

MINUTES

Meeting:	18 th MEETING OF THE MANAGEMENT BOARD
Date:	4-5 December 2024
Venue:	Hybrid

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; interest groups meetings, where the Agency staff joined for some time to clarify specific issues and engaged in a bilateral dialogue with each group; 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.

She reminded that the online platform of the meeting would allow simultaneous interpretation to and from EN, FR, DE and ES.

The Chairperson recapped some meeting practicalities and next introduced the draft agenda. The Commission would provide information/updates under items 4, 6 and 11. The Polish Government representative would inform about the upcoming EU Presidency priorities, also under item 11.

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 Danish representative

Governments:

- From the French representative to the Irish representative

Workers:

- From the Slovenian representative to the Austrian representative
- From the German representative to the Dutch representative
- From the Lithuanian representative to the Greek representative
- From the Bulgarian representative to the Greek representative
- From the Latvian representative to the Greek representative
- From the Czech Republic representative to the Maltese 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	The Management Board adopted the draft agenda by consensus
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	The Management Board adopted the draft minutes by consensus
DECISION-MAKING PROCESS REQUIRED	Absolute majority
RECORD OF VOTES	N/A, decision taken by consensus

3 EU-OSHA STRATEGY 2025-2034

The final draft of EU-OSHA Strategy was submitted for a final round of discussions with the Management Board and eventually its adoption.

The Strategy includes a vision statement, values and three strategic lines of actions (SLAs), being:

- Evidence and knowledge for policy and research
- Tools and resources for prevention
- Raising awareness and networking for a positive OSH culture.

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.

Good governance is a fundamental cross-cutting element that underpins the work of the three SLAs.

The Strategy benefited from several inputs during the development process, including a double round of consultation and feedback from the Executive Board in October and November, a very constructive Management Board seminar in June, where the Management Board was directly engaged in providing input to specific aspects, internal reflections and discussions amongst and between staff and Management Team, the results of the stakeholders' surveys and of the evaluation of the strategic objectives under the previous Strategy, the outcome of the evaluation of the agencies under the remit of DG Employment. The Agency presented the draft Strategy to the Management Board at a webinar in early November as well as the Focal Points with a focus on the implications at the national level when it comes to its implementation.

Further to the Focal Point meeting, the goal for SLA 1 has been reworded to make the wording clearer without changing the substance: Providing evidence and knowledge on current, new and emerging risks regarding their impact on safety and health and their prevention, to support policymaking and research.

The Agency explained that parallel work will be carried out to complement and ensure strategy implementation and take forward input not included directly in the Strategy document.

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

The Management Board very much welcomed the new Strategy and the inclusive process for its preparation.

The Employers observed that it would be important to ensure a solid evaluation framework to measure the impact of the strategy, assess how the Agency is influenced by external factors - for example the next strategic framework on OSH - and emphasized the need to draw lessons learned from evaluations to ensure continuous improvement. Credibility is a crucial requirement which is well embedded in the Strategy. Furthermore, they recalled the importance to take into account the specific situation of micro and small and medium sized enterprises. The Agency should aim at producing pragmatic products and information that can be adapted by national intermediaries for use by enterprises.

The Governments also pointed to the need to develop a reliable set of key performance indicators to be able to track the achievements of the Strategy over time. In addition, they observed the importance of gender equality and non-discrimination.

The Workers reiterated the points that they had raised during the strategy development process, and that they should be taken into account for the Strategy implementation.

Firstly, employers' organizations and trade unions should be held accountable for distributing the Agency's products at the national level, similar to the commitments asked of campaign partners.

Secondly, the use of social media should be further explored to reach young workers and students.

Thirdly, activities organized by the agency at national level should count on the participation of the labour inspectorates.

Fourthly, partnerships with education ministers should be pursued to guarantee the inclusion of OSH training modules in curricula.

Finally, they emphasised the importance of a human-centred approach in the strategy implementation.

The Commission acknowledged that the Strategy addresses well the recommendations included in the evaluation and that is flexible enough to accommodate upcoming EU OSH priorities.

The Agency thanked the Management Board for their engagement and commitment through this long journey and for the valuable inputs and comments provided all along. The Agency acknowledged that credibility is pivotal and is built within EU-OSHA's work and that's one of the pillars of the Strategy.

Strategy performance monitoring and key performance indicators are indeed a fundamental aid to ensure that the Management Board can monitor the implementation of the Strategy. At the Management

Board meeting in June 2025, the Agency will present intervention logics for each of the strategic lines of actions. The intervention logics will be the basis for the development of key performance indicators. Based on the agreed intervention logics, a draft set of KPIs would be then discussed by the Executive Board in September whereas a webinar in October or November for the Management Board will be organised to present the new KPIs. A decision can then be taken by the Management Board in December 2025 where the new KPIs will be included in the final draft of the Single Programming Document 2026-2028.

Regarding the text of the Strategy, the Agency recalled that when it comes to gender equality and non-discrimination, these important principles are already well mainstreamed in EU-OSHA's work. A section in the Consolidated Activity Report is included to give it additional visibility. The request to refer to the human centred approach was already addressed with a change in the wording by referring systematically to workers' protection. The text was reworded as appropriate to reflect the Workers' group request to emphasise the human-centred approach to EU-OSHA's work by, for example, explicitly referring to "workers" rather than prevention of occupational risks. All the other comments were duly taken note of and will be taken into full account during the strategy implementation.

CONCLUSION	<u>The Management Board adopted EU-OSHA Strategy 2025-2034.</u>
DECISION-MAKING PROCESS REQUIRED	Absolute majority.
RECORD OF VOTES	N/A, decision taken by consensus.

4 ACTION PLAN RELATED TO THE 4 AGENCIES' EVALUATION

EU-OSHA founding regulation, article 28 (2) foresees that the Commission evaluates EU-OSHA's EU-OSHA's performance every five years. On this basis, the Commission contracted an evaluation study of EU-OSHA, Eurofound, Cedefop and ETF ('the four agencies') which is available here: <https://data.europa.eu/doi/10.2767/367628>

EU-OSHA was actively involved in the evaluation study which concluded very positively on EU-OSHA's performance. On the basis of the evaluation study, the Commission drafted its own evaluation of the four agencies which was published as a Staff Working Document (SWD) in September 2024 (SWD(2024) 222 final)). The SWD was sent to the MB in September and is also included among the documents for the MB meeting on 4-5 December.

The SWD is very positive for EU-OSHA and the other three agencies. The relevance, efficiency, coherence, effectiveness and impact are confirmed in the findings. It is worth highlighting EU-OSHA's contribution to EU policy priorities.

EU-OSHA has to provide an action plan for the follow-up to the evaluation recommendation in the SWD. The EU-OSHA action plan was provided to the European Commission for comments.

There are fourteen recommendations applicable to the four agencies ('common recommendations') and seven specifically applicable to EU-OSHA. For the common recommendations, there will both be some joint follow-up actions which the four agencies will undertake together, and some actions undertaken by the individual agencies and reflected in each agency's action plan. There are therefore two action plans: A joint action plan and an EU-OSHA action plan.

Joint action plan

The joint action plan is still a draft which has been discussed between the four concerned agencies. The MB is therefore invited to endorse the current version of the action plan and mandate the Executive Board to oversee any later amendments to the joint action plan.

A limited number of concrete joint projects have been identified where it is assessed that this is of added value. The employment agencies will therefore continue their close collaboration on specific topics.

EU-OSHA action plan

The EU-OSHA action plan – which the MB is invited to endorse – defines the actions EU-OSHA will undertake on its own to follow up on the recommendations. A lot of the recommendations are already being taken forward in the new EU-OSHA Strategy and the work around the Strategy.

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

The Management Board welcomed the good results of the Commission's evaluation and the two action plans developed to respond to the specific and common recommendations.

The Workers emphasized that the recommendations on reducing administrative burdens should not be interpreted as a directive to make administrative staff redundant.

Regarding the recommendation related to the invitation to reassess the governance arrangements of tripartite agencies, the Workers noted that the example of the ELA might not be directly applicable, as the Authority does not operate as a tripartite structure.

Finally, they highlighted one of the recommendations, which called on the agency to improve its interactions, particularly among EU citizens, businesses at the national level, other EU agencies, and NGOs. The Workers emphasised the importance for EU-OSHA to bring its message at the "heart" of the other agencies as well - to tackle the challenge of workplace risks, for example psychosocial risks, from more perspectives.

The Agency clarified that there is no intention to make any staff member redundant. On the contrary, work is towards improving efficiency and redeploying staff effectively. There is a strategic workforce planning exercise ongoing to address that.

The Agency additionally clarified that tripartism is at the core of whatever EU-OSHA does and it is a pillar for its work.

A challenge will be to ensure visibility and tailoring products to the target audiences the agency will start to work on a new communication strategy, based on the new Strategy.

CONCLUSION	<u>The Management Board adopted EU-OSHA Strategy 2025-3024.</u>
DECISION-MAKING PROCESS REQUIRED	Absolute majority.
RECORD OF VOTES	N/A, decision taken by consensus.

5 AMENDMENT 1 TO BUDGET 2024

In December 2024, the Management Board adopted the budget for 2024 for a total amount of EUR 17.481,150.

Since then, the Commission has presented, pending adoption by the Budgetary Authority, an amendment to the EU's general Budget 2024 (COM(2024)650) in order to factor in the 2024 salary adjustments applicable to EU Institutions and other EU bodies. In the case of EU-OSHA's budget, this represents an increase of its annual EU budget contribution by EUR 137.645, which will be used to increase Title I -Staff expenditure.

EU-OSHA had been monitoring its budget forecast and implementation throughout 2024, which has resulted in changing priorities and making changes to its outputs and deliverables. The Agency executed

most of such changes mostly by way of budget transfers through Executive Director's decisions as set out in article 26 of EU-OSHA's Financial Regulation, for which the Management Board is regularly informed.

Further to the above-mentioned analysis, the priority changing necessary to optimise 2024 budget required transferring budget beyond the scope (threshold) of article 26 of the Financial Regulation. In particular, additional budget of EUR 132,000 proved to be necessary under Title 3- Operational expenditure, to complement the procurement actions required to start the work on the OSH Pulse project in 2024. This transfer can only be performed with the agreement of the EU-OSHA Management Board. The Agency proposed to perform this transfer by using available surplus in Titles 1 (staff expenditure) and Title 2 (building and ICT).

An amending budget was therefore required for two reasons: to accommodate the increase of the EU subsidy by EUR 137.645 and to transfer EUR 132.000 of appropriations from Titles 1 and 2 to Title 3 of the expenditure for the financing of the OSHA pulse project.

CONCLUSION	<u>The Management Board adopted the amendment 1 to the 2024 budget.</u>
DECISION-MAKING PROCESS REQUIRED	Two-third majority; majority of Governments group
RECORD OF VOTES	N/A, decision taken by consensus.

6 FINAL SINGLE PROGRAMMING DOCUMENT 2025-2027 AND DRAFT 2026-2028

Further to the Management Board's decision to hold two meetings in hybrid format in Bilbao, one in June and one in December, some adjustments were required with regard to the discussion and adoption of the Agency's plans for successive years.

As a result of these changes, at this meeting the Management Board was invited to adopt the final Single Programming Document 2025-2027. The final version is based on the draft agreed by the Management Board in January 2024 and benefits from the outcome of the external consultation with the Commission and other EU agencies.

In addition, the Management Board was also invited to discuss and agree the draft Single Programming Document 2026-2028. A new OSH overview is proposed – on work-related accidents. Further to the discussion with the Management Board, the draft document shall be sent to the Commission and the EU agencies for consultation.

For ease of reading and considering that there is quite some information that is repeated across the two documents and that requires minimum adaptation, they were presented in one master document where it is clearly indicated which actions will be carried out respectively as part of the work programmes in 2025 and 2026. After the meeting, the document will be split into two.

Final SPD 2025-2027

The current draft takes into account the Management Board comments from January 2024, as well as the Commission's feedback which is attached for information. The exchanges with other agencies have also been taken into account. Some of the feedback will be taken into account during the implementation of the work programme.

As agreed by the Management Board and based on the ex-ante evaluations, two new OSH Overviews will be initiated in 2025: one on Occupational exposure to cancer risk factors and one on Climate change. They are included in the 2025 annual work programme.

The Commission's opinion is included in the meeting documentation and acknowledges that to a great extent the SPD is in line with the EU policy priorities on OSH. It welcomes in particular that the Agency will start working on climate change and its implications on OSH. It also includes specific remarks, including requests for support in a number of areas. In particular, there was a request to EU-OSHA to ensure synergies with other EU Agencies regarding post-pandemic relevant matters, including increasing threats of outbreaks of infectious diseases; to explore more in-depth the relations between artificial intelligence and OSH and the extent to which AI can be employed for the benefit of good OSH prevention, to keep on providing information and expertise that is relevant to the preparation of legislative initiatives, follow-up actions, EU OSH Directives ongoing review – for example on CMRD (lead and combined exposures); to support to the Commission's comprehensive approach to mental health; to pay special attention to critical sectors and high-risk sectors; to keep providing support in relation to return to work for people with disabilities including cancer.

Draft SPD 2026-2028

The document includes the multi-annual work programme 2026-2028 and the annual work programme for 2026 which covers the activities initiated in previous years as well as a new OSH overview on Work-related accidents. The ex-ante evaluation on this new OSH overview already benefitted from comments by the OKAG and the Executive Board and is now submitted for feedback to the Management Board. It is proposed for inclusion into the annual work programme 2026.

Some data for 2026-2028 SPD can only be added or updated after the end of 2024 and before sending the documents for external consultation (before 31 January 2025).

Resources

EU-OSHA has – together with the Commission - analysed how best to continue to respond to requests for highly specialised technical expertise (cf. for example the Commission's opinion on the draft SPD 2025-2027 and ongoing project with other agencies). As a result of this analysis, the Agency suggests including two Seconded National Experts (SNEs), but that will be possible only as from 2026. This will not require increasing EU-OSHA's budget as the costs will be covered within EU-OSHA overall budget. The SNE option would provide the flexibility required to meet the different types of expertise requested. The work programme suggested for 2025 takes into account the need to allocate human and financial resources to tasks that are responses to requests from the Commission and other agencies.

During 2024, the Agency and the Management Board worked closely together for the development of a new Strategy for 2025-2034. The Strategy will guide the programming of the Agency's work in terms of strategic direction and type of interventions, whereas the topics and themes will be selected as part of the annual programming cycle based on the EU policy priorities, such as the EU OSH Strategic Framework. Upon adoption, the Strategy will require some implementing measures to ensure it can be properly reflected into the Agency's operations. As an example, a matter of priority will be the revision of the performance monitoring framework, which will have to be adapted to the objectives and success criteria defined in the Strategy. The final draft SPD 2026-2028, which the Management Board will be invited to adopt at the end of 2025, will properly reflect some key aspects of the new Strategy. However, some key elements such as the vision and the values were already taken into account for the current document.

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

The Management Board welcomed the final version of the Single Programming Document 2025-2027 and the draft Single Programming Document 2026-2028.

The Workers welcomed the fact that mentions to the OSHvet and OiRA featured in the Single Programming Document and welcomed the new OSH Overviews on occupational exposure to cancer risk factors and on climate change, as well as the planned evaluation of the Workers' Exposure Survey.

Furthermore, they called for a more structured dialogue between the Management Board and the Focal Points and suggested that more emphasis should be put on the importance of disseminating the

agency's work at the national level through the national focal points and thanks to the collaboration with the interest groups.

In relation to the ex-ante evaluation on the new OSH overview on work-related accidents, planned for 2026, they recommended that EU-OSHA should address the issue of near-miss incidents and also should provide evidence on the importance of risk assessments and their impact on good OSH. This is particularly important at this time where deregulation is becoming more and more a reality in OSH management in some Member States.

Finally, they suggested that an assessment from staff could be included in the single programming document under the human resources section.

The Employers highlighted that resourcing is becoming an issue. EU-OSHA's work is relevant and resourcing needs to be adequate.

The Governments also referred to the resourcing of extra tasks and extra work for the Agency. This should be accompanied by the necessary resources. If this is not the case then it will be for the management board to decide and reprioritize if necessary. The Governments took note of the fact that the additional SNEs posts will be financed within the existing budget of the Agency. However, they observed that in the future, in order to finance additional posts, extra financing should be provided.

The Agency took note of the comments in relation to the work to be undertaken under the new OSH overview on work-related accidents, The preliminary scoping work is very important to ensure that the efforts are targeted to the needs. The Management board will be engaged through the OKAG to provide their input.

The Agency clarified that resourcing for 2025 will be stable in nominal terms. Resources are in principle only increased in case of a regulatory changes leading to new tasks. EU-OSHA is coping with resource constraints through increasing efficiency, staff redeployment, improving administration and through any way where savings are possible for example elimination of the rental costs for the Brussels liaison office due to the offer to relocate to DG EMPL's premises as well as the agreement with the Spanish authority in relation to the provision of high-speed internet connection services through the Red-ISIS. Plans are also underway to review building costs and possibly to find new premises for EU-OSHA. The main constraint is staffing but also financial resources are an issue in particular in relation to the support that the Agency will be able to provide the focal points through the FAST programme.

CONCLUSION	The Management Board adopted the Single Programming Document 2025-2027 and agreed the draft Single Programming Document 2026-2028.
DECISION-MAKING PROCESS REQUIRED	Two-third majority; majority of Governments group
RECORD OF VOTES	N/A, decision taken by consensus.

7 BUDGET AND ESTABLISHMENT PLAN 2025

The draft budget agreed by the Management Board in January 2024 amounted to EUR 17.821.100. Since then, there have been some developments.

Firstly, an amendment to the Multiannual Financial Framework 2021-2027 was submitted for the revision and increase of EU contribution to EU-OSHA in order to incorporate the impact of the higher salary adjustment for 2024, 2025, 2026 and 2027 on the administrative expenditure of the Agency (+ EUR 190.571 in 2025 compared to the draft budget)

Secondly, the EEA-EFTA contribution for 2025 has been fixed at 2.79 percent of the European Union contribution for EU-OSHA (- EUR 125.571 compared to the draft budget).

Furthermore, the budget outturn 2023 is known and definitive.

In July 2024, the opinion of the European Commission confirmed an establishment plan of 40 temporary agents and the employment of 25 contract agents for a total of 65 full time equivalent (65 FTE).

As a result, the new total for the proposed budget 2025 is EUR 17.886.100 (+ EUR 65.000 compared to the draft budget).

Compared to the draft budget, there is a 3.8 percent increase in Title 1 due to the high salary indexation in 2024 and impact on 2025 staff expenditure. There is a 2.7 percent decrease in Title 3 largely because of the anticipation of the expenditure for the OSH pulse to 2024. The 3.6 percent decrease in Title 2 is due to the provision of free office space for the Brussels Liaison Office at DG EMPL's premises.

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

Revenues

- Total revenues: EUR 17.886,100
- Direct EU-subsidy: EUR 16,825,840 + EUR 490,731 re-use of the budget outturn 2023
- EEA-EFTA contribution EUR 469,429 (2.79 percent of the direct EU subsidy)
- Subsidies from national and local authorities: EUR 100,100.

Compared to the budget 2024 it represents an increase of 2 percent 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:

- Title 1: EUR 8.953.000
- Title 2: EUR 1.895.000
- Title 3: EUR 7.038.100

Expenditure for the special project IPA III 2022 is labelled in the budget as "p.m." as respective appropriations in 2025 shall be the result of the carryover/carry-forward of the 2024 appropriations (at this stage unknown) to 2025. The project IPA II 2018 officially ended in 2024.

The evolution of costs by type of activities shows that the Agency has largely fulfilled the ambition to keep the expenditure for operational activities to 75 percent of its resources, or higher. For 2025, it is expected to reach 81 percent.

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.

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

The Management Board took note of the draft budget proposed for 2025. Both Governments and Employers reiterated the importance to ensure adequate resourcing to EU-OSHA.

The Employers asked the Agency to present the budget allocation across the different activities and priorities in a way so as it will be easier for the Management Board to understand how the different priorities are resourced.

The Agency took note of the comments and request.

CONCLUSION	<u>The Management Board approved the budget and establishment plan 2025.</u>
DECISION-MAKING PROCESS REQUIRED	Two-third majority; majority of Governments group
RECORD OF VOTES	N/A, taken by consensus.

8 REVISED EU-OSHA DECISION ON SECONDED NATIONAL EXPERTS

In order to be able to carry out the recruitments of the Seconded National Experts, the Agency has to update its existing rules from 2011 for this purpose.

The main change is a simplification of the selection procedure which includes the use of EU-OSHA e-recruitment tool for the submission of applications to allow participation of nationals of the Member States of the European Union, Iceland, Norway, or Liechtenstein (parties to the EEA Agreement).

There are few and non-substantial changes to the decision further to comments from the Commission.

The Commission's comments related to the need to clarify that the rules for the selection of Contract Agents and Temporary Agents do not apply and to specify the approval process for SNEs posts in connection with the budgetary procedure.

COMMENTS FROM THE MANAGEMENT BOARD:

The Management Board welcomed the new rules for the recruitment of SNEs acknowledged the fact that with these new rules the agency will be able to recruit 2 SNEs as from 2026.

The Employers emphasised the importance of ensuring the highest standards for the recruitment of the experts as this is crucial for the credibility of the Agency's work.

CONCLUSION	<u>The Management Board adopted the revised rules for the recruitment of seconded national experts.</u>
DECISION-MAKING PROCESS REQUIRED	Absolute majority.
RECORDS OF VOTES	N/A, taken by consensus.

9 MANDATE TO THE EXECUTIVE DIRECTOR TO REPEAL EXPERT REIMBURSEMENT RULES AND ADOPT NEW RULES

Since 2017, EU-OSHA had been processing the reimbursement requests of experts manually based on the rules foreseen a Decision of the Governing Board. Management Board members and Focal points are now classified as "experts" in the meaning of the rules and are reimbursed according to their provisions.

As part of the commitment to digitalise administrative processes and to increase efficiency, the Agency is working towards the implementation of the system "Advanced Gateway to Meetings", already in use at the Commission.

AGM is an IT tool that facilitates the reimbursement process for EU-OSHA by digitalising the whole reimbursement process. AGM also makes the reimbursement process more transparent and comprehensible for experts who will be able to track the steps of their reimbursement. EU-OSHA has initiated the onboarding process for AGM.

The onboarding and implementation of AGM requires the application of rules for the reimbursement of experts used by the Commission, i.e., the *Commission rules on the reimbursement of expenses incurred by people from outside the Commission invited to attend meetings in an expert capacity adopted by the Commission on 5 December 2007, Doc. C(2007)5858*. As already informed to the Management Board in previous meetings, the Agency had to align its rules with the ones from the Commission with the amendments and adaptations that are required to ensure a smooth and appropriate functioning in EU-OSHA's context.

EU-OSHA also outlined the main changes between the current rules and the rules that will have to be adopted. The main substantial change to the process would be that the reimbursement would have to be submitted within 30 days instead of 60 days. The rules will also apply to meetings for which EU-OSHA's contractor takes care of travel arrangements.

AGM is a tool provided by the Commission and the onboarding process is outside the Agency's control. To ensure the necessary flexibility, the Management Board was asked to mandate the Executive Director to repeal the current rules and adopt new ones when the onboarding process is completed. The new rules will apply to meetings for which invitations are sent after their adoption.

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

The Management board took note of the request from the Agency to mandate the Executive Director to repeal the current expert reimbursement rules and adopt new rules in the view of the onboarding of AGM. They acknowledged the fact that they are relatively familiar with the AGM system, considering that it has been already in use for some time with the Advisory Committee for Safety and Health.

The Governments had a few questions in relation to the new rules that were presented by the Agency. One issue related to the accommodation allowance, which, according to the new rules would be reimbursed based on real costs up to a threshold, no matter where the meeting would be held. This may be a problem for the Focal Points in the case meetings are held in member states where accommodation costs are higher than the reimbursable sum as it is now foreseen under the new rules. The new rules also foresee the reimbursement of experts travel to be credited on the employers' account. The procedure for deviating from this rule can be very burdensome in some administrations and experts may have to wait a long time before being reimbursed. The Governments asked whether it could be possible to foresee a derogation to cater for these circumstances.

The Agency acknowledged that some adjustments may be needed and that there may be exceptional situations which require a specific assessment.

CONCLUSION	The Management Board mandated the Executive Director to repeal the current rule for expert reimbursement when necessary and adopt new rules.
DECISION-MAKING PROCESS REQUIRED	Absolute majority.
RECORDS OF VOTES	N/A, taken by consensus.

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

For the new 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 Employers' group. The group designated for the role Michael GILLEN. The deputy-Chairpersons will be Marie DALTON (Governments), Andreas STOIMENIDIS (Workers) and Francisco Jesús ALVAREZ HIDALGO (Commission).

The interest groups appointed the following coordinators:

- Workers' group: Ignacio DORESTE
- Governments' group: Magnus FALK
- Employers' group: Isaline OSSIEUR (until March 2025: Clemens Ørnstrup ETZERODT)

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 informed that Véronique CRUTZEN was designated as the new alternate replacing Lucie MEDIAVILLE and the Employers informed that Rafal HRYNYK and Istvan KOMOROCZKI were designated as alternates replacing Eckhard METZE and filling one vacant alternate position. The rest of members and alternates were confirmed.

The following members and alternates were designated for the appraisal of the Executive Director:

- Commission: Maria Luisa CABRAL, Stefan OLSSON (alternate)
- Employers: Rafal HRYNYK, Istvan KOMOROCZKI (alternate)
- Governments: Gertrud BREINDL, Patrice FURLANI alternate
- Workers: Argo SOON, Ivana ŠEPAC-ROBIC (alternate)

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

The Agency informed the Management Board that the Council recently notified to EU-OSHA that upon appointment of new members to the Management Board, it would not be possible to include any other information, but the name and last name of the members appointed, and no contact details will be provided due to data protection requirements. The Agency asked therefore the Management Board to collaborate on this task and provide the Agency with contact details of newly appointed members.

Finally, the Agency thanked the members of the WESAG for their engagement and commitment throughout these last few years. The WESAG wrapped up its work in November 2024 upon the finalisation of the Workers' Exposure Survey.

COMMENTS FROM THE MANAGEMENT BOARD:

The Management Board congratulated Michael Gillen on his election and thanked the outgoing Chairperson, Marie Dalton, for her competent and efficient tenure.

CONCLUSION	<u>The Management Board elected a new Chairperson – Michael GILLEN (Employers' group) and Deputy-Chairpersons. The composition of the Executive Board and of the Advisory Groups was also agreed.</u>
DECISION-MAKING PROCESS REQUIRED	Two-third majority (for election of Chairperson and deputy Chairpersons)
RECORD OF VOTES	N/A, decision taken by consensus

11 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 a number of issues.

New Commission – work in progress and hearing of Executive Vice-President Mînzatu

On 1 December a new Commission has been approved in a plenary session of the European Parliament on 27 of November. For the first time for the EMPL policy area, an Executive Vice-President was appointed, Roxana Mînzatu from Romania. Her portfolio includes social rights and skills, quality jobs and preparedness.

Joint Working Committee with DG EMPL with the EMPL agencies

This committee serves as a forum to discuss EMPL Agencies' and DG EMPL's cooperation vis-à-vis the EU strategic priorities. This was also the opportunity to introduce the new Director-General for DG EMPL, Mario Nava.

Issues discussed included the outcome of the four Agencies' evaluation and related recommendations, including the need to increase efficiency where possible; the need to move from a bilateral to a multilateral cooperation across the Agencies, in particular with regard to skills and labour shortages; competitiveness as a driving force for the new Commission and the role of the EMPL agencies in supporting this priority. A presentation by DG EMPL and Eurofound on the 'Data Lakehouse' project was also delivered. Finally, the five Agencies were informed that an EMPL Forum will take place in Brussels in March 2025 and EMPL Agencies would be invited to participate.

Further to that, the Chairperson invited to the floor the Polish Government representative who informed the Management Board about the OSH priorities that the Polish EU Presidency is intending to address in their term (January-June 2025).

Finally, the Chairperson invited the Executive Director to provide his update.

Healthy workplaces campaign 2026-2028

At the June meeting, the Management Board had mandated the Executive Board to discuss and reach an agreement on the HWC 2026-2028 title. The Executive Board met at the end of September and the agreed title was "Together for mental health at work". The Agency took the opportunity to clarify that the concept of Psychosocial risks will feature prominently in the work of the Agency.

Namely, psychosocial risks prevention will be a core message across all its campaign activities and material. Most importantly, it will aim to mainstream the term psychosocial risks in all EU Member States so that it is widely understood, also by a non-expert audience.

The first priority area of the campaign to be launched will be 'Psychosocial risk assessment and management', which will explain key concepts and set the tone for the whole campaign.

Highlights from the Executive Director's progress report

The Executive Director progress report submitted for the meeting included an account of the implementation of the activities planned for 2024 – that was going to be the last issue for the year and provided a detailed overview on the work done during 2024. To a large extent, the content of the

document will serve as a basis for the 2024 Consolidated Annual Activity Report which the Management Board will be asked to review, assess and adopt at their June meeting.

Achievements in 2024

The work of EU-OSHA has contributed significantly to the realisation of EU policy objectives. The role played by EU-OSHA in the past has been documented on several occasions, not the least in the Commission's evaluation.

In 2024, EU-OSHA was 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, through provision of primary data and secondary research, tools and awareness raising in particular through the ongoing Health workplaces campaign on digitalisation.

A big highlight for the year was the finalisation of the fieldwork for the fourth wave of ESENER, which resulted into approximately 42.000 workplaces recruited. The dataset and the draft technical reports were delivered, whereas the first finding report is expected to become available in early 2025. The secondary analysis on mental health and digitalization, the main overview report, the data visualisation and the new dataset will come to light in mid-2026.

EU-OSHA exceeded the targets both for work programme (93 percent vs 90 percent) and budget (99 percent vs 95 percent) implementation.

Focal Points

The Focal points met recently in Visegrad on a side-to-side event hosted by the Hungarian EU Presidency.

Apart from a discussion on the implications of the new Strategy at implementation phase at the national level, there was an update on the developments related to the FAST programme and the work programme for 2025 in relation to planned tasks. The Focal Points also engaged in a discussion on some Future of Work articles, namely on Electromagnetic fields and OSH; eco-anxiety and its implication for OSH; sustainable transport and consequences for OSH: managing new safety risks for drivers, technicians and emergency responders.

EMPL Agencies exchange with EMPL Committee

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 was postponed until the new Parliament was in place to give the opportunity for the new members of the European Parliament to get acquainted with the work of the agencies.

The exchange took place on 18 October. It was rather general in scope – the objective being to present the work of the Agencies in general and how they can support the work of the Committee. For EU-OSHA, it was an opportunity to present EU-OSHA's work addressing the EU strategic priorities. The questions from the MEPs focussed on issues such as psychosocial risks, climate change and impact on work organisation, precarious workers, support that the Agency can provide for the revision of the current OSH Directives, including the CMRD and asbestos directives.

Outcome of recent legal proceedings

Between 2023 and 2024, the Agency was involved in legal proceedings with an economic operator as a result of a decision taken by the Executive Director on grounds that the operator had been among businesses found by the Spanish competition authority in 2021 to have participated in a bid-rigging cartel. The ED's decision was in compliance with the applicable regulatory framework and following a

clear recommendation from the relevant advisory body. The case was brought before the EU's General Court.

The court has now made its decision which dismisses the appeal from the economic operator and orders the operator to pay the costs. The judgment is available [here](#). The economic operator has the right to appeal.

Cooperation with Cedefop

Upon request from the Workers' group, the Agency provided an update on the cooperation with Cedefop in the framework of the cooperation agreement. EU-OSHA recalled that the two agencies are working together in a number of areas. Particularly relevant is the joint work on the OSHvet project which aims at mainstreaming OSH training into vocational training and the integration of Cedefop's forecast data on skills into EU-OSHA's OSH Barometer. Cooperation is also ongoing on communication and promotion and governance issues. The concrete actions foreseen in the action plan are on good track.

Measures to improve the organisation and preparation of Management Board meetings

Finally, The Executive Director informed the Management Board of the measures to improve the organisation and preparation of Management Board meetings, already discussed and agreed with the Executive Board.

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

The Management Board congratulated the Agency on the achievements of their work during 2024.

The Workers' group in particular expressed appreciation on the Agency's foresight work and the Workers' Exposure Survey Overview Report.

They also remarked that a limited number of outputs in the 2024 work programme suffered some – in most cases, slight - delays. They sought clarification on the delay of those outputs whose delivery was postponed by more than six months, such as: the Overview Report of the Workers' Exposures Survey publication, the EU-OSH Info System Mid-term Evaluation, and the work on rehabilitation post-COVID.

EU-OSHA explained that the calls for tenders related to 'WES data comparison with other existing data' and 'WES secondary analysis' had been delayed in order to prioritise primary data analysis and the preparation of the WES dataset published in November (required for starting the contracts). The work was covered internally and by contracting external support for statistical analyses and preparation of the dataset.

Regarding the evaluation of the EU OSH info system, it was postponed in order to ensure that the work done with the additional indicators and the integration of Cedefop's data could be taken into account.

Finally, the work on rehabilitation post-COVID was ongoing, but had taken longer than envisaged partly due to the collection and understanding of different national experiences.

CONCLUSION	The Management Board took note of the Executive Director's progress report and the other updates.
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12 FORESIGHT ON CIRCULAR ECONOMY

Under this item, the Agency presented the outcome of the foresight study on circular economy and OSH. The PPT is available [here](#).

COMMENTS FROM THE MANAGEMENT BOARD:

The Management Board expressed appreciation for the Agency's foresight work on the circular economy, as it provides reliable scenarios of the impact on OSH of the circular economy for 2040. The Workers in particular remarked that support to EU-OSHA should be ensured so as for the Agency to

continue providing foresight activities to support evidenced-based policy decisions in the EU. Foresight activities are aligned with the precautionary principle which is at the core of OSH risk prevention..

CONCLUSION	<u>This item was for information.</u>
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13 EU-OSHA'S WORK ON DANGEROUS SUBSTANCES WITH A FOCUS ON BIOLOGICAL AGENTS

Under this item, the Agency presented an overview of the Agency's work on dangerous substances and in particular on biological agents over the years. The PPT is available [here](#). The Management Board also took the opportunity to say goodbye to Elke Schneider, a long-standing senior project manager at EU-OSHA and currently senior advisor to the Executive Director, who will retire in the first half of 2025.

COMMENTS FROM THE MANAGEMENT BOARD:

References to national research on asbestos exposure and legionellosis (biological agents) in France were shared with the Management Board. The Workers' group invited EU-OSHA to consider existing national-level resources available to further work on key priorities, such as asbestos, to avoid duplication of efforts and build upon existing knowledge².

CONCLUSION	<u>This item was for information.</u>
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14 ETHICS AND DATA PROTECTION

As a public organisation and an EU body, the Agency operates in a highly regulated and scrutinised environment and is fully committed to ensuring the highest standards of openness, transparency and integrity in all dimensions of its work. In turn, the Management Board plays a key role in ensuring full accountability vis-à-vis the institutions and the public.

To support the work of the Management Board in this important task, in 2022 the Agency drafted a document on "Good practices for Management Board members". The document is based on the applicable regulatory framework and does not establish new rights and obligations. It aims at clarifying the expectations to the Management Board and its members in the Founding Regulation, Financial Regulation, Rules of Procedure, the Agency' policy on prevention and management of conflict of interest, the Agency's Anti-fraud Strategy, and finally the good governance principles included in the European Code of Good Administrative Behaviour that apply to EU institutions and bodies. In particular, the initiative aimed at providing support to incoming members upon their appointment, by guiding them in the exercise of their function and to long-standing members in the deployment of their function.

The Management Board welcomed and took good note of the document.

A new Management Board has been in place since March 2023, and many new members have joined the Board for the first time. To this purpose, EU-OSHA offered a refresher session focussing on the principles that inspire the work of a Management Board member at EU-OSHA. The PPT is available [here](#):

Furthermore, the Good Practice document has been updated with two paragraphs focussing on Data Protection and Anti-fraud. The idea is to provide some background information on the legal and regulatory requirements applicable to EU-OSHA on these two domains as well as practical guidance on what is expected from Management Board members to support EU-OSHA in ensuring compliance.

² After the meeting, the document "*Légionellose et douches de chantier - Mesures de prévention, of the Institut national de recherche et de sécurité*" was shared with EU-OSHA.

An updated version (since 2022) of the document called “EU-OSHA Governance” was also provided. The document is again a support for the Management Board members for them to get an overview on the institutional context in which EU-OSHA operates as well as some practical information about preparation and organisation of Management Board meetings.

CONCLUSION	<u>This item was for information</u>
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15 ANY OTHER BUSINESS

Under Any Other Business, the Workers suggested two items:

Participation of Management Board members in events of the Agency

It was suggested that Management Board members could be more systematically invited to attend Agency's events, in particular those that are related to dissemination of the results.

Timing of meetings of the Advisory Committee for Safety and Health at Work and EU-OSHA

To maximise participation, it was suggested to coordinate the timing of the meetings of the ACSH and EU-OSHA so that there is some time in-between.

ANNEX I – LIST OF PARTICIPANTS

Name	Category	Representing	IN PERSON / ONLINE
Anna RITZBERGER-MOSER	Government	AUSTRIA	in person
Julia NEDJELIK-LISCHKA	Workers	AUSTRIA	online
Kris DE MEESTER	Employers	BELGIUM	in person
Véronique CRUTZEN	Government	BELGIUM	in person
Caroline VERDOOT	Workers	BELGIUM	in person
Georgi STOEV	Employers	BULGARIA	online
Darina KONOVA	Government	BULGARIA	online
Jesús ALVAREZ	European Commission	COMMISSION	in person
Charlotte GREVFORS ERNOULT	European Commission	COMMISSION	in person
Marina PRELEC	Government	CROATIA	in person
Ivana ŠEPAK-ROBIĆ	Workers	CROATIA	in person
Evangelos EVANGELOU	Workers	CYPRUS	online
Jaroslav HLAVÍN	Government	CZECH REPUBLIC	in person
Clemens Ørnstrup ETZERODT	Employers	DENMARK	in person
Annemarie KNUDSEN	Government	DENMARK	in person
Ulrik SPANNOV	Workers	DENMARK	in person
Agnes JONGERIUS	EP Expert	EUROPEAN PARLIAMENT	online
Marju PEÄRNBERG	Employers	ESTONIA	online
Silja SOON	Government	ESTONIA	in person
Argo SOON	Workers	ESTONIA	in person
Ignacio DORESTE	Workers	ETUC	in person
Agnes PARENT-THIRION	Observer	EUROFOUND	online
Auli RYTIVAARA	Employers	FINLAND	online
Liisa HAKALA	Government	FINLAND	online
Ida NUMMELIN	Workers	FINLAND	online
Franck GAMBELLI	Employers	FRANCE	online
Abderrafik ZAIGOUCHE	Workers	FRANCE	in person
Eckhard METZE	Employers	GERMANY	online

Name	Category	Representing	IN PERSON / ONLINE
Thomas VOIGTLÄNDER	Government	GERMANY	in person
Katerina DASKALAKI	Employers	GREECE	online
Ioannis KONSTANTAKOPOULOS	Government	GREECE	in person
Andreas STOIMENIDIS	Workers	GREECE	in person
István KOMORÓCZKI	Employers	HUNGARY	in person
Sára FELSZEGHI	Workers	HUNGARY	online
Jón R. PÁLSSON	Employers	ICELAND	in person
Hanna GUNNSTEINSDÓTTIR	Government	ICELAND	online
Björn Ágúst SIGURJÓNSSON	Workers	ICELAND	in person
Michael GILLEN	Employers	IRELAND	in person
Marie DALTON	Government	IRELAND	in person
Dessie ROBINSON	Workers	IRELAND	online
Fabiola LEUZZI	Employers	ITALY	online
Antonio VALENTI	Government	ITALY	online
Irene DELARIA	Workers	ITALY	online
Renārs LŪSIS	Government	LATVIA	in person
Sigi LANGENBHAN	Workers	LIECHTENSTEIN	online
Fredy LITSCHER	Workers	LIECHTENSTEIN	online
Rūta JASIENĖ	Employers	LITHUANIA	in person
Rasa JAKUBĖNIENĖ	Government	LITHUANIA	in person
Hernani GOMES	Workers	LUXEMBOURG	in person
Victor CARACHI	Workers	MALTA	in person
Martin DEN HELD	Government	NETHERLANDS	in person
Wim VAN VELEN	Workers	NETHERLANDS	in person
Ingrid FRANCKE	Employers	NORWAY	in person
Yogindra SAMANT	Government	NORWAY	in person
Bergljot Fuhr LUNDE	Workers	NORWAY	in person
Rafał HRYNYK	Employers	POLAND	in person
Agnieszka GAJEK	Government	POLAND	online

Name	Category	Representing	IN PERSON / ONLINE
Paulina BARANSKA	Workers	POLAND	online
Nelson FERREIRA	Government	PORTUGAL	in person
Vanda CRUZ	Workers	PORTUGAL	online
Cristian OLTEANU	Employers	ROMANIA	online
Veronica HAȘ	Government	ROMANIA	online
Nicolae BĂICAN	Workers	ROMANIA	online
Róbert MEITNER	Employers	SLOVAKIA	online
Adam SULIK	Government	SLOVAKIA	in person
Peter RAMPAŠEK	Workers	SLOVAKIA	online
Jože SMOLE	Employers	SLOVENIA	in person
Nikolaj PETRIŠIČ	Government	SLOVENIA	in person
Lučka BÖHM	Workers	SLOVENIA	online
Miriam PINTO LOMEÑA	Employers	SPAIN	online
Mercedes TEJEDOR AIBAR	Government	SPAIN	in person
Rubén PINEL BALLESTEROS	Workers	SPAIN	online
Cecilia ANDERSSON	Employers	SWEDEN	online
Minke WERSÄLL	Government	SWEDEN	in person
Karin FRISTEDT	Workers	SWEDEN	in person
William COCKBURN	Executive Director	EU-OSHA	in person
Rory HARRINGTON	Head of CPU*	EU-OSHA	in person
Donianzu MURGIONDO	Head of RSC*	EU-OSHA	in person
Vibe WESTH	Head of PRU*	EU-OSHA	in person
Jesper BEJER	MB Secretariat	EU-OSHA	in person
Ilaria PICCIOLI	MB Secretariat	EU-OSHA	in person
Marine CAVET	Observer	EU-OSHA	in person
Dietmar ELSLER	Senior Research PM	EU-OSHA	in person
Brenda O'BRIEN	Senior Brussels Liaison Manager	EU-OSHA	in person
Elke SCHNEIDER	Senior OSH&Policy Specialist	EU-OSHA	in person
Annick STARREN	Senior Research PM	EU-OSHA	in person

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

For the Executive Board the current composition is:

Michael	GILLEN	Employers	Chairperson
Kris	DE MEESTER	Employers	Observer
Clemens	ETZERODT	Employers	Coordinator (until March 2025)
Isaline	OSSIEUR	Employers	Coordinator (from March 2025)
Georgi	STOEV	Employers	Alternate
Rafal	HRYNYK	Employers	Alternate
Istvan	KOMOROCZKI	Employers	Alternate
Jesús	ALVAREZ HIDALGO	European Commission	Vice-Chairperson
Maria Luisa	CABRAL	European Commission	Member
Charlotte	GREVFORS ERNOULT	European Commission	Alternate
Maria Teresa	MOITINHO DE ALMEIDA	European Commission	Alternate
Marie	DALTON	Governments	Vice-Chairperson
Yogindra	SAMANT	Governments	Observer
Magnus	FALK	Governments	Coordinator
Patrice	FURLANI	Governments	Alternate
Mercedes	TEJEDOR AIBAR	Governments	Alternate
Véronique	CRUTZEN	Governments	Alternate
Andreas	STOIMENIDIS	Workers	Vice-Chairperson
Caroline	VERDOOT	Workers	Observer
Ignacio	DORESTE HERNANDEZ	Workers	Coordinator
Julia	NEDJELIK-LISCHKA	Workers	Alternate
Abderrafik	ZAIGOUCHE	Workers	Alternate
Vanda	CRUZ	Workers	Alternate

Appointments to the Advisory Groups

For the Advisory Groups the current composition is:

OSH Knowledge Advisory Group (OKAG)

Miriam	PINTO LOMEÑA	Employers	Member
Patrick	LÉVY	Employers	Member
Martin	RÖHRICH	Employers	Member
Kris	DE MEESTER	Employers	Alternate
Rūta	JASIENĖ	Employers	Alternate
Franck	GAMBELLI	Employers	Alternate
Agnès	PARENT-THIRION	Eurofound	Observer

Francisco 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
Jolanta	GEDUŠA	Governments	Member
Martin	DEN HELD	Governments	Member
Yogindra	SAMANT	Governments	Alternate
Marie	DALTON	Governments	Alternate
Patrice	FURLANI	Governments	Alternate
Abderrafik	ZAIGOUCHE	Workers	Member
Wim	VAN VEELEN	Workers	Member
Vanda	CRUZ	Workers	Member
Julia	NEDJELIK-LISCHKA	Workers	Alternate
Irene	DELARIA	Workers	Alternate
Karin	FRISTEDT	Workers	Alternate

Tools and Awareness Raising Advisory Group (TARAG)

Marcelino	PENA COSTA	Employers	Member
Fabiola	LEUZZI	Employers	Member
Rafal	HRYNYK	Employers	Member
Kris	DE MEESTER	Employers	Alternate
Kare	SORENSEN	Employers	Alternate
Franck	GAMBELLI	Employers	Alternate
Francisco 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
Silja	SOON	Governments	Alternate
Martin	DEN HELD	Governments	Alternate
Victor	CARACHI	Workers	Member
Dessie	ROBINSON	Workers	Member
Vacant		Workers	Member
Caroline	VERDOOT	Workers	Alternate
Mārtiņš	PUŽULS	Workers	Alternate
Vacant		Workers	Alternate