-	-			-				-	-	-	-	-	-
AST/SC5	-	-	-	-			-				-	-	-	-	-	-
AST/SC6	-	-	-	-			-				-	-	-	-	-	-
<b>Total AST/SC</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>0</b>	<b>40</b>	<b>0</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>40</b>	<b>0</b>	<b>40</b>	<b>0</b>	<b>40</b>



## Annex IV – Human resources (qualitative)

### A. Recruitment policy

**Agency's recruitment policy as regards the selection procedures, the entry grades of different categories of staff, the type and duration of employment and different job profiles:**

The following framework for Job Descriptions in the vacancy notices is used. The job descriptions outline (i) an overview of the job, its general purpose and the main functions and duties of a job, (ii) the job environment which includes relevant factors and circumstances that influence the immediate working conditions and (iii) job requirements covers education, training, experience knowledge skills and personal qualities required for carrying out the job in an efficient and effective way.

The Agency is planning to review its job profiles and job descriptions to bring it up to date.

### Temporary agents on long-term employment

#### *Selection Procedure*

Temporary Agents 2(f) are recruited under the Agency's implementing rules, adopted 17 September 2015, in line with the requirements of the Staff Regulations that entered into force on 1 January 2014. The rules are applicable for the recruitment of all Temporary Agents within the Agency, with the exception of the Executive Director.

The main steps for external selection procedures are as follows:

- Publication of the vacancy announcement specifying *inter alia* general and specific competencies, key qualifications required, the possible duration of employment, function group and grade and the main steps of the selection procedure;
- Appointment of a Selection Committee composed of at least three members, including a member nominated by the Staff Committee and an external member (in specific cases);
- Preparation of the evaluation grid, written tests and interview questions before reviewing admissibility of candidates;
- Shortlisting and invitation of best candidates to interview following comparative examination of applications; the interview includes a written test (where applicable) ; tests are administered on an anonymous basis to ensure equal treatment among all candidates;
- Minutes of the selection process setting out reasons for decision and recommendation on the establishment of a reserve list for consideration by the Appointing Authority;
- Establishment of a reserve list with names of suitable candidates by the Appointing Authority;
- Offer letter to candidate(s) included on the reserve list to cover the vacant post(s) and letters to unsuccessful candidates called for an interview.

#### *Entry grades*

The Commission's decision concerning the criteria applicable to classification in grade and step on engagement of Temporary Agents dated 16 December 2013 is applicable by analogy as per Management Board decision of 5 February 2014.

The recruitment grade is decided corresponding to the job profile and is advertised in the vacancy notice. Recruitment grades for long-term Temporary Agent posts are as follows:

- For AD: from AD5 to AD8
- For AST: from AST 1 to AST 4
- For AST/SC: from AST/SC 1 to AST/SC 2
- Heads of Unit: from AD9 to AD12

The EU-OSHA Decisions of 12.06.2018 laid down provisions for middle management staff and the function of adviser.

#### *Length of employment contracts*

For Temporary Agents occupying long-term posts, contracts are offered for a period of three years, with the possibility of one renewal for a period of five years and a second renewal for unlimited period.

The Agency aims for a staff turnover rate below 10% for the period 2019-2022. The appraisal and reclassification process, as well as other career development opportunities, shall contribute to this objective.

The use of long-term Temporary Agent posts follows both the Agency's mandate and the logic of previous Staff Policy Plans, whereby work assignments of a permanent nature are undertaken by agents in posts of long-term (indefinite) duration. In contrast, time-limited assignments are undertaken by staff on short-term contracts. When vacancies for Temporary Agent posts arise, each profile shall be considered based on discussions with the Head of Unit concerned and in line with the relevant job description.

#### **Temporary agents on short/medium term employment**

Only the post of Executive Director is on short-term employment, offered for a period of five years, with the possibility of renewal of the mandate as foreseen in Article 11 of the Founding Regulation of the Agency (Regulation EC 2062/94 of 18 July 1994). The Executive Director is appointed by the Management Board as a Temporary Agent at grade AD14 on a proposal from the Commission according to the Founding Regulation mentioned above.

#### **Contract Agents on long-term employment**

##### *Selection Procedure*

The recruitment procedures for Contract Agents are set out in the implementing provisions on the procedures governing the engagement and use of Contract Staff at EU-OSHA adopted by the Agency's Management Board in January 2008. At the end of 2019, the Management Board adopted a new decision on the general provisions for implementing Article 79 (2) of CEOS, governing the conditions of employment of contract staff 3(a) based on a model decision developed between the European Commission and the Agencies' Standing Working Party.

The current rules enable the Agency to recruit Contract Agents via one of the following procedures:

- Recruitment using the European Communities Personnel Selection Office (EPSO) database;
- Recruitment carried out by the Agency following publication of a vacancy.

Reserve lists are valid for a limited period during which they may be used for further recruitments, as the need arises. The Agency can opt either to use its own recruitment selection procedures or to use the EPSO database to source suitable candidates.

##### *Entry grades*

Contract Agents are, to date, recruited in Function Group II to IV.

##### *Length of the contracts*

As for Temporary Agents, the use of long-term Contract Agents follows both the Agency's mandate and the logic of previous Staff Policy Plans, whereby work assignments of a permanent nature are met by agents in post of long-term (indefinite) duration.

For Contract Agents in long-term posts, contracts are offered for an initial period of three years, with the possibility of one renewal for a period of five years and a second renewal for an unlimited period.

Contract Agents on long-term employment are engaged for support functions across units in order to provide administrative, technical and secretarial assistance.

#### **Contract Agents on short/medium term employment**

For specific time-limited tasks, the Agency may also recruit Contract Agents on short-term contracts of less than three years. For example, to provide cover during long absences of long-term staff (e.g. part-time work, maternity leave, parental or family leave).

#### **Seconded National Experts**

The Agency has adopted implementing provisions for the engagement of Seconded National Experts to support the implementation of specific projects and initiatives, and to develop active networking and strengthen cooperation with Member States.

## B. Appraisal of performance and reclassification/promotions

Table 1 - Reclassification of temporary staff

Category and grade	Staff in activity at 1.01.Year N-2 (2017)		How many staff members were promoted / reclassified in Year N-1 (2018)		Average number of years in grade of reclassified/promoted staff members
	officials	TA	officials	TA	
AD 16					
AD 15					
AD 14		1			
AD 13		2			
AD 12		1			
AD 11		1		1	3
AD 10		2		1	3 years 9 months
AD 9		4		2	3
AD 8		7		2	3 years 4 months
AD 7		3		1	2 years 9 months
AD 6		2			
AD 5		0			
<b>Total AD</b>		<b>23</b>		<b>4</b>	<b>3 years 4 months</b>
AST 11					
AST 10					
AST 9		1			
AST 8					
AST 7				1	3
AST 6		2		1	3 years 9 months
AST 5		8		2	3 years 9 months

Category and grade	Staff in activity at 1.01.Year N-2 (2017)		How many staff members were promoted / reclassified in Year N-1 (2018)		Average number of years in grade of reclassified/promoted staff members
	officials	TA	officials	TA	
AST 4		2		1	3 years 9 months
AST 3		3			
AST 2		0			
AST 1					
<b>Total AST</b>		<b>16</b>		<b>4</b>	<b>3 years 9 months</b>
AST/SC1					
AST/SC2					
AST/SC3					
AST/SC4					
AST/SC5					
AST/SC6					
<b>Total AST/SC</b>		<b>0</b>			
<b>Total</b>		<b>39</b>		<b>8</b>	<b>3 years 7 months</b>

**Table 2 -Reclassification of contract staff**

Function Group	Grade	Staff in activity at 1.01.Year N-2 (2017)	How many staff members were reclassified in Year N-1 (2018)	Average number of years in grade of reclassified staff members
<b>CA IV</b>	18			
	17			
	16			
	15		1	3
	14	2	1	3 years
	13			
<b>CA III</b>	12	2	3	3
	11	5	3	3 years 9 months
	10	4		
	9	2		
	8	0		
<b>CA II</b>	7	3	2	3
	6	5	2	4 years 4 months
	5	1		
	4			
<b>CA I</b>	3			
	2			
	1			
<b>Total</b>		<b>24</b>	<b>6</b>	<b>3 years 11 months</b>

## **The Agency's policy on performance appraisal and reclassification – short description**

The Agency adopted on 17.09.2015 its Decision 2015/43 laying down general provisions for implementing the appraisal of Temporary Agents and Contract Agents (Article 43 of the Staff Regulations (SR), and first paragraph of Article 44 of SR for temporary staff). Alongside this, the Agency adopted on 14.09.2017 the application by analogy of Commission Decision C(2016) 7270 of 17.11.2016 amending Decision C(2013)8985 laying down general provisions for implementing Article 43 of the SR and implementing the first paragraph of Article 44 of the SR. Reclassification is carried out each year in line with the implementing provisions on the reclassification of Temporary Agents and Contract Agents dated 02.06.2016. The Agency follows the indicative average career progression set out in the implementing provisions mentioned above, in line with Annex IB of the Staff Regulations. The total number of reclassifications is subject to the availability of resources and authorised posts.

## **C. Mobility policy**

### ***Mobility within the Agency***

The Agency organises internal selection procedures to fill vacant posts in line with the implementing rules on the engagement and use of temporary staff under Article 2(f) of CEOS thus encouraging mobility within the Agency. Internal selection procedures are advertised on the intranet and via email.

### ***Mobility among Agencies (Inter-Agency Job Market)***

The provisions regarding mobility among agencies in the implementing rules on the engagement and use of temporary staff 2(f) are applied.

### ***Mobility between the agencies and the institutions***

As mentioned above, mobility between the agency and the institutions follows the provisions of the implementing rules on engagement and use of temporary staff 2(f).

## **D. Gender and geographical balance**

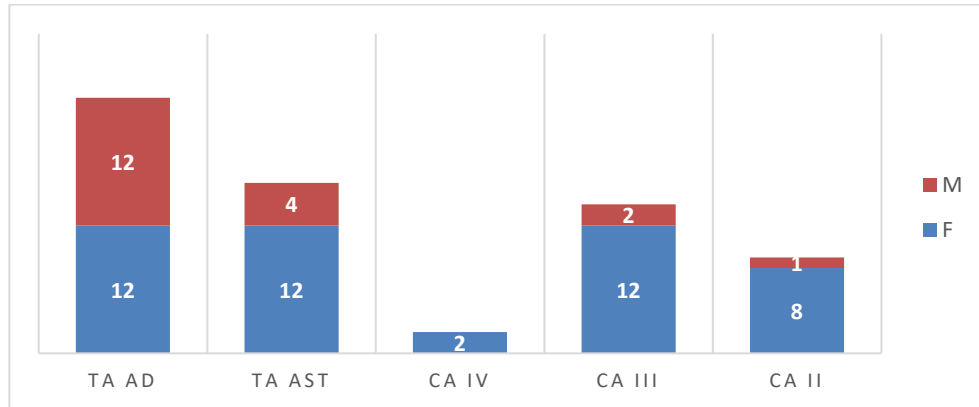
EU-OSHA is an equal opportunity employer and considers candidates for employment without distinction on the grounds of gender, colour, racial, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, nationality, age, sexual orientation or gender identity.

The Agency is conscious of the need to diversify its staff and to this effect ensures equal treatment in recruitment and reclassification. With respect to gender balance, women comprise 71% of the total staff. Since September 2011, a female Executive Director has been leading the Agency. On 31.12.2018, there have been three male Heads of Unit.

The Agency implements rules on parental leave, family leave, leave, maternity leave and part-time. The Agency's rules on working time, of 2 June 2016, encourage work-life balance and to this end Management discusses with staff all possible measures to reconcile private and professional commitments. In 2016, staff members worked part-time and took parental and family leave, totalling around three full-time equivalents.

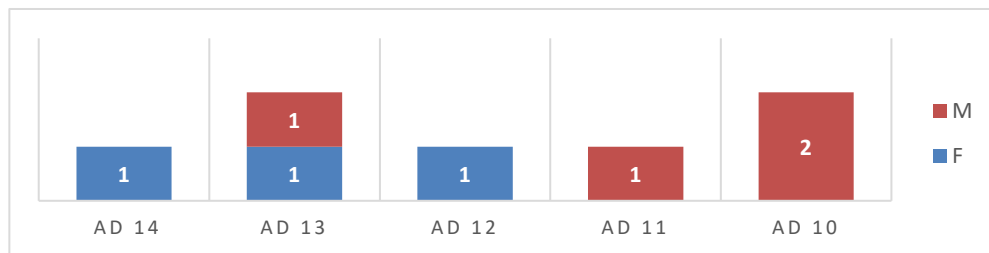
The Agency's decision on the implementation of telework in EU-OSHA was adopted on 30 August 2017.

EU-OSHA Staff by gender at 31.12.2018



*Note: It is not included in the above chart one FGIV post (funded outside the normal subsidy) to support the implementation of the IPA programme.*

Senior positions (AD10 to AD 14) by gender at 31.12.2018

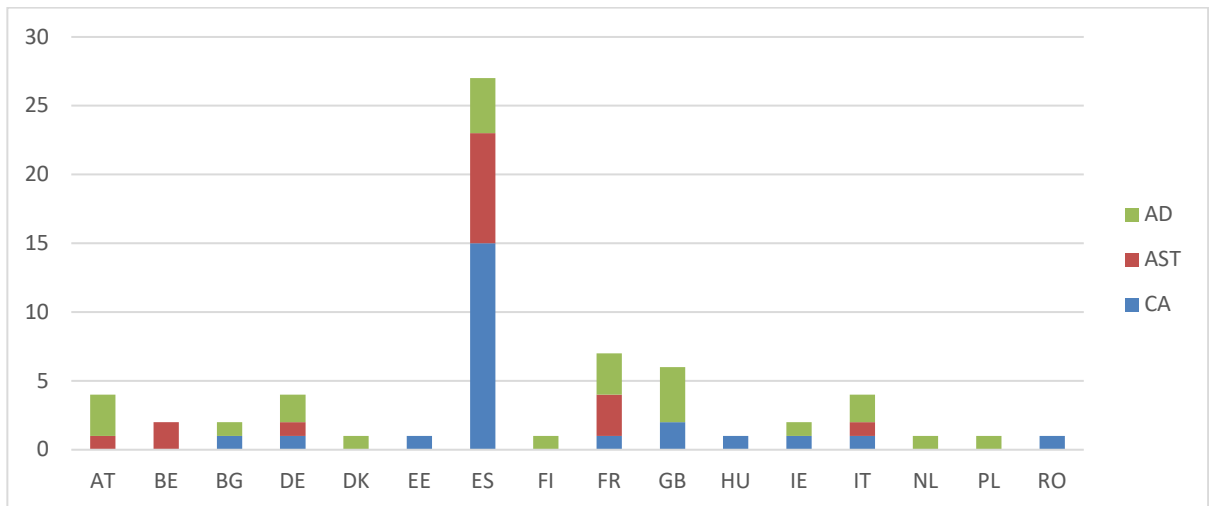




### **Geographical balance**

A total of 16 nationalities are represented within the Agency. The high number of Spanish staff is mainly due to the conversion of local staff in Contract Agents staff, as required by the previous Staff Regulations Reform that entered into force on 1 May 2004. A seat agreement with the Kingdom of Spain, signed on 31 March 2014, should help attract candidates from outside Spain by facilitating their integration into the local community.

#### EU-OSHA Staff by nationality at 31.12.2018



### **E. Schooling**

Schooling is a key factor in fostering multilingualism and enabling EU-OSHA to attract and retain qualified staff members. There is no European school at the Agency's seat, Bilbao. Consequently, the Agency reimburses the education allowance in line with the provisions of the Staff Regulations. No extra allowance is allocated to its staff in this regard.

In addition to local schools in Spanish and Basque language, international schools are located within the city and its outskirts; these help the Agency attract a more diverse workforce although the offer is still relatively limited. To ensure the Agency continues to foster its multilingual environment and provide a multicultural education for the children of its staff, the Agency is currently studying and looking to implement possible measures and actions.

## Annex V – Building policy

Current building(s)

	Name, location and type of building	Other Comment
<i>Information to be provided per building:</i>	Miribilla Building Santiago de Compostela 12 E-48003 Bilbao - Spain	As from 01/01/2014
Surface area (in square metres) Of which office space Of which non-office space	Built (2,653 m <sup>2</sup> ) Net: 2,385 m <sup>2</sup> 1,018 m <sup>2</sup> 1,367 m <sup>2</sup>	
Annual rent (in EUR)	EUR 300,000 (rent of office space and one parking slot) EUR 55,000 (communal charges)	
Type and duration of rental contract	8 years	
Host country grant or support	EUR 100,100	
Present value of the building	N/A	
	Name, location and type of building	Other Comment
<i>Information to be provided per building:</i>	Multiburo – NCI, SA Square de Meeûs 38/40 B-1000 Brussels, Belgium	
Surface area (in square metres) Of which office space Of which non-office space	30 m <sup>2</sup> Not provided	
Annual rent (in EUR)	EUR 49,000 (fully serviced) EUR 4,000 (running costs)	
Type and duration of rental contract	Renewal on a yearly basis	
Host country grant or support	N/A	
Present value of the building	N/A	

## Annex VI – Privileges and Immunities

EU-OSHA signed a Seat Agreement with the Kingdom of Spain on 31 March 2014.

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
VAT Exemption	The Agency's staff is accredited with the Spanish Ministry of Foreign Affairs with non-diplomatic status with the exception of the Executive Director	
Subsidy from the Kingdom of Spain up to a max. of 100,000 € per year as a contribution to rent related expenditure.	Non Spanish staff members are entitled to VAT exemptions for purchases of goods and purchase of one new car during the first year of service.	

## Annex VII – Evaluations

EU-OSHA has a well-established monitoring and evaluation system in place in order to ensure the necessary information for accountability, management and learning purposes.

### *Monitoring system*

EU-OSHA monitors its activities on the basis of predefined performance indicators as well as in the form of narrative reports. Monitoring is carried out internally but also by the Management and Executive Boards who is informed three years per year on the status of the implementation of the annual work programme. Finally, the Management Board provides an annual analysis and assessment of the Executive Director's activity report.

Performance indicators are defined at three levels by the Management Board (activity, priority area, and the Agency). Indicators for the activities are adopted by the Management Board as part of the Programming Document (Annual Work Programme). Revised indicators for the priority areas linked to the strategic objectives (cf. chapter II.2) and for the Agency linked to the mission and vision (cf. the chapter "Mission and vision statement") have been formulated by the Management Board in 2018 and apply as from 2019.

### *Evaluation system*

In 2015 the Agency adopted a new evaluation policy and procedure. A multi-annual evaluation plan which covers the timeframe of the PD has been adopted in accordance with the evaluation policy and the requirements of EU-OSHA's Financial Regulation. All activities included in the present PD are expected to undergo either an ex-post or a mid-term evaluation and new activities will only be included after a prior ex-ante evaluation. The policy and procedure establish a harmonised approach to evaluation and a systematic follow-up on the conclusions from the evaluations.

### *Follow-up to evaluation findings*

In April 2019, the Commission published its Staff Working Document (SWD)<sup>17</sup> on the evaluation of the four agencies (EU-OSHA, Eurofound, ETF and Cedefop) in the policy field of DG EMPL in April 2019. The conclusions on the EU-OSHA are very positive and the good performance of EU-OSHA is recognised throughout the evaluation and the SWD. However, the SWD includes a number of recommendations – most of them directed at the four agencies in common, and a few directly targeted at the individual agencies. The Management Board of EU-OSHA considers the SWD a very important strategic document and the Agency will therefore organise a seminar on the basis of the SWD in January 2020 in order to prepare its decision on the follow-up.

---

<sup>17</sup> Commission Staff Working Document, Evaluation of the EU Commission Agencies working in the employment and social affairs policy field: EUROFOUND, CEDEFOP, ETF and EU-OSHA, SWD(2019)160final

## Annex VIII – Risks

EU-OSHA is currently carrying out a corporate level risk assessment for 2020. This assessment will take into account the corporate risks identified for 2019, the degree of implementation of the 2019 risk management action plan, the lessons learnt from previous years' action plans, as well as the risk assessments carried out on the level of operational and support activities by the activity coordinators. The 2020 corporate risk assessment will be finalised towards the end of 2019.

## Annex IX – Procurement plan

The procurement plan covers procurements foreseen for 2020 and which will be paid from Title 3 of the budget. The plan is indicative.

Activity and subject		Procurement estimated budget (yearly based)	Procurement type	Contract type	Milestones	Total per activities
<b>1.3 Anticipating challenges</b>						
a	Futures/foresight work	95,000.00	Negotiated procedure (middle value)	Direct service contract	Q4	140,000.00
b	Expert articles	45,000.00	Negotiated procedure (low value)	Direct service contract	Q4	
<b>2.1 Esener</b>						
a	Primary, secondary analyses and evaluation	400,000.00	Open procedure	Direct service contract	Q2	435,000.00
b	Dashboard update Esener 3	35,000.00	N/A	SC under existing FWC	Q2	
<b>2.7 MSDs</b>						
a	Psychosocial risks and MSDs quantitative	60,000.00	Open procedure	Direct service contract	Q1	424,000.00
b	Psychosocial risks and MSDs literature review	60,000.00	Open procedure	Direct service contract	Q1	
c	Participatory ergonomics and MSD	164,000.00	Open procedure	Direct service contract	Q4	
d	OSHwiki articles	60,000.00	Open procedure	Direct service contract	Q4	
e	MSDs database 2020-2021	80,000.00	Open procedure	Direct service contract	Q4	
<b>2.8 Dangerous substances exposure survey</b>						
a	Preparatory work for fieldwork	315,000.00	Open procedure	Direct service contract	Q4	545,000.00
b	Questionnaire adaptation	100,000.00	Open procedure	Direct service contract	Q4	
c	National expert opinion and adaptation	90,000.00	Open procedure	Direct service contract	Q4	
d	Survey/tool experts	40,000.00	Open procedure	Direct service contract	Q4	

Activity and subject		Procurement estimated budget (yearly based)	Procurement type	Contract type	Milestones	Total per activities
<b>2.9 EUOSH info systems</b>						
a	IT development/visualisation	30,000.00	N/A	SC under existing FWC	Q1	121,300.00
b	Indicators development	91,300.00	Negotiated procedure	Direct contract	Q1	
<b>2.10 Digitalization</b>						
a	Advanced robotics and automation of tasks	235,000.00	Open procedure	Framework Contract	Q2	325,000.00
b	Management of workers through AI-based systems	30,000.00	Open procedure	Framework Contract	Q2	
c	Workshop organisation	60,000.00	N/A	SC under existing FWC	Q2	
<b>2.11 Compliance</b>						
a	Overarching compliance project	122,500.00	Open procedure	Direct service contract	Q1	122,500.00
<b>3.1 OiRA</b>						
a	Development of MS tools	60,000.00	N/A	SC under existing FWC	Q1	327,000.00
b	Development of E-tools	60,000.00	Negotiated procedure	Direct service contract	Q4	
c	OiRA tools development - peer review	6,000.00	Negotiated procedure	Direct service contract	Q3	
d	OiRA mid term evaluation	70,000.00	N/A	SC under existing FWC	Q1	
e	Case study on OiRA in strategies and legislation	6,000.00	N/A	SC under existing FWC	Q3	
f	Usability testing	50,000.00	N/A	SC under existing FWC	Q2	
g	Promotional pilots	55,000.00	N/A	SC under existing FWC	Q3	
h	Audio visual material for OiRA	20,000.00	N/A	SC under existing FWC	Q4	
<b>4.5 HWC 2019-19</b>						
a	HWC 2018-19 evaluation and action plan	50,000.00	N/A	SC under existing FWC	Q1	50,000.00

Activity and subject		Procurement estimated budget (yearly based)	Procurement type	Contract type	Milestones	Total per activities
<b>4.6 HWC 2020-22</b>						
<b>a</b>	Stakeholders' newsroom	30,000.00	N/A	SC under existing FWC	Q2	930,950.00
<b>b</b>	Website implementation phase: additional developments	10,000.00	N/A	SC under existing FWC	Q4	
<b>c</b>	Website implementation phase: PMO, helpdesk & functional induction	50,000.00	N/A	SC under existing FWC	Q4	
<b>d</b>	Additional examples for HWC toolkit	20,000.00	N/A	SC under existing FWC	Q2	
<b>e</b>	Various new content products	60,000.00	Negotiated procedure	Direct service contract	Q4	
<b>f</b>	Copy-editing - various HWC products (e.g. campaign info sheets, case studies)	5,700.00	N/A	Existing SLA	Q4	
<b>g</b>	Production and distribution of HWC give-aways	81,250.00	N/A	Existing SLA	Q3	
<b>h</b>	Production and distribution of HWC print material	75,000.00	N/A	SC under existing FWC	Q2	
<b>i</b>	Lay-out and visual design of additional HWC products	40,000.00	N/A	SC under existing FWC	Q4	
<b>j</b>	Production and distribution of HWC exhibition material	45,000.00	N/A	SC under existing FWC	Q4	
<b>k</b>	New Napo film	35,000.00	Negotiated procedure	Direct service contract	Q4	
<b>l</b>	HWC Secretariat related activities	25,000.00	N/A	SC under existing FWC	Q2	
<b>m</b>	Support for OCP activities	25,000.00	N/A	SC under existing FWC	Q2	
<b>n</b>	Organisation of campaign related events, media & PR activities FAST	300,000.00	N/A	SC under existing FWC	Q1	
<b>o</b>	Campaign Kick-off meetings	74,000.00	N/A	SC under existing FWC	Q1-2	
<b>p</b>	EU partnership meeting	16,000.00	N/A	SC under existing FWC	Q2	
<b>q</b>	Campaign launch event (info point)	10,000.00	N/A	SC under existing FWC	Q3	
<b>r</b>	Campaign launch event (press conference)	3,000.00	N/A	SC under existing FWC	Q2	



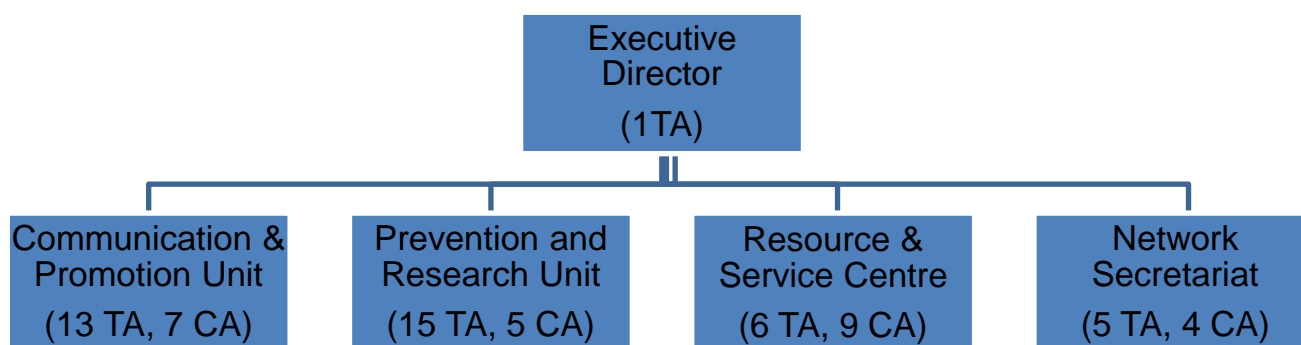
Activity and subject		Procurement estimated budget (yearly based)	Procurement type	Contract type	Milestones	Total per activities
s	Ad hoc visits	1,000.00	Negotiated procedure	Direct service contract	Q4	
t	Impact study new cycles phase I	25,000.00	N/A	SC under existing FWC	Q4	
<b>4.7 Awareness raising and Communication</b>						
a	Copy editing, copywriting, production of various materials	36,500.00	N/A	SC under existing FWC	Q1	
b	Design, layout and production of various materials	20,500.00	N/A	SC under existing FWC	Q1	
c	Production and distribution of promotional material	48,750.00	N/A	SC under existing FWC	Q1	
d	Media monitoring Implementation of FAST/others	15,900.00	N/A	SC under existing FWC	Q1	
e	Media database/distribution	12,845.00	N/A	SC under existing FWC	Q1	
f	Online programme management	150,000.00	N/A	SC under existing FWC	Q1	
g	Online programme maintenance web	162,000.00	N/A	SC under existing FWC	Q1	
h	Online programme hosting	120,000.00	N/A	SC under existing FWC	Q1	2,163,350.00
i	Online programme maintenance CRM	40,000.00	N/A	SC under existing FWC	Q1	
j	Online programme maintenance Plone	60,000.00	N/A	SC under existing FWC	Q1	
k	Online programme usability	20,000.00	N/A	SC under existing FWC	Q1	
l	Online thesaurus	38,255.00	N/A	SC under existing FWC	Q1	
m	HW Film award	25,000.00	N/A	SC under existing FWC	Q2	
n	Design, layout, subtitling - Film Award	5,000.00	N/A	SC under existing FWC	Q1	
o	FAST Awareness Raising events	1,000,000.00	N/A	SC under existing FWC	Q1	
p	FAST production-distribution	195,000.00	N/A	SC under existing FWC	Q1	

Activity and subject		Procurement estimated budget (yearly based)	Procurement type	Contract type	Milestones	Total per activities
q	Secretariat- National reports	25,000.00	N/A	SC under existing FWC	Q1	
r	Stakeholders newroom/FAST	100,000.00	N/A	SC under existing FWC	Q2	
s	Media partnership	30,000.00	N/A	SC under existing FWC	Q2	
t	Europe Day - promotion actions	3,000.00	Negotiated procedure (low value)	Service contract	Q2	
u	OSH World Congress	25,000.00	N/A	SC under existing FWC	Q2	
v	Distribution	30,000.00	N/A	SC under existing FWC	Q1	
w	Ad hoc visits	600.00	Negotiated procedure (low value)	Service contract	Q2	
<b>4.8 Multilingualism</b>						
a	Translations	640,000.00	N/A	Existing SLA	Q1-Q4	640,000.00
<b>5.3 Networking knowledge</b>						
a	Updated web sections on Legislation and Strategies	23,000.00	N/A	SC under existing FWC	Q2	248,000.00
b	Maintenance of OSHwiki articles	40,000.00	N/A	SC under existing FWC	Q4	
c	DS online resources updating	30,000.00	N/A	SC under existing FWC	Q2	
d	Collaboration on carcinogens roadmap	20,000.00	Negotiated procedure	Direct service contract	Q4	
e	Expert exchange programme	10,000.00	Negotiated procedure	Direct service contract	Q4	
f	ILO/WHO costing model collaboration	100,000.00	Open procedure	Direct service contract	Q4	
g	Costs dashboard update	25,000.00	Negotiated procedure	Direct service contract	Q4	
<b>6.4 Strategic and Operational Networking</b>						
a	Interpretation, technical equipment (Board meeting 2020-II)	70,000.00	N/A	SC under existing FWC	Q2	198,300.00

Activity and subject		Procurement estimated budget (yearly based)	Procurement type	Contract type	Milestones	Total per activities
<b>b</b>	Interpretation, technical equipment (Board meeting 2021-I)	106,300.00	N/A	SC under existing FWC	Q4	
<b>c</b>	EEN meeting facilities	1,000.00	N/A	SC under existing FWC	Q1	
<b>d</b>	OSH EU institutional and political monitoring	15,000.00	N/A	SC under existing FWC	Q3	
<b>e</b>	FOP meeting venue	5,000.00	Negotiated procedure (low value)	Purchase order	Q1	
<b>f</b>	Ad hoc visits	1,000.00	Negotiated procedure (low value)	Purchase order	Q4	
<b>7.1 Support to operational activities</b>						
<b>a</b>	Stakeholder survey	40,000.00	N/A	SC under existing FWC	Q1	75,000.00
<b>b</b>	Infographics	5,000.00	N/A	SC under existing FWC	Q1	
<b>c</b>	Matrix support	30,000.00	N/A	SC under existing FWC	Q1	
<b>TOTAL</b>						<b>6,745,400.00</b>

## Annex X – Organisation chart

Organisation chart of the Agency as of 31.12.2018 (authorised posts under the EU budget).



## Annex XI - EU-OSHA strategy for relations with third countries or international organisations

### Basis

The European Agency for Safety and Health at Work (EU-OSHA) is a network-based organisation for the protection of the safety and health of workers through the provision to EU bodies, the Member States, the social partners and those involved in the field of technical, scientific and economic information on health and safety at work. This is achieved in cooperation with existing national, Community and international bodies

EU OSHA cooperates with third countries and international organisations, collecting and making available information on safety and health matters from and to third countries and international organisations.<sup>18</sup>

Subject to the authorisation of the Management Board after approval by the Commission, the Agency may establish working arrangements with the authorities of third countries and international organisations which do not create legal obligations incumbent on the Union or its Member States. The Management Board of the Agency can authorise the establishment of cooperation arrangements with the competent authorities of third countries and with international organisations following approval by the Commission in order to achieve the objectives of EU OSHA.<sup>19</sup> The Agency is open to the participation of third countries that have entered into agreements with the Union to this effect.

Arrangements for cooperating with the competent authorities of third countries and international organisations will specify the nature, extent and manner in which these actors participate in the work of the Agency, including provisions relating to the participation in the initiatives undertaken by the Agency, financial contributions, and staff.<sup>20</sup>

### Reasons for engagement

EU-OSHA should engage with international actors for a range of reasons that are not mutually exclusive and which include:

- To obtain information (e.g. case studies, survey data) from actors carrying out parallel work to the Agency (e.g. NIOSH, US OSHA).
- To disseminate information to facilitate capacity building in third countries (e.g. EU OSHA activity under DG NEAR funding programmes).
- To ensure that international actors are producing a coherent message relating to the improvement of working conditions and establishing common priorities.
- To collaborate with international actors to gain greater understandings of OSH issues (e.g. the ILO Global Coalition).
- To raise the profile of the EU and EU OSHA as global leaders in occupational safety and health and the collection, examination, and dissemination of occupational safety and health information.

---

<sup>18</sup> Article 2.1(g) of EU-OSHA founding regulation (No 2019/126)

<sup>19</sup> Articles 5.1(o) and 30 of EU-OSHA founding regulation (No 2019/126)

<sup>20</sup> Article 30 of EU-OSHA founding regulation (No 2019/126)

- To support EU existing and planned initiatives with international actors (e.g. EU engagement with China, Commission financial support to International Chemical Safety Cards Project, EU-US conference).
- To avoid duplication of effort with other EU actors and international actors, collaborating so that any intervention has maximum impact and delivers a common message.
- To support capacity building in states to permit the promotion and adoption of the EU tripartite model of worker protection based on goal-setting legislation such as the “framework directive”.
- To support the broad goals of EU external policies, including neighbourhood and enlargement policies.

## Limitations on engagement

The number of actors with whom EU-OSHA could usefully interact is considerable, but it is not feasible for the Agency to engage with all given resource limitations and the focus of EU OSHA work on OSH in the European Union. Therefore there is a need for EU-OSHA to prioritise its engagement.

## Priorities for EU-OSHA

### Actions with third countries

- Actions with EEA and EFTA States already closely engaged in Agency network:
  - Norway, Iceland, Liechtenstein Switzerland
- Actions in support of European Commission initiatives (e.g. by DG EMPL) in third countries
- Actions in support of neighbour countries to the European Union, particularly those being supported by European neighbourhood and enlargement policies (e.g. from DG NEAR for pre-accession countries). These include:
  - Serbia, Montenegro, the former Yugoslav Republic of Macedonia, Bosnia and Herzegovina, Albania, Turkey, Kosovo under UNSCR 1244/99
  - Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine
  - Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestine<sup>21</sup>, Syria and Tunisia
- Actions with third countries with whom EU OSHA can collaborate at a project level (e.g. US, Australia, Canada).

### Actions with international organisations

- Interaction with key intergovernmental global partners, specifically ILO, WHO, and IALI.
- Interaction with key non-intergovernmental organisations, particularly professional organisations, and specifically ICOH.
- Interaction with identified regional organisations and networks that obviate the need for more direct action with third countries (e.g. Baltic Sea Network, ASEAN, South East Europe Network on Workers' Health).

---

<sup>21</sup> This designation shall not be construed as recognition of a State of Palestine and is without prejudice to the individual positions of the EU Member States on this issue.

## Risks in engagement with international actors and mitigating actions

- In engagement with some international actors, EU OSHA (and by extension the EU) could be implicated as implicitly supporting an unacceptable regime.
- In travelling to some countries, there is a risk that there is sudden significant instability (political, environmental, or otherwise) leading to unacceptable risk to Agency workers.
- In engaging in financial actions (e.g. low value contracts for translation into local languages) there is a risk that some of those with whom EU-OSHA would engage would not follow the financial norms anticipated and associated with European-funded projects.
- In engaging in Grant contracts with the European Commission to support enlargement and neighbourhood country activity, there is a risk that some countries would not participate in activities as foreseen, leading to a budget imbalance.

Such risks can be mitigated by:

- On-going dialogue with informed EU bodies (e.g. DG NEAR, EAS, DG EMPL), seeking “early warning” where possible and following guidelines for engagement from these institutions.
- Having in place appropriate risk assessment, prevention, and recovery procedures for staff on mission.
- Minimising financial engagement and maintaining financial control (e.g. by purchase of flight tickets on behalf of participants to a seminar).
- Involving also the relevant department of the Ministries of Foreign affairs and the Representations to Brussels of the countries when establishing co-operation.
- Using the experience of and cooperating with existing global networks like ILO and WHO which have already established offices or are involved in EU funded projects in these countries.

## Examples of activities by which EU-OSHA can engage international partners

- Coordination activities – for example: exchange of work programmes, attendance at meetings, sharing of priorities and approaches.
- Information collection activities – for example: surveys in States beyond the EU, use of questionnaires to international experts, collation of good practice examples from outside the EU, use of national data from non-Member States, identification of authors from outside the EU.
- Information dissemination activities - for example: translation of Agency publications, provision of Agency materials for translation, presentation of information at meetings organised outside the EU, organisation of meetings at EU-OSHA, support for identified personnel to attend international events.

## Annex XII – Outputs under the 2020 annual work programme

Title	Output Type	Output Subtype	Start Date	End Date
<b>1.3 Anticipating future challenges to OSH</b>				
2019 Expert Article 1 (2020)	Publication	Discussion paper/article	2019 Q1	2020 Q2
2019 Expert Article 2 (2020)	Publication	Discussion paper/article	2019 Q1	2020 Q2
2019 Expert Article 3 (2020)	Publication	Discussion paper/article	2019 Q1	2020 Q2
2019 Review on future and agriculture (2020)	Publication	Report: literature review	2019 Q1	2020 Q3
2020 Expert Article 1 (2021)	Publication	Discussion paper/article	2020 Q1	2021 Q2
2020 Expert article 2 (2021)	Publication	Discussion paper/article	2020 Q1	2021 Q2
2020 FOP seminar on 2019 articles	Events	Conference	2020 Q1	2020 Q4
2020 Foresight-3 – phase 1 2020	Publication	Report: methodology	2020 Q1	2020 Q4
2020 Futures/foresight (topic related) initial report – to be defined based on the outcome of the 2019 scoping study (2021)	Publication	Report: technical analysis	2020 Q1	2021 Q3
<b>2.1 ESENER</b>				
ESENER-3 Data visualisation tool	Publication	Data visualisation/data set	2019 Q4	2020 Q3
ESENER-3 Overview report (A5)	Publication	Report: literature review	2019 Q3	2020 Q2
ESENER-3 Secondary analysis on psychosocial risks - main overview report	Publication	Report: literature review	2020 Q2	2022 Q1
ESENER-3 Secondary analysis on psychosocial risks - summary report	Publication	Report: summary	2020 Q2	2022 Q1
ESENER-3 Survey - DATASET	Publication	Data visualisation/data set	2018 Q1	2020 Q3
ESENER-3 Survey DATASET - launch event	Events	Conference	2018 Q1	2020 Q2



Title	Output Type	Output Subtype	Start Date	End Date
<b>2.7 Musculoskeletal disorders</b>				
Expert article - Mainstreaming MSDs into education: an ergonomic example	Publication	Discussion paper/article	2019 Q1	2020 Q2
Expert article - Participatory ergonomics	Publication	Discussion paper/article	2020 Q1	2021 Q1
Final conference on MSDs	Events	Conference	2020 Q4	2020 Q4
Final report "Checklist - Participatory ergonomics and MSDs"	Publication	Report: technical analysis	2020 Q1	2021 Q1
Final report "Psychosocial risks and MSDs" - Literature review	Publication	Report: literature review	2020 Q1	2021 Q1
Final report "Psychosocial risks and MSDs" - Quantitative analysis	Publication	Report: technical analysis	2020 Q1	2021 Q1
Final report "Workforce diversity and MSDs"	Publication	Report: technical analysis	2019 Q1	2020 Q4
Literature review - "OSH policies on MSDs"	Publication	Report: literature review	2018 Q2	2020 Q1
Final report "OSH policies on MSDs"	Publication	Report: technical analysis	2018 Q4	2020 Q2
"OSH policies on MSDs" – case studies (6)	Publication	Case study/good practice examples	2018 Q1	2020 Q1
MSDs policy analysis	Publication	Report: technical analysis	2018 Q1	2020 Q1
Final report "Working with chronic MSD"	Publication	Report: technical analysis	2018 Q3	2020 Q1
MSDs Database	Publication	Database	2019 Q1	2020 Q1
Oshwiki article "Body Mapping tool"	Publication	Oshwiki article	2019 Q1	2020 Q1
Oshwiki article "Hazard Mapping tool"	Publication	Oshwiki article	2019 Q1	2020 Q1
OSHWiki articles - Participatory ergonomics (1)	Publication	Oshwiki article	2020 Q1	2021 Q1
OSHWiki articles - Prolonged static postures (4)	Publication	Oshwiki article	2019 Q1	2020 Q3
Oshwiki articles - Psychosocial risks and MSDs (5)	Publication	Oshwiki article	2020 Q1	2021 Q2
Prolonged static postures - Prevention overviews	Publication	Report: technical analysis	2019 Q1	2020 Q3
Psychosocial risks and MSDs - Expert article	Publication	Discussion paper/article	2020 Q1	2021 Q2
Workshop - Mainstreaming MSDs into education	Events	Expert meeting	2020 Q1	2020 Q2
Workshop "Psychosocial risks and MSDs"	Events	Expert meeting	2020 Q4	2020 Q4
Workshop on workforce diversity and MSDs	Events	Expert meeting	2019 Q1	2020 Q2

Title	Output Type	Output Subtype	Start Date	End Date
<b>2.8 Worker exposure survey</b>				
Final report (2023)	Publication	Report: technical analysis	2020 Q1	2023 Q4
First findings report (2023)	Publication	Report: technical analysis	2020 Q1	2023 Q2
Overview report (2023)	Publication	Report: technical analysis	2020 Q1	2023 Q3
Publication of dataset (2023)	Publication	Database	2020 Q1	2023 Q4
Summary of final report, tbc (2023)	Publication	Report: summary	2020 Q1	2023 Q4
Visualisation of data: infographics and/or infosheets (format to be confirmed) (2023)	Publication	Infographic/PPTs for publication	2020 Q1	2023 Q4
<b>2.9 EU OSH Information System</b>				
Analytical overview report	Publication	Report: technical analysis	2019 Q1	2022 Q1
Analytical overview report summary	Publication	Report: summary	2019 Q1	2022 Q1
Expert review on indicator development	Publication	Report: technical analysis	2020 Q1	2021 Q4
Expert seminar	Publication	Report: methodology	2020 Q1	2020 Q4
Successful collaboration with stakeholders	Actions	Coordination of relations with key stakeholders	2020 Q1	2020 Q4
Improved data visualisation tool	Publication	Data visualisation/data set	2020 Q1	2020 Q4
<b>2.10 OSH and Digitalisation</b>				
Exploratory review Management of workers through AI-based systems	Publication	Report: literature review	2020 Q2	2021 Q4
Info sheet/policy brief on online platform (1)	Publication	Report: infosheets	2020 Q2	2021 Q4
Info sheet/policy brief on online platform (2)	Publication	Report: infosheets	2020 Q2	2021 Q4
Info sheet/policy brief on advanced robotics and automation of tasks (2)	Publication	Report: infosheets	2020 Q2	2021 Q4
Info sheet/policy brief on advanced robotics and automation of tasks (3)	Publication	Report: infosheets	2020 Q2	2021 Q4
Info sheet/policy brief on advanced robotics and automation of tasks (4)	Publication	Report: infosheets	2020 Q2	2021 Q4
Info sheet/policy brief on advanced robotics and automation of tasks (5)	Publication	Report: infosheets	2020 Q2	2021 Q4

Title	Output Type	Output Subtype	Start Date	End Date
Info sheet/policy brief Overview of policies, strategies and initiatives on advanced robotics and automation of tasks (1)	Publication	Report: infosheets	2020 Q2	2021 Q4
Info sheet/ Exploratory review management of workers through AI-based systems	Publication	Report: infosheets	2020 Q2	2021 Q4
Overview of policies, strategies and initiatives related to advanced robotics and automation of tasks (2021)	Publication	Report: literature review	2020 Q2	2021 Q4
Report on the psychosocial and organisational aspects of advanced robotics and automation of tasks (2021)	Publication	Report: literature review	2020 Q2	2021 Q4
Review of the state of knowledge on smart cobots (2021)	Publication	Report: literature review	2020 Q2	2021 Q4
Up-date and in-depth description of OSH policies and initiatives in the online platform economy (2021)	Publication	Report: literature review	2020 Q2	2021 Q4
Workshop Advanced robotics and automation	Events	Expert meeting	2020 Q4	2021 Q2
<b>2.11 Supporting Compliance</b>				
Report 1 for supporting compliance	Publication	Report: literature review	2020 Q1	2023 Q3
Report 2 for supporting compliance	Publication	Report: literature review	2020 Q1	2023 Q3
<b>3.1 OiRA</b>				
Case study OiRA in national strategies and legislation	Publication	Case study/good practice example	2020 Q2	2020 Q4
Implementation of national promotion pilot 1 - 2019 - phase 2	Events	External event	2020 Q1	2020 Q2
Implementation of national promotion pilot 1 - 2020 - phase 1	Events	External event	2020 Q2	2020 Q4
Implementation of national promotion pilot 2 - 2019 - phase 2	Events	External event	2020 Q1	2020 Q2
Implementation of national promotion pilot 2 - 2020 - phase 1	Events	External event	2020 Q2	2020 Q4
OiRA community meeting 2020	Events	Network meeting	2020 Q1	2020 Q4
OiRA mid-term evaluation report	Publication	Report: technical analysis	2020 Q1	2020 Q4

Title	Output Type	Output Subtype	Start Date	End Date
OiRA tools published or updated - 1st slot (10)	Publication	e-tools	2020 Q1	2020 Q3
OiRA tools published or updated - 2nd slot (10)	Publication	e-tools	2020 Q1	2020 Q4
Publication/finalisation of national OiRA tool 3 - SL 2019	Publication	e-tools	2020 Q1	2020 Q2
Publication/finalisation of national OiRA tool 4 2019 - HR	Publication	e-tools	2019 Q1	2020 Q1
Publication/finalisation of national OiRA tool 5 2019 - LV	Publication	e-tools	2019 Q1	2020 Q2
Publication/finalisation of national OiRA tool 6 - PT 2019	Publication	e-tools	2020 Q1	2020 Q3
<b>4.5 HWC Manage Dangerous Substances</b>				
Final Campaign overview report	Publication	Report: summary	2019 Q3	2020 Q2
HWC Evaluation Report	Publication	Report: summary	2019 Q3	2020 Q4
National Campaign Activity Report (FOPs) (2nd year)	Publication	Report: summary	2019 Q4	2020 Q1
<b>4.6 HWC 2020-2022 on musculoskeletal disorders</b>				
Campaign launch event	Events	External event	2020 Q3	2020 Q4
Core HWC promotional material (campaign guide, leaflet, GPA leaflet)	Publication	Infographic/PPTs for publication	2019 Q1	2020 Q3
EU Campaign Partnership meeting	Events	External event	2020 Q2	2020 Q3
Final HWC website (website and back-end)	Communication output	Website	2018 Q4	2020 Q3
New Napo film	Communication output	Videos and other visuals	2020 Q1	2021 Q4
Campaign partnership offer - call for applications	Publication	Corporate	2020 Q1	2020 Q2
Production of the Campaign video	Communication output	Videos and other visuals	2020 Q1	2020 Q4
Updated Campaign Toolkit	Communication output	Website	2019 Q2	2020 Q3
<b>4.9 HWC 2023-2024/2025</b>				
HWC 23-25 Campaign Strategy	Publication	Corporate	2020 Q2	2021 Q1

Title	Output Type	Output Subtype	Start Date	End Date
<b>4.7 Awareness - Raising actions &amp; Communications</b>				
2020 FAST/Awareness national activities implementation	Actions	Coordination of relations with key stakeholders	2020 Q1	2020 Q4
50-80 events over Europe with Agency participation	Events	External event	2020 Q1	2020 Q4
Europe Day: info stand or other communication actions	Events	Other agency events	2020 Q1	2020 Q2
Implementation of overall publications+ programme - 1st semester	Actions	Coordination of relations with key stakeholders	2020 Q1	2020 Q2
Implementation of overall publications+ programme - 2nd semester	Actions	Coordination of relations with key stakeholders	2020 Q3	2020 Q4
Implementation of the Agency's distribution programme - 1st semester	Actions	Coordination of relations with key stakeholders	2020 Q1	2020 Q2
Implementation of the Agency's distribution programme - 2nd semester	Actions	Coordination of relations with key stakeholders	2020 Q3	2020 Q4
Online programme management, maintenance and hosting - 1st semester	Communication output	Website	2020 Q1	2020 Q2
Online programme management, maintenance and hosting - 2nd semester	Communication output	Website	2020 Q3	2020 Q4
OSH World Congress - info stand	Events	Other agency events	2020 Q1	2020 Q4
Overall promotion programme implemented - 1st semester	Actions	Coordination of relations with key stakeholders	2020 Q1	2020 Q2
Overall promotion programme implemented - 2nd semester	Actions	Coordination of relations with key stakeholders	2020 Q3	2020 Q4
Subtitled 2019 winning film(s)	Communication output	Videos and other visuals	2020 Q1	2020 Q2
12-15 PR/news stories	Communication output	Online promotion	2020 Q1	2020 Q4
80 media articles/requests	Communication output	Online promotion	2020 Q1	2020 Q4
Stakeholders' newsroom for FAST/AR activities - online items	Communication output	Online promotion	2020 Q1	2020 Q4
Supporting activities for media partners - promotion and engagement actions	Actions	Coordination of relations with key stakeholders	2020 Q2	2020 Q4

Title	Output Type	Output Subtype	Start Date	End Date
<b>4.8 Multilingualism</b>				
Implementation of Agency's translation plan year 2020	Publication	Corporate	2020 Q1	2020 Q4
<b>5.3 Networking Knowledge</b>				
Joint ex-post evaluation for cost-benefit; micro and small enterprises; work-related diseases	Publication	Corporate	2019 Q4	2020 Q4
Final report - Review on specific diseases - biological agents + 2 ppts	Publication	Report: technical analysis	2018 Q1	2020 Q1
Promotion: 2 PPTs on review on specific diseases - biological agents	Publication	Infographic/PPTs for publication	2018 Q1	2020 Q1
Ad hoc Support to Commission (2020)	Actions	Coordination of relations with key stakeholders	2020 Q1	2020 Q4
Biomonitoring Review practice in the EU (2020)	Publication	Report: literature review	2019 Q2	2020 Q4
E-tools related OSHwiki articles - up to 4 (2020)	Publication	Oshwiki article	2020 Q1	2020 Q4
E-tools SEMINAR - SOS (2020)	Publication	Minutes/Proceedings	2020 Q1	2020 Q4
E-tools SEMINAR (2020)	Events	Conference	2020 Q1	2020 Q4
OSHwiki articles 30% reviewed (2020)	Publication	Oshwiki article	2020 Q1	2020 Q4
Research Coordination MEETING (2020)	Events	Expert meeting	2020 Q1	2020 Q4
Updated WEB SECTION on EU legislation and Strategies (2020)	Communication output	Website	2020 Q1	2020 Q4
<b>6.4 Strategic and Operational Networking</b>				
Active engagement in the Heads of Agencies' network	Actions	Coordination of relations with key stakeholders	2020 Q1	2020 Q4
Active participation in EEN annual conference	Events	External event	2020 Q1	2020 Q4
Annual EEN OSH Ambassador meeting	Events	Other agency events	2020 Q1	2020 Q2
Conflict of interest policy	Publication	Corporate	2020 Q1	2020 Q1
Rules of procedure for the Management and Executive Boards	Publication	Corporate	2020 Q1	2020 Q1
Continued coordination with Eurofound, EiGE and ECHA	Actions	Coordination of relations with key stakeholders	2020 Q1	2020 Q4

Title	Output Type	Output Subtype	Start Date	End Date
Director or other staff's visit 1	Actions	Coordination of relations with key stakeholders	2020 Q1	2020 Q1
Director or other staff's visit 2	Actions	Coordination of relations with key stakeholders	2020 Q2	2020 Q2
Director or other staff's visit 3	Actions	Coordination of relations with key stakeholders	2020 Q3	2020 Q3
Director or other staff's visit 4	Actions	Coordination of relations with key stakeholders	2020 Q4	2020 Q4
EB meeting III	Events	Network meeting	2020 Q1	2020 Q4
EB meeting I	Events	Network meeting	2020 Q1	2020 Q1
EB meeting II	Events	Network meeting	2020 Q1	2020 Q2
FOP-20-01	Events	Network meeting	2019 Q4	2020 Q1
FOP-20-02	Events	Network meeting	2020 Q2	2020 Q2
FOP-20-03	Events	Network meeting	2020 Q1	2020 Q4
FOP-21-01	Events	Network meeting	2020 Q4	2020 Q4
Launch of EEN OSH Award 2021	Events	Other agency events	2020 Q2	2020 Q4
MB meeting I	Events	Network meeting	2019 Q4	2020 Q1
MB meeting I	Events	Network meeting	2020 Q4	2021 Q1
MB meeting II	Events	Network meeting	2020 Q1	2020 Q2
MB seminar I	Events	Network meeting	2020 Q4	2021 Q1
MB seminar I	Events	Network meeting	2019 Q4	2020 Q1
OKAG I 2020	Events	Network meeting	2020 Q1	2020 Q1
OKAG II 2020	Events	Network meeting	2020 Q1	2020 Q4
Ongoing coordination and liaison with European Institutions and social partners	Actions	Coordination of relations with key stakeholders	2020 Q1	2020 Q4
TARAG I 2020	Events	Network meeting	2020 Q1	2020 Q1
TARAG II 2020	Events	Network meeting	2020 Q1	2020 Q4
Visits to Agency 1-5 - general issues	Actions	Coordination of relations with key stakeholders	2020 Q1	2020 Q2
Visits to Agency 6-10 - general issues	Actions	Coordination of relations with key stakeholders	2020 Q3	2020 Q4