

MINUTES

Meeting:	12 th MEETING OF THE MANAGEMENT BOARD
Date:	23-25 January 2024
Venue:	Virtual

This Management Board meeting was held virtually with the aid of an online platform which allowed simultaneous interpretation to and from EN, FR, DE and ES. The meeting was organised around group meetings where Agency staff introduced the different agenda items and answered questions and clarified doubts as appropriate; and a plenary session, where conclusions were drawn and necessary decisions taken.

These minutes intend to cover both the Agency's presentations and where relevant clarifications provided during the group meetings as well as report the discussions and decisions taken by the Management Board at the plenary.

1 ADOPTION OF THE DRAFT AGENDA

The Chairperson opened the meeting and welcomed participants.

He reminded that the online platform of the meeting would allow simultaneous interpretation to and from EN, FR, DE and ES. He handed over to the Agency's contractor in charge of the meeting organisation who gave a brief recap of the main functionalities in addition to the instructions provided before the meeting.

The Chairperson recapped some meeting practicalities and next introduced the draft agenda.

The Chairperson recalled that the groups had met prior to the current plenary. At the group meetings, the Agency's staff introduced the items on the agenda and answered questions and provided clarifications as required. All groups acknowledged the usefulness of such bilateral exchanges with the Agency.

Regarding the agenda, the Chairperson informed that that the Commission would provide information/updates under items 3 and 8.

Before starting to work through the Agenda, the Chairperson asked the Management Board members to declare whether they may be in a situation of conflict of interests with regard to any of the items of the agenda. If there was a conflict of interests, the Management Board member should abstain from participating in the discussion of the relevant item and leave the meeting in compliance with the Agency's policy on prevention and management of conflict of interest. At that stage, no member reported any.

The Chairperson informed the Management Board that the following delegations of votes had been received:

Employers:

- From the Austrian representative to the German representative (only after 12.30 CET if applicable)
- From the Spanish representative to the Irish representative

Governments:

- From the French representative to the Latvian representative

Workers:

- From the Maltese representative to the French representative
- From the Dutch representative to the Greek representative
- From the Estonian representative to the Greek representative
- From the Polish representative to the Greek representative
- From the Czech Republic representative to the Slovakian representative.

To establish the quorum for the meeting, the rules of procedure (Article 9.1) require that the majority of the members from each of the three interest groups and at least one Commission representative attend the meeting. As this was the case¹, the Chairperson informed that the Management Board could work through the agenda and take the decisions as required.

CONCLUSION	<u>The Management Board adopted the draft agenda by consensus</u>
DECISION-MAKING PROCESS REQUIRED	Simple majority
RECORD OF VOTES	N/A, decision taken by consensus

2 DRAFT MINUTES FROM DECEMBER 2024 MANAGEMENT BOARD MEETING

The Chairperson recalled that the Management Board minutes were circulated for information and were now submitted for formal adoption. The Executive Board had provided a few comments which were either incorporated or discussed with the Agency prior to the submission of this final version for adoption.

The Management Board did not request any further amendments.

CONCLUSION	<u>The Management Board adopted the draft minutes by consensus</u>
DECISION-MAKING PROCESS REQUIRED	Absolute majority
RECORD OF VOTES	N/A, decision taken by consensus

3 DRAFT SINGLE PROGRAMMING DOCUMENT 2025-2027

In accordance with the schedule agreed with the Management Board, the Agency presented a complete draft of the Single Programming Document 2025-2027 for agreement.

The draft version covers:

- the multi-annual objectives and work programme
- a detailed annual work programme for 2025, including outputs and performance indicators
- all annexes on specific areas.

¹ The quorum requirement only applies to the session on 25 January 2024, where the Management Board took the required decisions. The numbers that follow are related to the aforementioned session. No of members from Governments group: 24, No of members from Workers' group: 21, No of members from Employers' group: 17, No of members from the Commission: 3. Alternate member is counted only if replacing the member; delegated votes are also counted.

The Commission's opinion on the 2024 work programme and the EU OSH Strategic framework priorities are reflected in the planned work.

By 31 January, the Agency will send the draft programming document for external consultation (to the Commission, Eurofound, Cedefop, ELA, EIGE and ECHA) and to initiate the budgetary procedure (to the Parliament, Commission and Council). The Commission is expected to issue their formal opinion by 1 July 2024.

Finally, the Management Board will be requested to adopt the final version of the Single Programming Document by December 2024.

Two new activities were included as per the Management Board's decision at their meeting in December 2023 – a new OSH overview on climate change and another one on occupational exposure to cancer risk factors. The rationale and scope of these activities was revised based on the useful comments received by the OKAG, Executive Board and Management Board in the second half of 2023. Furthermore, the Agency will also carry out a new edition of the OSH pulse survey – as it has been the case with the previous edition run in 2022, the survey will help gather data to feed into the work of different activities.

Another important development is the implementation of the [new regulation on cybersecurity](#), which entered into force in January. Whereas at the moment the budget does not foresee additional resources to fulfil the obligations arising from the regulation, EU-OSHA is exploring cost-effective, shared solutions together with other agencies, in particular under the EMPL area, and the Commission as well as in the context of CERT-EU. In order to better reflect these last developments which were still under discussion when the draft SPD had to be sent to the Management Board, the Agency proposed a rewording of the section of the SPD related to “growth of existing tasks”, which was shared with the Management Board.

COMMENTS FROM THE MANAGEMENT BOARD AND AGENCY'S CLARIFICATIONS:

The Management Board welcomed the draft Single Programming Document 2025-2027.

The Commission confirmed that they would provide their formal opinion further to the inter-service consultation in mid-2024. Furthermore, they updated the Management Board on some important recent developments regarding enlargement.

On 8 November 2023, the Commission adopted the 2023 enlargement package which includes a detailed assessment of the state of play and progress made by Albania, Bosnia-Herzegovina, Kosovo, Montenegro, North-Macedonia, Serbia and Turkey. For the first time, Ukraine, Moldova and Georgia were also included. In the light of the ongoing reform efforts and the results achieved by Ukraine and Moldova, the Commission recommended to open the accession negotiations for these two countries. Regarding Georgia, the Commission recommended the Council to grant the status of candidate country with the understanding that a number of steps should be taken. The Commission also recommended accession negotiations to be opened with Serbia and Bosnia-Herzegovina once the appropriate degree of compliance with membership criteria is achieved.

Furthermore, the Commission adopted a new “growth plan” for 2024-2027 for the Western Balkans with the aim of bringing some of the benefits of accession of EU membership in advance to accession to boost economic growth and accelerate socio-economic convergence. The objective is to support those countries to be able to step up reforms and investments to significantly accelerate the speed of the enlargement process and improve their economies.

Based on the Commission's recommendation, in December the Council granted the status of candidate country to Georgia and opened the accession negotiations with Ukraine and Moldova, while it restated that accession negotiations with Serbia and Bosnia-Herzegovina would be opened upon achievement of the appropriate degree of compliance with the membership criteria.

In this context, DG EMPL and the C2 Unit is supporting candidate and potential candidate countries with the approximation of their OSH legislation to the OSH *acquis* and continues to provide input to the

negotiations in relation to capacity building on OSH. The contribution of EU-OSHA in this respect could be very useful.

EU-OSHA welcomed the invitation to support the Commission with the enlargement process. However, EU-OSHA's mandate and resources are limited. Following an internal analysis, the Agency has identified the potential to extend the coverage of ESENER to these countries under certain conditions. This can be helpful to show progress with compliance and adaptation to EU standards. These data could in turn also feed the further development of a monitoring tool similar to the EU OSH barometer, in combination with other sources. These actions would require additional EU budget. The impact on staff time for the ESENER action is estimated to be limited whereas the 'monitoring tool' would require dedicated staff.

The Governments expressed a very positive evaluation of the draft SPD 2025-2027. They expressed some concerns relating to possible overlap between some of the actions carried out under the activity on Supporting Compliance to OSH and the work of SLIC at a moment where resources risk to become scarce to cover other areas of work.

The Agency clarified that this activity stems from previous work carried out on Micro and small enterprises which in turn built on ESENER-2 results. The work has focused on a number of different key elements that support effective prevention in enterprises such as supply chains; labour inspections (innovative approaches); prevention services; economic incentives; and social norms. To go deeper into national examples, the Agency has taken a country-case approach and the objective is to produce an analytical report to present an overview of the findings as well as good practices.

SLIC has been kept regularly informed throughout the design and the implementation of this activity but has not been involved directly in the work. The Agency's work in this area seems to rather complement the work of SLIC and national authorities and so it is expected to add value both to the countries covered by the case studies and in general. The resources allocated for 2025 are in the order of 40000 EUR which are earmarked for the ex-post evaluation as the activity is coming to an end.

The Workers appreciated that reference to their request to address training in the work program is included under OiRA and that an agreement with CEDEFOP had been finalised. Cooperation could also be furthered with Eurofound in this respect. It would be useful if the Agency could carry out a mapping of the training opportunities available at EU level. The Focal points can play an important role in supporting the Agency with this task. The Workers also encouraged the Agency to continue the communication efforts to enhance outreach to companies and workers. Finally, they expressed appreciation for the new iteration of the OSH pulse.

The Agency explained that thanks to the ongoing cooperation with CEDEFOP, EU-OSHA has started integrating forecasts of skills data into the EU OSH Barometer which may provide a good basis to identify training needs in the Member States. Based on the identification of training needs, a mapping of actual training provision at national level matching those needs may be carried out – which would be a much larger and complex piece of work, also in terms of resources. The Agency will look into this more in detail and provide further information and data to facilitate a decision on this matter.

CONCLUSION	The Management Board approved the draft Single Programming Document 2025-2027.
DECISION-MAKING PROCESS REQUIRED	Two-third majority; majority of Governments group
RECORD OF VOTES	N/A, decision taken by consensus.

4 DRAFT BUDGET AND ESTABLISHMENT PLAN 2025

The Agency informed the Management Board that the draft budget 2025 was prepared based on the general budgetary information available at the time of its finalisation.

EU-OSHA presented a breakdown of planned revenues and expenditures as below.

Revenues

- Total revenues are estimated at EUR 17.821,000
- Direct EU-subsidy: EUR 16.635,269 + EUR 490.731 re-use of the budget outturn 2023
- EEA-EFTA funds estimated at EUR 483.470 (2.93% of the direct EU subsidy); – to be confirmed during the year and to be included in the final budget for adoption at the end of 2024.
- Subsidies from national and local authorities (EUR 100,100)

Compared to Budget 2024 it represents an increase of 2.0% in line with the revised Multi-Annual Financial Framework 2021-2027.

Income lines for projects “IPA II 2018” and “IPA III 2022” carry the token entry “p.m.”.

Expenditures

- Total expenditures match with the revenues. Expenditures by title are as follow:
 - o Title 1: EUR 8.622.000 (+ 192.000 as compared to 2024).
 - o Title 2: EUR 1.965.000 (+ 40.000 as compared to 2024).
 - o Title 3: EUR 7.234.100 (+ 107.950 as compared to 2024)

Overall, the evolution of costs across type of activities - operations, administration and corporate management – sees a slight increase of operational expenditure and a rather flat evolution of administrative and corporate management costs.

Draft establishment plan and estimate of the number of Contract Staff/Seconded National Expert

EU-OSHA expects its staff resources to remain stable. The draft establishment plan anticipates 40 temporary agent posts. Regarding the number of Contract Agents, EU-OSHA requests to maintain 25 FTEs. The final budget will be presented to the Board for adoption by the end of 2024 together with the final draft Single Programming Document 2025-2027.

Upon approval of the Management Board and before 31 January, the Agency will send the draft budget and establishment plan for 2025 to the Commission as an input to the preparation of the EU budget for 2025.

COMMENTS FROM THE MANAGEMENT BOARD AND AGENCY'S FOLLOW UP:

The Management Board expressed appreciation that the draft budget foresees a slight increase across the three titles.

The Governments, while acknowledging the above, expressed concerns about the future of the FAST scheme and its financial capacity in the light of rising inflation. They stressed that keeping flexibility in implementing the scheme remains very important and should it be possible to identify resources from other activities that could be used to expand the scheme, they would welcome that as it would benefit the work of the Focal points in spreading the OSH message.

The Agency has a very positive dialogue with the Focal points on how the work at national level can be supported via FAST. The situation across Member States is very diverse and the Agency is always trying to increase efficiency and effectiveness in the management of this complex programme. The question of allocation of resources is an important issue for the Management Board to reflect on and

this issue in general – together with the FAST scheme in particular – will be tackled in the context of the discussion and follow-up on the new strategy.

The Workers observed that the inflation estimated for the draft budget is at 2 percent; however there are indications that this could become higher. They also asked clarification on the rise in telecommunication and rental expenses and the use of temporary staff instead of staff on permanent contracts.

The Agency explained that for resource estimation purposes the estimation included in the Multi-annual Financial Framework, which is indeed set at 2 percent, has been used. The Agency also takes into account indexation and other parameters for salaries. If the inflation rate and cost of living turn out to be higher in the future, that will certainly be reflected in the final budget. Meanwhile, the Agency works continuously to increase efficiency.

Regarding the point relating to telecommunication and rental costs, the Agency explained that there is no rise foreseen. There has been probably some confusion made with the figures reported under a different column (payment appropriations) of the budget annex. Also, with regard to the point on the use of temporary staff instead of staff on permanent contract, the source of the confusion is the term “temporary agents” which is a category of staff other than officials that is most often employed at EU agencies and that are indeed foreseen to acquire indefinite contracts after several renewals.

CONCLUSION	<u>The Management Board approved the draft budget and establishment plan 2024.</u>
DECISION-MAKING PROCESS REQUIRED	Two-third majority
RECORD OF VOTES	N/A, taken by consensus. Commission abstained.

5 CHAIR, DEPUTY CHAIRS, INTEREST GROUP COORDINATORS AND ADDITIONAL APPOINTMENTS TO THE EXECUTIVE BOARD AND THE ADVISORY GROUPS

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

According to the rotation system, the Chairperson for the next term would come from the Governments' group. The group designated for the role Marie DALTON. The deputy-Chairpersons will be Michael GILLEN (Employers), Andreas STOIMENIDIS (Workers) and Francisco Jesús ALVAREZ HIDALGO (Commission).

The interest groups appointed the following coordinators:

- Workers' group: Ignacio DORESTE
- Governments' group: Renārs LŪSIS (ad interim)
- Employers' group: Isaline OSSIEUR

The Interest Groups appointed the following observers to the Executive Board:

- Workers' group: Caroline VERDOOT
- Governments group: Yogindra SAMANT
- Employers' group: Kris DE MEESTER

The Governments and the Employers confirmed the current alternates to the Executive Board and the Commission informed that Charlotte GREVFORS ERNOULT and Maria Teresa MOITINHO DE ALMEIDA will be the Commission's alternates to the Executive Board. The Workers informed that Julia

NEDJELIK-LISCHKA would sit as alternate at the Executive Board together with Vanda CRUZ and Abderrafik ZAIGOUCHE².

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

The nominations were to become effective on the day after the meeting.

COMMENTS FROM THE MANAGEMENT BOARD:

The Management Board congratulated Marie Dalton on her election and thanked the outgoing Chairperson, Andreas Stoimenidis for his committed tenure as well as Renars Lusis for the work done for the Management Board over the years.

CONCLUSION	The Management Board elected a new Chairperson – Marie DALTON (Governments' group) and Deputy-Chairpersons. The composition of the Executive Board and of the Advisory Groups was also agreed.
DECISION-MAKING PROCESS REQUIRED	Two-third majority
RECORD OF VOTES	N/A, decision taken by consensus

6 HWC 2026-2028 ON MENTAL HEALTH – CAMPAIGN STRATEGY – PRELIMINARY IDEAS

In June 2022, EU-OSHA presented two proposals for the Healthy Workplaces Campaign (HWC) to begin in 2026: one on Healthcare and Social Care and one on Psychosocial risks at work.

Based on comments from the Management Board and a dialogue with the spokespersons and the Executive Board, the Agency presented a revised proposal for the December 2022 Management Board meeting with the title: "Mental health at work with a focus on new and overlooked areas and groups of workers". In June 2023, the Management Board decided that the HWC starting in 2026 shall run over a three-year cycle which will cover 2026-2028.

Following the established practice for the preparation of the HWC, a strategy for the campaign should be agreed mid-2024 - at the June Management Board meeting. This is necessary to allow the Agency to prepare the campaign in due time together with its stakeholders.

For the Agency it is very important to involve the Management Board in the early stages of the preparation of the HWC. For this purpose, a discussion note was presented at the groups' meetings, whereas the Commission and observers to the Management Board who are not involved in the group meetings were given the opportunity to comment on it separately. The objective was to have first feedback on the suggested scope, objectives and priority areas for the campaign.

The outline of the process leading to the adoption of the HWC strategy is as follows:

January 2024	Presentation and discussion of a short discussion paper outlining the scope of the campaign including proposed priority areas in the three interest groups during the online MB meeting. Parallel dialogue prior to the meeting was established with DG EMPL and EP independent expert, who were invited to provide their comments and feedback.
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² Cf above.

February – March 2024	Drafting period of the Campaign strategy
Mid-March to mid-April 2024	Written consultation with focal points and MB representatives via coordinators of interest groups and EC spokesperson
May 2024	Webinar to present the final draft Campaign strategy to the MB and focal points
June 2024	Management Board discusses and adopts the strategy

The discussion paper included the general and specific objectives for the campaign and the intended target audiences. It also outlined the envisaged priority areas, based on the proposal adopted by the Management Board in 2022:

- Risk assessment and protecting mental health
- Working with mental health problems
- Physical risks and mental health
- Psychosocial risks in health and social care sector
- Harassment and violence
- Diversity.

The presentation is available [here](#).

COMMENTS FROM THE MANAGEMENT BOARD:

The Management Board appreciated greatly such an early engagement in the discussion of the strategy for the next campaign.

The Governments remarked that the focus of the campaign should be on prevention and welcomed in particular the emphasis on the interaction between physical risks and mental health. They also asked whether the aspects linked to the potential impact of artificial intelligence and digital surveillance on mental health would be tackled under the current campaign on digitalisation or the one on mental health.

The Agency explained that this aspect is expected to be tackled mainly under the ongoing campaign on digitalisation. The Agency is currently working on a report with a focus on psychosocial risks stemming from digitalisation. The aim is to provide a summary of psychosocial risks from various reports from the OSH overview on digitalisation.

The Workers had a number of remarks under this agenda point.

Concerning the suggested priority areas, they suggested that the term "Risk assessment and protecting mental health" would be more accurately conveyed as "risk assessment of psychosocial risks." In general, for this campaign the reference to psychosocial risks instead of mental health seems to them more appropriate. Under the priority area "harassment and violence," there is reference to third parties and amongst colleagues – however it would be appropriate to address harassment and violence involving management as well, in the light of the power dynamics at the workplace.

An overview of the sectors and groups which will be targeted by this campaign would be welcomed. As a preliminary suggestion, the Workers pointed to education, health, and media as sectors to be considered. They also observed that further attention shall be dedicated to algorithm management – beyond the actions already foreseen in the framework of the ongoing campaign – considering the risks it poses to the mental wellbeing of workers.

Other aspects that this campaign should cover include the monitoring of the symptoms of disorders caused by psychosocial factors.

EU-OSHA answered on this point that psychological symptoms as a consequence of work-related (or non work-related) risks are to be understood as a continuum. First symptoms of stress should ideally be recognised in the workplace and followed by appropriate actions. This is backed up among other things by the WHO guidelines and the idea of management training. However, the workplace is not the place to confirm and/or provide a full diagnosis. For this reason, EU-OSHA highlights the importance of cooperation with the healthcare sector and specifically with psychologists and occupational physicians trained in this area.

The correlation between precarious working conditions and psychosocial risks should be included as well as the need to emphasize the social and economic cost of not preventing these risks. Regarding this last point, they stressed the importance of prioritizing prevention strategies and advocating for a comprehensive approach when addressing psychosocial risks at work.

With regard to workers suffering from mental illnesses, even if not work-related, their situation must be taken into account and work must be adapted to the person. Strategies must be offered to improve professional inclusion for people with mental health problems, adapting jobs to the characteristics of the person.

Attention should be given to the illnesses linked to psychosocial risks, the underreporting of such illnesses and the terminology used when referring to them. The Workers recalled that that the ILO already included mental and behavioural disorders in its list of occupational diseases in 2010.

Disseminating the campaign messages to the greatest possible extent to have a greater impact at European level should also be a priority of the communication strategy for this campaign. Furthermore, engagement with women's organisations and the European Disability Forum will be desirable under this campaign.

The campaign should also emphasise that preventing psychosocial risks is an investment and not a cost and this is an important message to raise awareness on especially for companies.

Finally, they suggested the Agency consider adopting an operational definition of "psychosomatic diseases".

The Employers asked that attention should be placed on prevention at the workplace and, whereas mental health problems have a wider impact, the campaign should focus on OSH. In the final strategy text, it is expected that the positive aspects and the good practices at the workplace are emphasised. It should stress the importance of identifying and reducing risks as is already the case in the document but it would be good to highlight the positive aspects of working environment and what is already working well – recognition of all workers' contribution, involvement etc. The priority area on diversity should be elaborated further – compared to the details provided for the other priority areas, there are considerably fewer details provided at the moment. Another remark was about the robustness of the data and information that will underpin this campaign. It is essential that these are scientifically sound to ensure to hold up strong against public scrutiny.

Finally, the Commission suggested including certain categories of workers in the scope of the campaign, such as workers working with artificial intelligence and AI tools, single working mothers with children under 12 and researchers. It is believed that due to their circumstances, these workers can be particularly exposed to work-related mental health risks and yet these risks may be overlooked.

The Agency thanked the Management Board for the engaged discussion and took careful note of the comments, which will be discussed internally and reflected in the draft HWC strategy.

CONCLUSION	The Management Board discussed and provided feedback to the <u>discussion paper on the HWC on mental health. The Agency took note of the feedback.</u>
DECISION-MAKING PROCESS REQUIRED	N/A, this item was for discussion

7 NEW EU-OSHA STRATEGY – OUTLINE OF THE PROCESS

In 2013, the Management Board adopted the EU-OSHA Multi-annual Strategic Programme (MSP) 2014-2020. In 2018, following an evaluation of the MSP 2014-2020 confirming its continued relevance, the MSP was extended – with minor updates - to cover the years 2018-2023.

In 2022, with the new EU-OSH Strategic Framework, the MSP was updated again to cover the years 2022-2027. With this update, the document was considerably shortened and renamed “EU-OSHA Strategy”. It was also agreed that once a new Executive Director would be in office, discussions would be initiated on a new strategy.

An important development since the adoption of the 2013 strategy is the introduction of the Single Programming Document, which is a very complete and comprehensive document. The new strategy should avoid duplication and overlaps with the SPD and remain a relatively short, agile document.

Due to the dynamic nature of the OSH field and the desirability of creating a long-term strategy for EU-OSHA, the Agency’s suggestion was that the OSH themes which EU-OSHA will work on will not be part of the strategy. Instead, the strategy will define the types of activities EU-OSHA will carry out and the overall strategic priorities, based on an assessment of relevant trends and drivers. The concrete OSH themes that will be addressed under the different types of activities will be decided in the annual SPD cycle with a close involvement of the Management Board

The process of preparing the strategy is as important as the outcome. It will be a unique chance to reflect, discuss and, hopefully, reach consensus among internal and external stakeholders, particularly the Management Board, on the aims and strategic direction of EU-OSHA.

The strategy will be based on assumptions about resources. The current Multi-annual Financial Framework (MFF) ends in 2027. However, the strategy is not a multi-annual work programme and the activity level under the different strategic objectives can be scaled up or down – to some extent. If the MFF after 2027 deviates significantly from the assumptions, it may be necessary to revise the strategy. Reviews may also be required when major new policy initiatives – such as EU OSH Strategic Frameworks – are introduced.

The Agency’s proposal included a preliminary content outline. The suggestion was to come up a relatively short document – 10-20 pages covering the years 2025-2034. 2034 would coincide with the maximum duration of the mandate of the current Executive Director – and also with the foreseeable end of the next MFF and the next EU OSH Strategic Framework. Obviously, mid-term reviews will be foreseen and the Management Board can revise the strategy if necessary before 2034. The strategy would cover the following:

- Identification of **challenges, drivers, trends** that should guide the Agency’s efforts over the strategy period. The aim is to target the most important needs within the mandate provided for in the founding regulation.
- **Mission statement** – what is it the Agency will do over the strategy period and how can we describe that in a short statement?
- **Vision statement** – what should EU-OSHA achieve by 2034?
- **Values** – how should the Agency work towards the mission?
- **Strategic goals or objectives** – provide guidance on how to realise the vision and be very important for the prioritization of resources throughout the strategy period. Ideally, the strategic goals or objectives will address the drivers (causes) identified above. Linked to the strategic goals or objectives, a typology of activities will be developed.
- In addition, the strategy will be accompanied by **intervention logics** to ensure a shared understanding of how EU-OSHA will achieve its aims as well as an evaluation and monitoring framework to allow tracking of progress.

The outline of the process leading to the adoption of the new EU-OSHA strategy is as follows:

January 2024	Management Board informed about the process
February – April 2024	Internal preparatory work at EU-OSHA
June 2024	First Management Board discussion on the framework for the strategy. This discussion may be organized as a seminar to allow in-depth dialogue. The EB will be involved in the preparation of this discussion.
September – November 2024	Together with the EB, the draft strategy document is finalised Focal points discuss the consequences for focal points of the strategy
December 2024	Management Board discusses and adopts full strategy document with intervention logics and evaluation and monitoring framework

Depending on the progress in formulating the strategy, it may be reflected in the final draft of the Single Programming Document 2025-2027 or in the next one.

At this stage, the Management Board was invited to take note of the process and content outline.

COMMENTS FROM THE MANAGEMENT BOARD:

The Management Board welcomed the information and looked forward to engaging in the formulation of a new strategy for the next 10 years. There was agreement on the timeline and the scope of the strategy and in particular on the fact that the concrete OSH topics would be dealt with in the context of the multi-annual and annual planning.

The Commission recalled that the results of the four agencies' evaluation would be available between mid-June and mid-July and there could be elements there that could be relevant for the further development of the strategy. However, any upcoming issue can be tackled bilaterally with the Agency and subsequently addressed in-between the draft and final version of the strategy.

CONCLUSION	<u>The Management Board took note of the strategy process and outline.</u>
DECISION-MAKING PROCESS REQUIRED	N/A, this item was for information.

7 EXECUTIVE DIRECTOR'S PROGRESS REPORT

Under this item, the Chairperson invited the Commission to address the Management Board with their regular update.

The Commission updated the Management Board on recent development under the Commission's Chemical strategy for sustainability and the "one substance, one assessment" approach that was announced in that framework. Whereas the main focus is on chemicals, there are some spillovers on

the work of EU-OSHA. On 7 December 2023, the Commission presented three legislative proposals to streamline the assessment of chemicals across EU legislation, to strengthen the knowledge base on chemicals and to ensure early detection and action on emerging chemical risks. The three proposals are:

- [Proposal for a REGULATION OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL establishing a common data platform on chemicals, laying down rules to ensure that the data contained in it are findable, accessible, interoperable and reusable and establishing a monitoring and outlook framework for chemicals](#)
- [Proposal for a REGULATION OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL amending Regulations \(EC\) No 178/2002, \(EC\) No 401/2009, \(EU\) 2017/745 and \(EU\) 2019/1021 of the European Parliament and of the Council as regards the re-attribution of scientific and technical tasks and improving cooperation among Union agencies in the area of chemicals](#)
- [Proposal for a DIRECTIVE OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL amending Directive 2011/65/EU of the European Parliament and of the Council as regards the re-attribution of scientific and technical tasks to the European Chemicals Agency](#)

The first proposed regulation foresees important developments on chemicals at and in particular the establishment of a common data platform of chemicals at the EU level, so primarily this will impact on the work of ECHA. However, there are implications for the work of EU-OSHA as well as other EU agencies and the Commission, in particular relating to the contribution with data available on chemicals. A steering committee for the platform should also be established and that would include a representative from the Agency. It will also have some budgetary implication for the Commission, but the Commission's assessment is that there are no resource implications for EU-OSHA. The other proposed regulation and directive relate to reattribution of scientific and technical tasks to ECHA.

The Chairperson invited the Executive Director to introduce this item.

Highlights from the Executive Director's progress report

The Executive Director will refer to the document and list of outputs with status circulated. The document included an account of the implementation of the activities planned for 2023 – this is the last issue for the year and provides a detailed overview on the work done during 2023 which will also become the basis for the 2023 Consolidated Annual Activity Report which the Management Board will be asked to review, assess and adopt at their June meeting.

Achievements in 2023

In 2023, EU-OSHA has been engaged in delivering on the priorities and principles identified in the European Pillar of Social Rights and the EU OSH Strategic Framework in different ways. An important milestone was the Commission's Stocktaking Summit which took place in Stockholm in May 2023 to assess the progress made on implementing the strategic framework. EU-OSHA contributed to this event across all themes. In particular, the Agency presented the "Occupational safety and health in Europe – State and trends 2023" report. This report provides a comprehensive picture of the OSH situation in the EU. Furthermore, at the request of the Commission, EU-OSHA presented a guidance document - Heat at work – Guidance for workplaces.

Of specific relevance *to the objective of anticipating and managing change* is the Agency's foresight work on the circular economy which has provided important knowledge for policy-makers and researchers. Similarly, the work on OSH and digitalisation produced a broad range of publications from research reports to policy briefs and laid the groundwork for a Healthy Workplaces Campaign on the topic that was launched towards the end of 2023 and will run through 2025 to help manage the safety and health at work issues related to the digital transition and create awareness and understanding of the issues.

EU-OSHA also contributed to *the second objective of the strategic framework, improving workplace prevention* in line with the Vision Zero approach to work-related deaths. The research activities (aka “OSH Overviews”) on supporting compliance, on psychosocial risks and OSH in the health and social care sector provide qualitative research results that can be used to improve both the monitoring and the prevention and management of risks in the workplace.

EU-OSHA’s OSH Barometer provides authoritative information on the state of OSH in the EU. The large-scale surveys, ESENER, and the recently finalised Workers’ Exposure Survey on cancer risk factors, provide new and comparable data which enable development of evidence-based policy. EU-OSHA’s project on Online Interactive Risk Assessment (OIRA) continued and made good progress in facilitating more and better risk assessments in European workplaces with a specific focus on MSEs and SMEs. This project is directly relevant to improving workplace prevention and supporting small businesses.

Finally, the Agency’s awareness raising activities, in particular the launch of the Healthy Workplaces Campaign on “Safe and Healthy Work in the Digital Age”, were the main European-level awareness raising actions on OSH in 2023.

On the *third objective related to enhancing preparedness*, EU-OSHA’s continued work on the consequences of the COVID-19 pandemic. In particular, its focus on preparedness and crisis management via its strategic collaboration with other EU Agencies, bodies and institutions.

EU-OSHA has been serving as an information-based resource and platform for debate, providing support to the Commission, other institutions and key stakeholders when requested, to strengthen the evidence base for their decision-making.

Preliminary data which will feed into the key performance indicators for 2023 suggest that the Agency has achieved all its governance targets for 2023. The budget was almost completely implemented (97% vs target 95%) and posts were occupied at 98% vs target 95%, meaning EU-OSHA used all available resources. The work programme was implemented in full – such a high score also includes unplanned work delivered as a result of opportunities for cooperation with other agencies and the European Commission. A full account of the key performance indicators will be included in the Consolidated Annual activity Report for 2023 that the MB will adopt at in June.

Evaluations have repeatedly confirmed the performance and the relevance to EU policy priorities of EU-OSHA. This is both the case for activity evaluations commissioned by the Agency and for the 2022 evaluation of EU-OSHA and three other agencies under Directorate General Employment’s remit commissioned by the European Commission (Eurofound, Cedefop and ETF).

In conclusion, the results for 2023 confirm the relevance of EU-OSHA’s contribution to meeting the EU policy objectives for the coming years.

Update on Focal points engagement during 2023

For the Focal points, 2023 has been a year of high engagement with the Agency – in particular when it comes to number of events (especially campaign-related events) as well as translation checking as compared to an average year, but there has been a lower amount of data collection. This is due to where we are on the various project cycles.

More specifically, looking at the type of activity, FAST activities are the largest share of Focal points’ activities (60 percent), followed by portfolio translations (18 percent) and mandatory tasks (12 percent).

Regarding FAST activities, in the first place these related to the campaign, followed by OSH and digitalisation, OIRA, occupational diseases and OSHvet, amongst others.

Amongst mandatory tasks, data collection remains the core activity requested to FOPs and translation has been particularly high this year because of the campaign material preparation.

From the Agency, it is very difficult to assess the workload of the Focal points and it is not possible to compare them – the workload also varies depending on specific factors, such as their engagement in some specific activities such as the WES, OIRA etc; the official languages in the Member States.

However, the data indicates that the longer cycles (of the campaign and of the research activities) do help out smooth out the workload for Focal points, with different tasks peaking at different times through the different cycles.

The continued dialogue between EU-OSHA and the Focal points is very important to ensure that the workload is sustainable.

In a very small number of instances (3), Member States encountered structural issues that impacted on the number of activities carried out, but this is being discussed bilaterally.

Stakeholders' survey 2024

EU-OSHA's stakeholders' survey is a key source for qualitative key performance indicators data. The last edition of the survey in 2022 showed that EU-OSHA in general reaches its ambitious targets. In particular, stakeholders saw EU-OSHA as a well-performing organisation, that its work is relevant to the needs in Europe, that its work is useful and that its work is of EU added value.

In mid-February, EU-OSHA will again turn to its main stakeholders to ask for their feedback on the work done.

The 2024 edition will be particularly important as its result will inform the discussions with the EU-OSHA's key stakeholders – primarily, the Management Board – on the new strategy for the Agency for the next 10 years.

Whereas the Management Board will of course be heavily involved in the discussion on the new strategy, the Executive Director encouraged the Management Board to take part in the survey as it will help the Agency complement the picture for preparing the discussion on the strategy in June.

Annual exchange with EMPL Committee in early 2024

The Agency is regularly invited to an annual exchange with the EP EMPL Committee and EU agencies in the EMPL policy area. This exchange is an opportunity to present to the EMPL Committee an account of the achievements in 2023 in preparation to the Committee's opinion on the discharge but also a mean to present priorities for the following year and informing about cooperation with other EU Agencies, in particular the ones that are active in the same policy area. This exchange usually takes place at the beginning of the new year – however, on this occasion it has been postponed until a new Parliament is in place to give the opportunity for the new MEPs to get acquainted with the work of the agencies.

Ongoing and upcoming recruitment procedures:

The following selection procedures were launched during 2023 and will be concluded in early 2024.

- Head of Unit – Communication and Promotion Unit (AD9)
- Head of Unit – Prevention and Research Unit (AD9)
- Senior Digital Communication Officer (CA FGIV)
- 8 trainees

COMMENTS FROM THE MANAGEMENT BOARD AND AGENCY'S CLARIFICATIONS:

The Management Board congratulated the Agency on the achievements of their work during 2023.

CONCLUSION	The Management Board took note of the Executive Director's progress report and the other updates.
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8 ANTI-FRAUD STRATEGY UPDATE

In early 2022, the Management Board adopted the EU-OSHA Anti-fraud Strategy 2022-2026. As foreseen in the strategy, EU-OSHA developed an annual anti-fraud action plan, reviewed by OLAF and

discussed and updated quarterly internally. EU-OSHA reports annually to the Management Board on the implementation of the Strategy and the anti-fraud action plan.

The anti-fraud action plan foresees anti-fraud actions in six different areas of the Agency (professional ethics, anti-fraud legal framework and procedures, financial management, procurement, ICT, HR management). On quarterly basis, the EU-OSHA staff member responsible for the relevant area report to the Internal Control Officer on the activities undertaken in their respective area.

During 2023, out of 22 foreseen actions EU-OSHA has completed 20 actions and 2 actions are work in progress, namely one on financial management and related to dissemination of information among operational initiating agents and another one related to ICT and related to the dissemination of a password guidelines document and the implementation of a multifactor identification. These are actions that are systematically planned year and after year and had to be rescheduled.

COMMENTS FROM THE MANAGEMENT BOARD:

The Management Board took note of the information.

CONCLUSION	<u>This item was for information.</u>
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9 FINDINGS AND RECOMMENDATIONS FROM EVALUATIONS, AUDITS ETC

Under this item, the Agency reported on the status of internal (IAS) and external (ECA) audits recommendations and their implementation and the status on the follow-up to OLAF findings and recommendations.

Status on open recommendations from internal and external audit reports

Internal Audit Service

The Internal Audit Service (IAS) concluded that “EU-OSHA’s internal control system for human resources and ethics management is overall adequately designed and efficiently and effectively implemented to support the Agency in achieving its business objectives” and issued several non-critical recommendations. In response, the Agency has submitted an action plan to the IAS which addresses all relevant recommendations. The respective actions have been submitted to the IAS by the end of 2023 as indicated in the attached findings and recommendations overview.

All Internal Audit Service (IAS) recommendations from previous years’ audit on ‘Planning, Budgeting, Monitoring of Activities and Reporting in EU-OSHA’ (2017-2019) have been closed.

The IAS started the second audit of the current Strategic Internal Audit Plan (foreseen in the SIAP 2021-2023 as ‘Audit on ESENER and OSH overviews’) in September 2023. Following a preliminary analysis by the IAS, the IAS decided to reduce the scope of the audit to cover only ESENER. Therefore, the IAS changed the title of the audit to ‘Audit on the European Survey of Enterprises on New and Emerging Risks (ESENER) and its secondary analyses’. The audit will take place in 2024.

European Court of Auditors

The Court of Auditors published its 2022 final report in October 2023. In its opinion, the expenditure and revenue underlying the accounts of EU-OSHA for the year 2022 are legal and regular in all material respects. There were no final observations in this respect. The observation on budgetary management related to the high carry forward was properly replied to by EU-OSHA and will be followed up in future financial years. The first audit mission for the financial year 2023 started with a first desk review in the Agency’s premises in September 2023 and the second visit is scheduled in February 2024.

Status on the follow-up to OLAF findings and recommendations

There is no action pending implementation resulting from finding and recommendations of OLAF investigations in relation to EU-OSHA for 2023.

On-going evaluations

Under this item, the Agency usually reports on the status of implementation of the action plans stemming from recommendations from previous evaluations. However, at the moment there were no results from evaluations to be presented. Two evaluations are underway – a cross-cutting evaluation looking at the achievements of EU-OSHA's strategic objectives which will be an input to the new strategy's discussions; and the ex-post evaluation of the foresight study on the circular economy.

The Commission updated the Management Board on the ongoing evaluation of the four agencies under the remit of DG EMPL. The study supporting the evaluation is being finalised and the Commission is currently working on the Staff Working Document. Both the study and the Commission's document are expected to be published around June or July 2024.

The Agency will work together with the Management Board on a follow-up plan in response to the recommendations included in the Staff Working Document of the 4 agencies' evaluation once it is available.

COMMENTS FROM THE MANAGEMENT BOARD:

The Management Board welcomed the good results by the Agency in terms of achieving its administrative standards objectives and being fully in line with good administration standards.

CONCLUSION	<u>The Management Board took note of the follow-up to findings and recommendation from recent audits.</u>
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11 HYBRID MANAGEMENT BOARD MEETINGS – SUCCESS CRITERIA

In December 2023, the Management Board decided that as from 2024 the Management Board shall meet twice per year in a hybrid format. 2024 will be a transition year with one online meeting (January – current meeting) and two hybrid meetings (June and December).

It was also agreed that the Management Board would revisit this decision in June 2025 and that they would agree on success criteria for the hybrid meetings at the January 2024 meeting. These criteria will be used in June 2025 when revisiting the decision. The Agency was asked to prepare a proposal for such criteria.

The main concerns (expressed in particular by the Governments' group) were to ensure a good level of physical attendance and that those members who connect remotely can do that effectively and on equal footing with those attending in person.

The Agency proposed some criteria for assessing the success of hybrid meetings, taking into account the above concerns.

The criteria (indicators) proposed were:

- Number of Management Board members attending (physically or remotely)
- Number of Management Board members attending physically
- Effectiveness of hybrid meetings (share of members/alternates attending feeling that the hybrid option allows all participants to participate effectively) – data collected via anonymous surveys

The above criteria should also be accompanied by targets, which were however not yet included in the Agency's proposal.

The Management Board was invited to discuss and agree on the criteria and decide on the way forward.

COMMENTS FROM THE MANAGEMENT BOARD AND AGENCY'S FOLLOW-UP:

The Management Board agreed on the Agency's proposals related to the criteria to assess the success of hybrid meetings and mandated the Executive Board to: (a) define targets for the criteria; (b) monitor the data against the criteria and targets; (c) evaluate the use of the hybrid meetings in June 2025; and (d) keep the Management Boards informed about any significant development.

Furthermore, the Governments asked the Agency to monitor the costs and analyse the financial implications of this decision and provide the Executive Board with the necessary information.

The Workers emphasised that the rationale behind the Management Board's decision to move to hybrid meetings is that face-to-face interaction amongst Management Board members fosters active participation, good-quality decisions and ultimately enhances democracy.

They also suggested that the last hybrid meeting of the Management Board held in June 2023 should not be taken as the baseline to start a discussion on the targets for the first two criteria. Considering that at that meeting, the Management Board was invited to select a candidate for the post as Executive Director for the Agency, it can be assumed that this had been rather an outlier in terms of attendance, to which the Governments and Employers agreed.

The Employers asked to consider the possible unintended hiccups that colleagues joining online may face and ways to better integrate online colleagues should be explored.

On this issue, the Commission shared the experience from the Advisory Committee for Safety and Health at Work (ACSH). The ACSH holds two meetings per year and as a result of the recent decision taken with regard to the meeting format one is held completely online, whereas the other one is held completely in-person. The dynamics change substantially from online meetings to in-person meetings and considering the importance to preserve the principle of tripartism in the deliberations, this arrangement allows to participate on equal footing. The importance of tripartism (including equal representation of the three groups) and the effectiveness of the Management Board to take decisions in a tripartite setting has been again addressed in the recent evaluation of the four Agencies. This consideration should be taken into account when discussing the targets.

The Agency thanked the Management Board for their constructive feedback on this subject. It is important to be able to refer back to an objective process in case the Agency is requested to explain the rationale of this decision. The Agency also confirmed that any data that the Executive Board considers relevant would be provided in due course.

CONCLUSION	<p>The Management Board agreed:</p> <ul style="list-style-type: none"> - <u>criteria against which to assess the success of hybrid meetings;</u> - <u>to mandate the Executive Board to define targets for the criteria, to monitor the data against the criteria and targets; evaluate the use of the hybrid meetings in June 2025, and to keep the Management Board informed about any significant development.</u>
DECISION-MAKING PROCESS REQUIRED	Absolute majority
RECORD OF VOTES	N/A, taken by consensus.

12 ANY OTHER BUSINESS

Under Any Other Business, the Executive Director informed the Management Board that the Head of Communication and Promotion Unit, Andrew Smith, would retire at the end of March 2023 after almost 25 years leading the Agency's work in this area. This was to be his last Management Board meeting. The Executive Director expressed his appreciation for his competent and insightful work during all these years and the Management Board joined to thank Andrew as well.

The Executive Director also informed that this would be the last meeting as interim Head of the Prevention and Research Unit for Malgorzata Milczarek who stepped in in 2021 further to the re-allocation of resources at the time of the non-appointment of a new Executive Director for the Agency. The Executive Director thanked Malgorzata for her good work and her effort to steer the Unit in challenging times and recalled that she would keep on contributing to the work of the Agency in her capacity as Senior Project Manager, once the recruitment process of a new Head of Unit is finalised.

ANNEX I – LIST OF PARTICIPANTS

	Name	Role	Interest Group	Representing
1	Christa SCHWENG	Titular	Employers	Austria
2	Gertrud BREINDL	Titular	Governments	Austria
3	Julia NEDJELIK-LISCHKA	Titular	Workers	Austria
4	Kris DE MEESTER	Titular	Employers	Belgium
5	Marc DE WILDE	Alternate	Employers	Belgium
6	Véronique CRUTZEN	Titular	Governments	Belgium
7	Caroline VERDOOT	Titular	Workers	Belgium
8	Georgi STOEV	Titular	Employers	Bulgaria
9	Darina KONOVA	Titular	Governments	Bulgaria
15	Marina PRELEC	Titular	Governments	Croatia
16	Ivana ŠEPAK-ROBIĆ	Titular	Workers	Croatia
17	Evangelos EVANGELOU	Titular	Workers	Cyprus
18	Jaroslav HLAVÍN	Titular	Governments	Czech Republic
19	Clemens Ørnstrup ETZERODT	Titular	Employers	Denmark
20	Annemarie KNUDSEN	Titular	Governments	Denmark
21	Ulrik SPANNOV	Titular	Workers	Denmark
23	Marju PEÄRNBERG	Titular	Employers	Estonia
24	Silja SOON	Titular	Governments	Estonia
26	Auli RYTIVAARA	Titular	Employers	Finland
27	Liisa HAKALA	Alternate	Governments	Finland
28	Franck GAMBELLI	Titular	Employers	France
29	Patrick LÉVY	Alternate	Employers	France
30	Abderrafik ZAIGOUCHE	Titular	Workers	France
31	Eckhard METZE	Titular	Employers	Germany
32	Kai SCHÄFER	Titular	Governments	Germany
33	Sebastian SCHNEIDER	Titular	Workers	Germany
34	Ioannis KONSTANTAKOPOULOS	Titular	Governments	Greece
35	Andreas STOIMENIDIS	Chairperson	Workers	Greece
36	Attila LUMNICZKY	Titular	Governments	Hungary
37	Sára FELSZEGHI	Titular	Workers	Hungary
38	Jón R. PÁLSSON	Observers	Employers	Iceland
39	Hanna GUNNSTEINSDÓTTIR	Observers	Governments	Iceland
40	Michael GILLEN	Vice-Chairperson	Employers	Ireland

	Name	Role	Interest Group	Representing
41	Marie DALTON	Coordinator	Governments	Ireland
42	Fabiola LEUZZI	Titular	Employers	Italy
43	Antonio VALENTI	Titular	Governments	Italy
44	Cinzia FRASCHERI	Alternate	Workers	Italy
45	Renārs LŪSIS	Titular	Governments	Latvia
46	Rūta JASIENĖ	Titular	Employers	Lithuania
47	Aldona SABAITIENĖ	Titular	Governments	Lithuania
48	Patrice FURLANI	Alternate	Governments	Luxembourg
49	Martin DEN HELD	Alternate	Governments	The Netherlands
50	Arnfinn BJØRSHOL	Observers	Employers	Norway
51	Yogindra SAMANT	Observers	Governments	Norway
52	Geir Lyngstad STRØM	Observer Alternate	Workers	Norway
53	Rafal HRYNYK	Titular	Employers	Poland
54	Agnieszka GAJEK	Alternate	Governments	Poland
55	Marcelino PENA COSTA	Titular	Employers	Portugal
56	Nelson FERREIRA	Titular	Governments	Portugal
57	Vanda CRUZ	Alternate	Workers	Portugal
58	Cristian OLTEANU	Titular	Employers	Romania
59	Elena PERJU	Titular	Governments	Romania
60	Róbert MEITNER	Titular	Employers	Slovakia
61	Martina KOSTURÁKOVÁ	Titular	Governments	Slovakia
62	Vladimír KMEC	Alternate	Workers	Slovakia
63	Nikolaj PETRIŠIČ	Titular	Governments	Slovenia
64	Vladka KOMEL	Alternate	Governments	Slovenia
65	Lučka BÖHM	Titular	Workers	Slovenia
66	Miriam PINTO LOMEÑA	Titular	Employers	Spain
67	Laura CASTRILLO NÚÑEZ	Alternate	Employers	Spain
68	Mercedes TEJEDOR AIBAR	Alternate	Governments	Spain
69	Ana GARCIA DE LA TORRE	Titular	Workers	Spain
70	Cecilia ANDERSSON	Titular	Employers	Sweden
71	Anders WESTLUND	Alternate	Employers	Sweden
72	Magnus FALK	Titular	Governments	Sweden
73	Karin FRISTEDT	Titular	Workers	Sweden
10	Isaline OSSIEUR	Coordinator	Employers	BusinessEurope
25	Ignacio DORESTE	Coordinator	Workers	ETUC

	Name	Role	Interest Group	Representing
11	Jesús ALVAREZ HIDALGO	Vice-Chairperson		European Commission
12	Giacomo MATTINÓ	Titular		European Commission
13	Charlotte GREVFORS ERNOULT	Alternate		European Commission
14	DANIELSSON Johan	Expert nominated by the European Parliament		
22	Marusa GORTNAR	Observer		EIGE
74	William COCKBURN	Executive Director		EU-OSHA
75	Malgorzata MILCZAREK	Interim Head of Prevention and Research Unit		EU-OSHA
76	Donianzu MURGIUNDO	Head of Resource and Service Centre		EU-OSHA
77	Andrew SMITH	Head of Communication and Promotion Unit		EU-OSHA
78	Jesper BEJER	MB Secretariat		EU-OSHA
79	Ilaria PICCIOLI	MB Secretariat		EU-OSHA
80	Ioannis ANYFANTIS	Observer		EU-OSHA
81	Sarah COPSEY	Senior Research Project Manager		EU-OSHA
82	Julia FLINTROP	Research Project Manager		EU-OSHA
83	Heike KLEMPA	Senior Communications Manager - Campaigns		EU-OSHA

ANNEX II: MEMBERS AND ALTERNATES OF THE EXECUTIVE BOARD AND ADVISORY GROUPS

Executive Board:

Marie	DALTON	Governments	Chairperson
Renārs	LŪSIS	Governments	Coordinator (ad interim)
Yogindra	SAMANT	Governments	Observer
Patrice	FURLANI	Governments	Alternate
Mercedes	TEJEDOR AIBAR	Governments	Alternate
Lucie	MEDIAVILLA	Governments	Alternate
Andreas	STOIMENIDIS	Workers	Vice-Chairperson
Ignacio	DORESTE	Workers	Coordinator
Caroline	VERDOOT	Workers	Observer
Julia	NEDJELIK-LISCHKA	Workers	Alternate
Abderrafik	ZAIGOUCHE	Workers	Alternate
Vanda	CRUZ	Workers	Alternate
Michael	GILLEN	Employers	Vice-Chairperson
Isaline	OSSIEUR	Employers	Coordinator
Kris	DE MEESTER	Employers	Observer
Georgi	STOEV	Employers	Alternate
Eckhard	METZE	Employers	Alternate
Mario	VAN MIERLO	Employers	Alternate
Jesús	ALVAREZ HIDALGO	European Commission	Vice-Chairperson
Stefan	OLSSON	European Commission	Member
Maria Teresa	MOITINHO DE ALMEIDA	European Commission	Alternate
Charlotte	GREVFORS ERNOULT	European Commission	Alternate

WESAG

Patrick	LÉVY	Employers	Member
Isabel	MAYA RUBIO	Employers	Member
Cecilia	ANDERSSON	Employers	Alternate
Kris	DE MEESTER	Employers	Alternate
Zinta	PODNIENCE	European Commission	Member
Matthias	FRITZ	European Commission	Alternate
Urs	SCHLÜTER	Governments	Member
Armin	KOEGEL	Governments	Member

Linda	WOUTERS	Governments	Alternate
Ruth	JIMÉNEZ	Governments	Alternate
Andreas	STOIMENIDIS	Workers	Member
Kris	VAN EYCK	Workers	Member
Ognyan	ATANASOV	Workers	Alternate
Tony	MUSU	Workers	Alternate

OKAG

Eckhard	METZE	Employers	Member
Martin	RÖHRICH	Employers	Member
Patrick	LÉVY	Employers	Member
Miriam	PINTO LOMEÑA	Employers	Alternate
Rūta	JASIENĒ	Employers	Alternate
Franck	GAMBELLI	Employers	Alternate
Agnès	PARENT-THIRION	Eurofound	Observer
Jesús	ALVAREZ HIDALGO	European Commission	Member
Maria Teresa	MOITINHO DE ALMEIDA	European Commission	Member
Silvia Daniela	CRINTEA ROTARU	European Commission	Observer
Gertrud	BREINDL	Governments	Member
Martin	DEN HELD	Governments	Member
Jolanta	GEDUŠA	Governments	Member
Patrice	FURLANI	Governments	Alternate
Marie	DALTON	Governments	Alternate
Yogindra	SAMANT	Governments	Alternate
Wim	VAN VEELLEN	Workers	Member
Abderrafik	ZAIGOUCHE	Workers	Member
Vanda	CRUZ	Workers	Member
Karin	FRISTEDT	Workers	Alternate
Marian	SCHAAPMAN	Workers	Alternate
Julia	NEDJELIK-LISCHKA	Workers	Alternate

TARAG

Rafal	HRYNYK	Employers	Member
Fabiola	LEUZZI	Employers	Member
Marcelino	PENA COSTA	Employers	Member
Kare	SORENSEN	Employers	Alternate



Eckhard	METZE	Employers	Alternate
Franck	GAMBELLI	Employers	Alternate
Jesús	ALVAREZ HIDALGO	European Commission	Member
Maria Teresa	MOITINHO DE ALMEIDA	European Commission	Alternate
Magnus	FALK	Governments	Member
John	SCHNEIDER	Governments	Member
Véronique	CRUTZEN	Governments	Member
Gertrud	BREINDL	Governments	Alternate
Martin	DEN HELD	Governments	Alternate
Silja	SOON	Governments	Alternate
Victor	CARACHI	Workers	Member
Dessie	ROBINSON	Workers	Member
Inga	RUGINIENE	Workers	Member
Pierre	BÉRASTÉGUI	Workers	Alternate
Mārtiņš	PUŽULS	Workers	Alternate
Caroline	VERDOOT	Workers	Alternate