

European Agency for Safety and Health at Work

Single Programming Document

2026-2028

December 2025

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List of acronyms

Acronym	Meaning
ACSH	Advisory Committee on Safety and Health at Work
AD	Administrator
AST	Assistant
CA	Contract Agent
CAD	Chemical Agents Directive
CMRD	Carcinogens, Mutagens and Reprotoxic substances Directive
DS	Dangerous Substances
ECDC	European Centre for Disease Prevention and Control
ECHA	European Chemicals Agency
EEN	Enterprise Europe Network
EFSA	European Food Safety Authority
ELA	European Labour Authority
EMA	European Medicines Agency
EPSR	European Pillar of Social Rights
ESAW	European Statistics on Accidents at Work
ESENER	European Survey of Enterprises on New and Emerging Risks
ETF	European Training Foundation
EU-OSHA	European Agency for Safety and Health at Work
EUAN	EU Agencies Network
FAST	Focal Points' Assistance Tool
GDP	Gross Domestic Product
GPAW	Good Practice Awards
HWC	Healthy Workplaces Campaign
HeSCare	Health and Social Care
IPA	Instrument for Pre-accession
ISSG	Inter-Service Steering Group
KPIs	Key Performance Indicators
MB	Management Board
MIPS	Mission Management system
MS	Member States
NDICI	Neighbourhood, Development and International Cooperation Instrument

Acronym	Meaning
OSH	Occupational Safety and Health
OSHA	Occupational Safety and Health Agency
OSHVET	Occupational Safety and Health in Vocational Education and Training
OSHwiki	Occupational Safety and Health Wiki
OSOA	One Substance, One Assessment
OiRA	Online interactive Risk Assessment tool
PPMT	Public Procurement Management System
RTD	Research and Innovation Directorate-General
SF	Strategic Framework
SLIC	Senior Labour Inspectors Committee
SME	Small and Medium-sized Enterprises
SNE	Seconded National Expert
SPD	Single Programming Document
SUMMA	European Commission financial system
SYSPER	System for Personnel Management
TA	Temporary Agent
VET	Vocational Education and Training
WES	Workers' Exposure Survey on carcinogens

Foreword

This Single Programming Document (SPD) is the first after the adoption of the EU-OSHA Strategy 2025-2034 at the end of 2024. The strategy adopted by our Management Board defines clear priorities and objectives which we follow up on in this and the following SPDs.

The good cooperation with our partners will continue to be one of our main focus areas in order to facilitate the delivery on the strategic objectives. This is particularly the case for our Focal Points and their national networks which are a unique feature of EU-OSHA. We also look forward to continue and strengthen our cooperation with our Management Board, tripartite partners and EU Institutions and agencies. It is through this cooperation, EU-OSHA can contribute to advancing the protection of workers' safety and health in Europe.

Over the programming period, important research results will be delivered by EU-OSHA. There will be both new data on occupational safety and health in Europe and thematic research. We will also continue to support the starting point for effective preventive measures at workplaces through the OiRA project which helps employers carry out good quality risk assessments. Finally, we will be running the major Healthy Workplaces Campaign on Mental Health at Work to raise awareness about this important topic.

Supporting accession and pre-accession countries through contribution agreements will continue to be priority. Occupational safety and health is a central part of the acquis and also an area where EU-OSHA can make a difference for the concerned countries.

The EU Strategic Framework for Health and Safety at Work (EU OSH SF) is the framework for initiatives to improve the protection of the safety and health of workers. The current framework comes to an end in 2027, and EU-OSHA will contribute to the development and implementation of a new framework as it has done with regards to the EU OSH SF 2021-2027.

The current SPD has been prepared on the basis of available resource information. The assumption is that resources will remain stable in real terms. If the final budget decisions deviate from this assumption, there may be a need to make changes to the plans in this document.

Mandate and vision statement

EU-OSHA's mandate is defined in its founding regulation which was adopted in 2019 by the European Parliament and Council.¹

EU-OSHA's objective shall be to provide the Union institutions and bodies, the Member States, the social partners and other actors involved in the field of safety and health at work with relevant technical, scientific and economic information and qualified expertise in that field in order to improve the working environment as regards the protection of the safety and health of workers.

To that end, EU-OSHA shall enhance and disseminate knowledge, provide evidence and services for the purpose of policy making, including research-based conclusions, and shall facilitate knowledge sharing among and between Union and national actors.

The mandate is very ambitious, both in terms of thematic scope and in terms of the number of people concerned. As resources are limited, it becomes essential to focus on the most important needs and areas where EU-OSHA can have a real impact. To this end, EU-OSHA's Management Board has adopted the EU-OSHA Strategy 2025-2034 which includes the following vision statement:²

EU-OSHA's vision is to protect workers' safety and health by informing policy, supporting risk prevention, raising awareness and engaging key actors.

The mandate and tasks defined in the founding regulation together with EU-OSHA's Strategy 2025-2034 guide EU-OSHA's plans – including the current Single Programming Document.

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

² EU-OSHA, *EU-OSHA Strategy 2025-2034* (2024)

Section 1 – General context

1.1 Occupational safety and health in the EU

EU has a longstanding commitment to the protection of workers' safety and health. The right to safe and healthy working conditions is reflected in the EU Charter on Fundamental Rights which stresses the right of every worker to working conditions which respect their safety, health and dignity.³ Relevant provisions are also included in the Treaty on the Functioning of the European Union which defines as an objective for the EU and its Member States the improvement of working conditions.⁴

Following the adoption of the 'framework directive' in 1989, the EU has taken a significant number of measures for the protection of workers in the EU.⁵ The framework directive established the key principles that are still applied, including the prevention of risks.

Workers in the EU have seen important improvements over the last decade in the protection of their safety and health. However, important challenges remain with substantial consequences for workers, companies and society.⁶ There are still over 3,300 fatal injuries per year at work⁷ and approximately 170,000 deaths from work-related illness⁸ and to this comes work-related sickness-absence. Workers bear the main burden in loss of income, employers lose valuable workforce and there are also important consequences for society in general, including costs equal to about 3.3% of GDP⁹ and reduced labour force supply.

1.2 EU policy priorities

The significant figures presented above on fatal accidents, injuries and consequences for the European economy and labour market supply underline the relevance of OSH to the objective of improving European competitiveness as also recognised in the Draghi report on competitiveness and the Letta report on the future of the single market. Competitiveness is one of the current top priorities in the EU as highlighted in the current Commission's political guidelines. Good working conditions are essential for attracting staff, ensuring productivity and minimising the societal loss, especially by avoiding unnecessary reductions in labour force supply. The Letta report also highlights EU-OSHA's role in "advocating for safer working environments across the EU and supporting the implementation of best practices in occupational safety and health".¹⁰ EU-OSHA's own data demonstrate the relevance of occupational safety and health for workplaces. Only 3 percent of European workplaces report not having any of the of the general risk factors considered in EU-OSHA's ESENER survey, underlining the importance of continued risk prevention efforts.¹¹

The European Pillar of Social Rights (EPSR) adopted in 2017 sets a framework for actions in the employment and social policy field. This is also the case for occupational safety and health where principle 10 emphasises that workers have the right to a high level of protection of their health and safety at work. The EPSR was followed by the action plan in 2021, which defines concrete actions to realise the principles. One of these actions was a new Occupational Safety and Health Framework 2021-2027 (EU OSH SF) which guides action to protect worker's safety and health. Three priorities are defined in the EU OSH SF:

1. Anticipating and managing change in the context of green, digital and demographic transitions;
2. Improving the prevention of work-related accidents and diseases, and striving towards a Vision Zero approach to work-related deaths;
3. Increasing preparedness to respond to current and future health crises.

³ EU Charter on Fundamental Rights, article 31

⁴ Treaty on the Functioning of the European Union, article 151 (1)

⁵ Directive 89/391 of 12 June 1989 on the introduction of measures to encourage improvements in the safety and health of workers at work

⁶ EU-OSHA, *Occupational safety and health in Europe: state and trends 2023* (2023)

⁷ Eurostat, *Accident at Work Statistics* (2023)

⁸ Takala J, Hämäläinen P, Sauni R, Nygård C-H, Gagliardi D, Neupane S, (2024), "Global-, regional- and country level estimates of the work-related burden of diseases and accidents in 2019", *Scand J Work Environ Health* (2024:50(2):73-82)

⁹ EU-OSHA, *An international comparison of the cost of work-related accidents and illnesses* (2017)

¹⁰ Enrico Letta, *Much more than a market*, European Council (2024), pp. 104-105

¹¹ EU-OSHA, *First findings of the Fourth European Survey of Enterprises on New and Emerging Risks* (2024)

EU-OSHA contributes substantially across all three priorities. In relation to anticipating and managing change, a major three-year campaign on digitalisation based on research carried out by EU-OSHA came to an end in 2025 and significant research findings have helped identify possibilities and risks from the digital transition which will help ensure a fair transition. For a number of years, EU-OSHA has worked on the impact of climate change on occupational safety and health. A foresight project on climate change to anticipate risks and possibilities related to climate change will be finalised over the programming period and an OSH Overview on climate change focusing on how already known risks can be prevented was initiated in 2025. Following earlier significant research and campaign work on ageing, this theme is now included as a horizontal theme in the Agency's work.

EU-OSHA has supported workplace prevention in line with the Vision Zero approach which is the second priority of the EU OSH SF. This is seen in the 'OSH Overviews' on; psychosocial risks, OSH in the health and social care sector – contributing to the European Care Strategy¹² and a priority area in the mission letter to the Executive Vice-President, cardiovascular diseases, climate change and cancer risk factors which all will contribute to more effective risk prevention through supporting policy formulation and implementation. The work on psychosocial risks also informed the Commission's Comprehensive Approach to Mental Health and a campaign on the topic will run over the years 2026-2028. EU-OSHA's work on this topic is also well aligned with the emphasis given to mental health at work in the Executive Vice President's mission letter.

Gender equality is a transversal topic in EU-OSHA's work but particularly relevant in the work on the health and social care sector and on psychosocial risks. This work contributes to the EU Gender Equality Strategy and the roadmap for women's rights.

The OSH Overview on cancer risk factors builds on the Workers' Exposure Survey on Cancer Risk Factors and supports the Commission's Beating Cancer Plan in the efforts to reduce work-related cancer cases.

EU-OSHA will also continue to provide data to support effective measures aiming preventing work-related accidents and diseases. Based on the fourth wave ESENER data collection in 2024, secondary analysis will be delivered. ESENER has become the authoritative source on how occupational safety and health is managed in European workplaces. EU-OSHA also regularly collects data via the OSH Pulse, which is a Europe-wide survey designed to collect concurrent data on workers' experiences and perceptions.

The OSH Information System (which also holds the OSH Barometer) provides people involved in occupational safety and health with a portal through which data on the situation at EU and MS level from several sources is available.

EU-OSHA's OiRA tool supports employers in conducting quality risk assess. OiRA is an example of an initiative where an EU entity in collaboration with partners deliver tools that facilitate prevention of risks in the workplace. It not only contributes to better risk assessments but also provides a simple way to support compliance with legal obligations and thereby reduce the administrative burden and contribute to simplification. OiRA is also particularly useful for small and medium-sized enterprises and thereby also contributes to another priority.

During the Covid-19 pandemic, close collaboration with other EU agencies and the Commission was established. This has formed the basis for continued contributions to the third priority, preparedness. EU-OSHA participates in EU-ANSA's futures cluster in the context of its work under the priority area 'Anticipating change' where foresight projects are carried out – currently on climate change.

EU-OSHA's work also position it well to contribute to initiatives such as the Quality Jobs Roadmap mentioned in the Executive Vice-President's mission letter where EU-OSHA's knowledge and data on the current state of occupational safety and health can provide solid evidence, and the new action plan for the EPSR – also highlighted in the mission letter to the Executive Vice-President - where our research on digital and green transitions can contribute to a fair transition for all. Further the One Substance, One

¹² European Commission, Communication from the Commission to the European Parliament, the Council, the European Economic and social Committee and the Committee of Regions on the European care strategy, COM (2022) 440 final, 7 September 2022

Assessment initiative will require EU-OSHA's collaboration with other agencies on an important EU policy priority.

Finally, EU-OSHA will actively contribute to the readiness of candidate countries for accession through the implementation of specific programmes with the European Commission. This includes the Instrument for Pre-accession for Western Balkan and Turkey and, potentially, the Neighbourhood, Development and International Cooperation Instrument which includes Moldova and Ukraine. These programmes are financed through agreements with the Commission.

1.3 EU-OSHA Strategy 2025-2034

In 2024, the Commission published its evaluation of Eurofound, Cedefop, ETF and EU-OSHA.¹³ The findings were very positive for EU-OSHA, confirming its good performance and contribution to the delivery of EU policy priorities. At the same time, the evaluation included a number of specific proposals for further potential improvements.¹⁴

The evaluation findings were taken forward in EU-OSHA's Strategy 2025-2034 which the Agency's Management Board adopted in 2024. The overarching aim of the strategy is to establish an effective framework for EU-OSHA to continue to deliver on EU policy priorities in close cooperation with its networks and partners. The strategy prepares EU-OSHA to address megatrends such demographic change, climate change and digitalisation. In the strategy three strategic lines of action are defined with the crosscutting ambition of maximising impact in terms of broader societal outcomes (e.g. workplace prevention, policymaking, risk awareness):

- Evidence and knowledge for policymaking and research
- Tools and resources for risk prevention
- Awareness raising and networking for a positive safety and health culture at work

It is within the framework of this strategy that the current SPD is developed. The development of the SPDs benefits from EU-OSHA's tripartite structure with the involvement of governments, trade unions, and employers' associations from the Member States in addition to European Institutions and European level social partners. This process ensures a clear focus on real needs in EU-OSHA's work as has also been confirmed several times in evaluations and stakeholder feedback.

In chapter II on multiannual programming, a more detailed presentation of the strategy is available.

1.4 Achieving impact

As mentioned, the overarching aim of EU-OSHA's Strategy for 2025-2034 is to achieve impact. EU-OSHA has therefore put in place a performance monitoring framework to follow progress towards the ambitious objectives of the strategy. This framework will allow the Agency and its Management Board to follow progress and take informed decisions on future actions.

EU-OSHA can only achieve impact through close collaboration with networks, particularly the Member State Focal Points and their national networks, and partners. It is only through the active use of EU-OSHA's work by these groups that an impact can be achieved. To make this happen, detailed intervention logics, identification of target audiences and measures to increase engagement at Member State level have been defined.

¹³ European Commission, Evaluation of EU Agencies: Eurofound, Cedefop, ETF and EU-OSHA, SWD (2024) 222 final, 27 September 2024

¹⁴ See Annex IX

Section 2 – Multiannual programming 2026-2028

2.1 Multiannual work programme

Protecting workers' safety and health is the vision in EU-OSHA's Strategy 2025-2034. This requires focusing on both new and emerging risks linked to major transitions in European society, such as digitalisation, climate change and demographic change. However, well-known problems such as musculoskeletal disorders persist. Added to the overall ambition of a fair transition are new priorities such as ensuring European competitiveness where occupational safety and health play a vital role in contributing to the availability of a productive European workforce.

The mandate in EU-OSHA's founding regulation¹⁵ is ambitious and provides the flexibility for EU-OSHA to address these challenges. But the resources available are limited. Therefore, a clear strategy is necessary to ensure that EU-OSHA makes an effective contribution to the protection of workers' safety and health.

EU-OSHA's Strategy 2025-2034 identifies three strategic lines of action for EU-OSHA presented below. These three strategic lines of action reflect clearly identified needs and problems which EU-OSHA should address within its mandate. The three strategic lines of action also ensures an effective and focused implementation of the tasks foreseen in article 2 of the founding regulation. The multiannual and the annual work programmes are built around these strategic lines of actions which are also the building blocks in EU-OSHA's activity-based management system.

Table 1: Strategic Lines of Action

		
Providing evidence and knowledge	Facilitating development of tools and resources	Raising awareness and networking
on current, new and emerging risks, on health impacts and risk prevention to support policymaking and research	to empower the Agency's networks and partners to improve the prevention of occupational safety and health risks in the workplace.	to enable the Agency and its stakeholders to foster a positive risk prevention culture at work.

2.1.1 Strategic Line of Action 1: Providing evidence and knowledge

EU-OSHA's role in supporting policymaking and research with evidence and knowledge has grown over the years. The growing need for evidence, knowledge and expertise is driven by several factors and in many cases EU-OSHA is the only provider at EU level of data and analysis that can feed into policy and research in the area of occupational safety and health.

¹⁵ Regulation (EU) 2019/126 of the European Parliament and of the Council of 16 January 2019 establishing the European Agency for Safety and Health at Work (EU-OSHA), and repealing Council Regulation (EC) No 2062/94.

This growing need is reinforced by the strong linkage between occupational safety and health and developments in other policy areas as well as the importance of evidence and knowledge to support all steps in the policy cycle – from policy formulation over decision-making to policy implementation.

New and emerging risks – but also the persistence of known challenges – lead to a need for further data and analysis in order to ensure timely prevention of these risks. Some of these risks can already be observed whereas others are foreseeable based on existing megatrends.

Finally, it should be noted that the challenge is not limited to providing the data and analysis. It is also about getting the evidence and knowledge to the right target audiences and facilitate their use of what is available.

Against this background, EU-OSHA has defined one strategic objective and six specific objectives for this strategic line of action.

Table 2: Strategic Line of Action 1 – strategic and specific objectives

Strategic objective
• Providing evidence and knowledge on current, new and emerging risks regarding their impact on workplace safety and health and their prevention, to support policymaking and research.
Specific objectives
• Collect data on occupational safety and health risks, prevention measures and outcomes in the EU • Provide sound analysis on occupational safety and health issues relevant for research and policy at EU and MS levels • Identify new, changing and emerging occupational safety and health challenges and opportunities • Engage relevant intermediaries and facilitate the use of the Agency's work in policy and research • Provide relevant (& timely) inputs to OSH policy priorities • Collaborate with EU bodies to mainstream OSH into broader policy areas

Through its work to support policymaking and research EU-OSHA aims ultimately at contributing to effective policies which address current and upcoming occupational safety and health challenges but also to the inclusion of occupational safety and health considerations in policies in other areas. More generally, the ambition is that policies and research, including research priorities, are underpinned by evidence and knowledge. Obviously, EU-OSHA cannot achieve this on its own and depends strongly on active collaboration from others. There, promotion, dissemination and engagement actions are an important element of the work.

In order to achieve the impact defined above, EU-OSHA has in an intervention logic identified several necessary results. Achieving these results is not a guarantee that the impacts will materialise as this also depends on external factors beyond the Agency's control, but it significantly increases the likelihood.

Table 3: Expected results for Strategic Line of Action 1



Intermediaries and target audiences are aware of EU-OSHA's research and knowledge outputs.



Intermediaries and target audiences engage with the Agency's outputs.



Intermediaries and target audiences understand the OSH issues being addressed by the Agency's work.



EU-OSHA's work is used by the intended intermediaries and target audiences as input to policy and research (priorities).

The expected end-result is that EU-OSHA's evidence, knowledge and expertise are used in policymaking and research, included in setting research priorities. However, to achieve this, intermediaries and target audiences will have to know that the evidence and knowledge deliverables exist, and they will have to engage with and understand the messages in these deliverables.

EU-OSHA follows a well-established knowledge development procedure and has several evaluation and survey results confirming the relevance and quality of its deliverables. However, areas for further improvement have been identified covering issues such as matching target audiences and products and enhanced promotion efforts to increase awareness.

Based on the intervention logic underlying EU-OSHA's Strategy 2025-2034, KPIs have been defined to track progress towards the specific objectives for the strategic line of action. The KPIs focus on what the Agency delivers (outputs and actions) and the results it aims at achieving in terms of effects, mainly among its intermediaries. The deliverables are to a large extent under EU-OSHA's control whereas the Agency can exert a significant influence on the results – though the results cannot be controlled by the Agency and ultimately also depend on factors outside the Agency's control, such as resources available among intermediaries or policy agendas. The accountability ceiling – i.e. what EU-OSHA can be held accountable for – covers the outputs and action but not the results. Therefore, target values are defined for outputs, but not for results.

Table 4: KPIs for Strategic Line of Action 1 - outputs

KPI	Target (year)	Latest result
Delivery of work programme ¹⁷	90 % for category 1 outputs 80 % for category 2 outputs	n/a
Reliability	80 %	n/a
Relevance	80 %	n/a
Timeliness	80 %	n/a
Adequacy of priorities	80 %	n/a

¹⁶ For a presentation of EU-OSHA's intervention logics and performance monitoring framework, please see here: <https://osha.europa.eu/en/about-eu-osha/what-we-do/performance-and-results>

¹⁷ See section 2.3.5 for a definition of the categories.

Table 5: KPIs for Strategic Line of Action 1 - results

KPI	Latest result
Awareness rate amongst intermediaries	n/a
Intermediary engagement	n/a
Use in Policy and Research	n/a
Mobilisation of focal points	n/a

In order to achieve the specific objectives above, EU-OSHA has defined areas of work under which specific projects will be implemented during the strategy period. The areas of work describe the type of work necessary to fulfil the specific objectives.

OSH data for policy and research

EU-OSHA gathers and presents relevant quantitative data on occupational safety and health. New data are regularly collected via surveys such as ESENER (EU-OSHA's European Survey of Enterprises on New and Emerging Risks), OSH Pulse (EU-OSHA's EU Flash Barometer on workers) and WES (Workers' Exposure Survey). The surveys are conducted on representative samples of establishments and workers in accordance with international standards to ensure data reliability, consistency, and comparability across countries and other categories. This data collection at EU level on OSH aspects is unique and supports the work of EU-OSHA, other EU-institutions, national and regional research institutes and serves to inform policy and research on OSH. Datasets, technical reports and key findings are accessible through EU-OSHA's website.

OSH data also covers the OSH Barometer which was initiated by the European Commission and launched by EU-OSHA in 2020. The Agency manages this comprehensive visualisation tool for qualitative and quantitative data, ensuring data quality in cooperation with key data providers and stakeholders together with EU institutions and Member State Contact Points.

The findings are presented in user-friendly data visualisation tools, which provide a snapshot of management of workplace risks, working conditions, demographics, and OSH policies and strategies. Collecting data is a cornerstone of EU-OSHA's work, and the results help policymakers and researchers to identify areas for concern and emerging trends.

OSH thematic knowledge for policy and research

EU-OSHA also develops and presents information and knowledge on specific OSH topics.

EU-OSHA performs large-scale OSH overviews of four to five years' duration which address different risks, sectors and workers' groups focusing on key OSH issues. This work is also aligned with the topics mentioned in the EU OSH SF and other EU priorities. This can be on OSH in the health and social care sector, or occupational accidents or work-related diseases, such as cardiovascular diseases, looking into psychosocial risks and their effects on workers and workplaces etc. The scope of these different projects is determined in consultation with EU-OSHA's stakeholders and experts. An OSH overview may provide content for a subsequent Healthy Workplaces Campaign on the same topic ensuring a solid knowledge base for the campaigns and an effective communication of the research findings.

OSH projects on a topic include the collection, analysis and dissemination of comprehensive information regarding policy and research. The topic will typically be covered by an overview of facts and figures, known policies and strategies; analysis of work-related risks and trends in exposures, workers' groups at risk and safety and health outcomes, analysis of the OSH management and prevention practices, as well as of the monitoring tools that are available and it could also point to further research needs.

Depending on the focus and scope of the project, they involve a combination of literature reviews, case studies, and interviews with key informants at policy, research or workplace level, focus groups, workshops and seminars. In the development of the OSH Overviews, EU-OSHA seeks insights from EU social partners on the topics.

Anticipating change in OSH

EU-OSHA identifies new and emerging challenges in OSH linked to changes in the world of work by providing reliable quality data and narratives on new and emerging risks that meet the needs of policymakers, OSH professionals and researchers and allow them to take timely and effective action.

EU-OSHA carries out foresight studies and commissions articles and reviews on the future of work to continue anticipating new and emerging risks and challenges to OSH. The foresight studies make use of updated foresight methodology, such as horizon scanning, scenario building and have a participatory approach to include new insights. The findings are disseminated through articles, reports, seminars, etc. to raise awareness of the challenges identified; stimulate debate and support priority setting and policymaking.

Next to identifying and anticipating new and emerging challenges to OSH, EU-OSHA will provide knowledge and instruments for policymakers, researchers and other relevant members of the OSH community to address adequately the future challenges that are identified; and explore how best to transfer the findings from its futures work into policymaking as well as into the setting of priorities for research and action.

The agency will continue to contribute to the European Commission's Strategic Foresight and to the foresight cluster of the EU Agencies' Network on Scientific Advice (EU-ANSA, and other EU and international initiatives (e.g. ILO)).

OSH Expertise for policy and research

EU-OSHA supports the European Commission and other stakeholders with expertise in OSH.

Besides the large-scale OSH overviews, the data collection and futures work, EU-OSHA also provides OSH expertise within the limits of its resources. This can be support to the European Commission on specific areas such as input on chemicals and biomonitoring, contributing to revisions of the CMRD, Asbestos, and CAD directives and the participation in the meetings of Advisory Committee on Safety and Health at Work (ACSH) and its working parties, the Senior Labour Inspectors Committee (SLIC) and to inter-service committees on Fair Transition, or for example to the European Climate and Health Observatory. EU-OSHA collaborates with Eurofound, Cedefop, ELA, ECDC, ECHA, EMA, and EFSA, as well as the Joint Research Centre of the European Commission on OSH-related topics.

Regarding the broader EU research agenda, EU-OSHA aims to ensure that OSH is included in DG RTD's Horizon initiatives and contributes to climate-related research priorities. EU-OSHA remains engaged with the OSH research community, collaborating with e.g. PEROSH.

Under this project, EU-OSHA will also provide information on Member States' OSH Strategies to facilitate exchange of practices and information.

Horizontal communication and networking to raise awareness to support policymaking and research priorities

Communication and promotion is a horizontal task that supports awareness raising across **all** Strategic Lines of Action. This includes raising awareness of the knowledge, evidence and data generated by each project in Strategic Line of Action 1 - from OSH data and OSH topics to anticipating change and OSH expertise. This ensures effective support for policymaking and research priorities at EU and national level.

This is delivered through a multilingual and multi-dimensional communication approach combining digital tools and channels, such as websites, newsletters, press releases, bespoke articles, social media content across multiple platforms, as well as audio-visual products, with more traditional outputs such

as formatted digital products like flyers that can be printed by Focal Points to meet national needs in national languages. The communication approach also includes events and leveraging a network of dedicated media partners to amplify messages. At a national level, events play a key role in raising awareness to support policy making by acting as a potent channel to amplify EU-OSHA's work through the FAST (Focal Points' Assistance Tool) programme that delivers 150-200 targeted events annually to specialised and relevant audiences (social partners, OSHVET and EEN, as well as workplace beneficiaries) across Europe.

Networking and engagement actions are also an important element of this strategic line of action. EU-OSHA prioritises presenting and discussing the evidence and knowledge it has produced through various fora at European and Member State level to contribute to the uptake of the work.

Over the programming period, EU-OSHA will develop the projects below to support the specific objectives for this strategic line of action. More information is available in the annual work programme in section 3.

Table 6: Projects under strategic line of action 1 2026-2028

Project	2026	2027	2028
ESENER 2024	X	X	X
EU OSH Barometer	X	X	X
OSH Pulse	X	X	X
Psycho-social risks and mental health at work	X	X	
Health and social care	X	X	
Circulatory diseases	X	X	
Climate change	X	X	X
Occupational exposure to cancer risk factors	X	X	X
Accidents	X	X	X
Foresight on climate change preparedness	X	X	X
Expertise to Commission and agencies	X	X	X

2.1.2 Strategic Line of Action 2: Tools and resources for prevention

The safety and health of workers must be protected at the workplace by preventing risks. Supporting the actual implementation of regulatory requirements and prevention of risks at the workplace have therefore been important elements of EU-OSHA's work since its establishment. A significant body of regulation is in place in Europe, but solutions and guidance are needed to facilitate implementation of this regulation.

The situation varies according to Member State, but in general there is insufficient access to resources like guidance and good practices for intermediaries working with workplaces. This is both an issue of resources such as guidance and tools being available and having access to them. A result of this problem is that the employers who have to prevent risks in the workplace do not have access to the support they need. This is particularly the case for new and emerging risks. The challenge is also characterised by the need for the individual employer to understand the implications of the regulatory requirements.

Across Europe, many solutions, resources and tools for workplace intervention and OSH prevention are already available. But, as mentioned above, they may not be accessible or known to all those who could benefit from them. Facilitating access and exchange of information through networks are therefore an integral part of the work under this strategic line of action.

Effective prevention by employers is also challenged by a perception of risk prevention as an administrative and economic burden or lack of awareness about the actual risks in the workplace. Addressing these perception issues is necessary in order to contribute to better risk prevention in the workplace.

Under this strategic line of action, cooperation and engagement with intermediaries, including networking actions, are necessary for achieving the objectives. EU-OSHA cannot reach workplaces directly and it is only through active engagement that an impact at the workplace level can be achieved.

Based on an analysis of the obstacles to prevention of risks and the drivers of these obstacles, EU-OSHA has defined the specific objectives below for this strategic line of action.

Table 7: Strategic Line of Action 2 – strategic and specific objectives

Strategic objective

- Promoting and facilitating the development of tools and resources to empower the agency's networks and partners to improve the prevention of safety and health risks in the workplace.

Specific objectives

- Identify, promote and encourage exchange of relevant and useful tools and resources for OSH risk prevention at workplaces across Europe among intermediaries
- Maintain and support the development of relevant tools and resources for intermediaries
- Facilitate access to OSH information among intermediaries

With its work under this strategic line of action, EU-OSHA aims ultimately at contributing to effective prevention of risks at European workplaces. This will happen through uptake of tools and resources facilitated by workplace intermediaries. It is clear that EU-OSHA only has an indirect influence on the actual prevention at workplaces as several external factors have an influence. However, active engagement and cooperation with intermediaries on tools and resources is the clear strategy to make more workplaces carry out good quality risk prevention.

With the ultimate aim of contributing to effective risk prevention at European workplaces in mind, EU-OSHA has developed an intervention logic for this strategic line of action and identified a number of results which are necessary to achieve if the desired impact is to materialise.

Table 8: Expected results for Strategic Line of Action 2

	Awareness among intermediaries of tools and resources available.
	Intermediaries have access to the tools and resources to support employers in implementing OSH measures.
	Intermediaries develop capacity and knowledge on how best to reach workplaces and meet their needs.
	The intended intermediaries use of the Agency's tools and resources in their work with workplaces.
	Cooperation and knowledge-sharing within relevant networks.

The expected results focus on workplace intermediaries. Success under this strategic line of action strongly depends on intermediaries being aware of and having access to tools and resources that can support them in their work with employers. EU-OSHA will also facilitate capacity building among intermediaries to effectively reach employers and accommodate their needs. Ultimately, the expected results are that resources and tools, including those provided by EU-OSHA, are used by the intermediaries and that knowledge on risk prevention is exchanged across Europe.

See under SLA 1 for the background to the KPIs.

Table 9: KPIs for Strategic Line of Action 2 – outputs

KPI	Target	Latest result (year)
Delivery of work programme ¹⁸	90 % for category 1 outputs 80 % for category 2 outputs	n/a
Relevance of workplace resources	80 %	n/a
Quality of workplace resources and tools	80 %	n/a
Adequacy of priorities	80 %	n/a

¹⁸ See section 2.3.5 for a definition of the categories.

Table 10: KPIs for Strategic Line of Action 2 – results

KPI	Latest result
Availability of tools	n/a
Awareness rate amongst intermediaries	n/a
Intermediary engagement	n/a
Network sharing	n/a
Use of workplace resources	n/a
Use of tools	n/a
Mobilisation of focal points	n/a

EU-OSHA has defined a limited number of work areas to achieve the objectives for this strategic line of action.

OSH tools for workplace prevention

This covers both EU-OSHA's work on the Online interactive Risk Assessment tool (OiRA) and EU-OSHA's engagement in other e-tools.

OiRA is a web platform that enables the creation of risk assessment tools for micro and small companies in the languages of the Agency's OiRA partners in an easy and standardised way. OiRA tools help micro- and small companies to put in place a risk assessment process and support them in general risk management – from the identification and evaluation of workplace risks, through deciding on and taking action, to monitoring and reporting.

Tripartism is a key factor in the development and promotion of the tools. National partners have different procedures to involve social partners in the sectoral tool developments and at EU level, sectoral social dialogue committees also engage in developing model tools for their sectors, which can then be adapted by the national partners.

Tool development also comprises risk or task related tools developed by EU-OSHA. These serve as models for national partners to adapt (e.g. telework, third party violence)

Finally, EU-OSHA brings together OiRA partners but also the wider IRAT (interactive risk assessment tools) network, which consists of partners having developed their own national, free, online and interactive risk assessment software.

In addition to OiRA, EU-OSHA also supports support micro-enterprises and SMEs via other channels. This focuses, in particular, on the implementation of prevention measures following the risk assessment process and to do this, EU-OSHA promotes the development and use of 'e-tools'. Either web-based, or running on a computer or mobile device, these are interactive applications that help enterprises improve health and safety.

EU-OSHA facilitates the exchange of knowledge and sharing of tools, for example those that have been successfully developed at national level, for uptake across Europe. Priority is given to tools that support SMEs to take preventive action.

OSH resources for workplace prevention

OSH resources for workplace prevention cover EU-OSHA's provision of knowledge on a variety of OSH subjects via, for example, the OSHwiki thematic research and access to practical resources on OSH targeting workplaces.

OSHWiki is an online encyclopaedia comprising articles written by EU-OSHA itself or written by independent authors that have been granted access by EU-OSHA. The purpose of the OSHwiki is to provide relevant, reliable and updated information on a variety of OSH subjects through a sustainable stock of OSHwiki articles giving a European view on OSH.

EU-OSHA provides information and practical tools for workplace risk prevention, based on research findings on the different topics being researched under Strategic Line of Action 1. The content is tailored to foster awareness, understanding and knowledge about current OSH-related issues among employers, workers, HR and OSH professionals and experts.

This includes case studies and examples of good practice for workplaces and employers in the area of workplace risk prevention on specific topics. Practical tools (e.g. guidance, checklists, infographics) are developed and made available to address workplaces needs, e.g. on work at extreme temperatures or biomonitoring.

EU-OSHA will also continue to provide information on legislation via its website to support various actors in implementing this legislation.

The interactive and multilingual e-guides and e-tools provide information, guidance and practical examples for OSH management at the workplace.

Cross-cutting communication and networking to boost prevention of OSH risks

Effective communication of EU-OSHA's tools and resources across all projects under this strategic line of action, such as the OiRA and other E-tools, plays a vital role in advancing the Agency's strategic objective of supporting prevention of safety and health risks at work

OiRA and other E-tools are designed to support micro, small and medium-sized enterprises (SMEs) in identifying and managing workplace risks. To ensure widespread uptake, EU-OSHA implements a targeted multilingual communication approach that raises awareness, builds understanding, and encourages practical use of these tools. Communication actions are multilingual and user-focused, tailored to reach the appropriate target audience, such as intermediaries, social partners, sectoral bodies, and national authorities.

Dissemination is delivered through a mix of channels, including the Agency's websites, newsletters, social media, case studies, press releases, instructional videos, and multiple stakeholder events across 30 European countries. Communication efforts are closely coordinated with national Focal Points and social partners through the Focal Point Assistance Tool (FAST), who help adapt messages to specific national and sectoral contexts.

An important part of the delivery on this strategic line of action is through networking. Networking is an integral part of some projects such as OiRA and e-tools. Intermediaries play a very strong role in facilitating the transfer of knowledge, tools and resources to workplaces. Engaging these networks and developing their capacity are therefore important to ensure success.

Over the programming period, EU-OSHA will develop the projects below to support the specific objectives for this strategic line of action. Details on the projects are available in the annual work programme in section 3.

Table 11: Projects under strategic line of action 2: 2026-2029

Project	2026	2027	2028
Online Interactive Risk Assessment tool (OiRA)	X	X	X
E-tools	X	X	X
Guidance and exchange of workplace practice	X	X	X

2.1.3 Strategic Line of Action 3: Awareness raising and networking

Raising awareness and maintaining strong core networks will continue to be priorities for EU-OSHA. The strategic line of action 3 is exactly about this. This responds partly to the fact that there is insufficient awareness about OSH risks, prevention measures, outcomes, legal requirements and benefits from preventing the risks and partly to the potential that can be realised by more and better cooperation among those involved in OSH to improve transfer of knowledge through networks.

Access to resources for awareness raising in Europe is insufficient and the coordination of these is essential to improve awareness raising. By joining the resources, more can be achieved – and even more so, if more resources become available.

One obstacle to awareness about OSH is the limited visibility of the topic beyond the OSH community. In order to increase the impact of awareness raising, awareness must go beyond the OSH community. This is further complicated by the sometimes negative perception of OSH as an administrative and economic burden or the underestimation of risks regarding occupational safety and health, especially among micro and small enterprises.

Effective networks greatly facilitate knowledge transfer. However, very few, except EU-OSHA, have sufficient incentive to establish and maintain these networks at EU-level. EU-OSHA therefore can provide significant added value by promoting networks for the exchange and transfer of knowledge at European level.

To address these drivers, the specific objectives below have been defined for this strategic line of action.

Table 12: Strategic Line of Action 3 – strategic and specific objectives

Strategic objective
Driving awareness-raising and networking actions to enable the agency and its stakeholders to foster a positive risk prevention culture at work.
Specific objectives
- Engage Management Board members and other key stakeholders to create ownership around the Agency's vision and work - Enable networks and intermediaries to raise awareness among a broader group of beneficiaries and exchange information on specific OSH issues - Build capacity among EU-OSHA's Focal Points and intermediaries

As the long-term impact, EU-OSHA would like to see general awareness about OSH risks, solutions, legal requirements, and benefits from risk prevention and further a well-connected OSH community through networks driving shared goals and making better use of existing resources. This would result in a positive risk prevention culture at work. Achieving this will require a number of external factors contributing positively, but in particular a good and strong engagement from EU-OSHA's core networks., including stakeholders.

In order to guide the work towards the desired impact, EU-OSHA has in an intervention logic identified several necessary results. Achieving these results is not a guarantee that the impacts will materialise as this also depends on external factors beyond the Agency's control, but it significantly increases the likelihood.

Table 13: Expected results for Strategic Line of Action 3

	The Management Board and the focal points engage at national level to maximise the outreach to national intermediaries.
	Intermediaries actively engage with the Agency's awareness raising and networking actions.
	Knowledge exchange and dissemination take place through networks and intermediaries.
	Intermediaries' engagement of beneficiaries in awareness raising actions and networking actions is facilitated by the agency

The expected results focus on the engagement of several intermediaries to ensure effective networking and awareness raising actions. Of specific priority are the Focal Points and the Management Board members which are EU-OSHA's key operational and strategic networks. But intermediaries beyond these core networks will also have to be engaged by the Agency to reach out to the beneficiaries for effective awareness raising and knowledge exchange and dissemination.

See under SLA 1 for the background to the KPIs.

Table 14: KPIs for Strategic Line of Action 3 - outputs

KPI	Target	Latest result (year)
Delivery of work programme ¹⁹	90 % for category 1 outputs 80 % for category 2 outputs	n/a
Adequacy of priorities	80 %	n/a
Usefulness of resources	80 %	n/a

¹⁹ See section 2.3.5 for a definition of the categories.

Title 15: KPIs for Strategic Line of Action 3 - results

KPI	Latest result (year)
Awareness	n/a
Ownership by key stakeholders	n/a
Engagement	n/a
Strengthen the Focal Points	n/a
Mobilisation of intermediaries and Focal Points	n/a

To achieve the objectives for this strategic line of action, EU-OSHA has defined a number of areas of work under which specific projects will be developed.

Campaigning

The Healthy Workplaces Campaigns (HWC) are EU-OSHA's flagship awareness-raising initiative. Launched every two or three years since 2000, each campaign focuses on a key OSH theme relevant to workplaces across Europe. These themes are selected based on emerging risks, research findings, and policy priorities. Past topics have included stress, musculoskeletal disorders, dangerous substances, and digitalisation. The campaigns are aligned with the European Commission's strategic objectives and contribute to the implementation of the EU OSH Strategic Framework.

At the heart of the campaigns is the principle that "Healthy Workplaces are Everyone's Business". They are designed to be inclusive, multilingual, and adaptable to different national and sectoral contexts. A wide range of resources is produced—including practical guides, tools, videos, infographics, and case studies—disseminated through EU-OSHA's network of Focal Points, partners, and multipliers. Key campaign milestones include the European Week for Safety and Health at Work and the Healthy Workplaces Good Practice Awards, which showcase innovative solutions from across Europe.

Strategically, the campaigns support EU-OSHA's core goal of fostering a culture of prevention by engaging employers, workers, policymakers, and OSH professionals. Operationally, they enhance the Agency's visibility, strengthen partnerships, and provide a structured framework to communicate research outputs and policy-relevant findings. Through consistent messaging, stakeholder engagement, and outreach, the campaigns play a critical role in translating knowledge into action—helping to improve working conditions and promote safe and healthy workplaces across the EU.

OSH promotion

This area captures two other main awareness-raising initiatives carried out under strategic line of action 3 to meet the task set out in the agency's founding regulation to "carry out awareness-raising and communication actions and campaigns on safety and health at work issues".

The Healthy Workplaces Film Award plays an important role in supporting the Agency's awareness-raising mission. The award recognises outstanding documentary or animated films that explore the human realities of the modern working world, including the physical, psychological, and social impacts of work.

Napo is a series of accessible and engaging animated films to raise awareness about workplace safety and health. Featuring the engaging, wordless character Napo, these short films address a wide range of occupational risks—from slips and trips to stress and musculoskeletal disorders—using humour and relatable scenarios to convey serious messages.

The FAST (Focal Point Assistance Tool) is a key component of EU-OSHA's communication approach; a cross-cutting initiative that supports all projects under Strategic Line of Action 3, in addition to the Agency's work under the other two SLAs. It is designed to amplify messages on the Agency's research, tools, and campaigns across Europe through a network of dedicated national partners. Operating in 30

countries, FAST empowers EU-OSHA's Focal Points to stage impactful events tailored to their national priorities and needs. FAST provides a comprehensive end-to-end framework that includes logistical, financial, and content support, enabling Focal Points to choose from a broad menu of topics and event formats. This flexibility ensures that each activity is relevant and aligned with both EU-OSHA's strategic goals and local contexts. Beyond event support, FAST also facilitates capacity-building and expert exchanges that strengthen the overall effectiveness of the focal point network. This ensures consistent quality and visibility of EU-OSHA's work across diverse national landscapes. It is a strategic enabler that helps transform EU-OSHA's pan-European vision into locally resonant action, fostering collaboration, knowledge-sharing, and sustained impact in occupational safety and health.

Networking

EU-OSHA has worked through networks and together with partners since the Agency was set up. The networks allow EU-OSHA to multiply the impact of EU-OSHA's work by connecting to more target audiences and establishing solid evidence for the setting objectives and designing projects.

The EU-OSHA network of Focal Points – provided for in the Agency's founding regulation - is unique among the EU Agencies in its inclusion of worker and employer representatives at national level. The Focal Points, including their national tripartite networks, are the key partner for the implementation EU-OSHA's work programme. Through the Focal Points network EU-OSHA has a strong link to Member State level tripartite networks, information sources at the Member State level and an infrastructure for communication and promotion. The needs and resources vary between Member States and it will be a priority to reflect this in EU-OSHA's work.

The Management Board will continue to be the Agency's main strategic network together with the European Commission and European Parliament. These partners provide invaluable input to the Agency's programming and planning work which helps ensure the relevance of EU-OSHA's work. EU-OSHA's Management Board play a key role in setting the strategic direction of the Agency and holding it accountable. The Executive Board and the Advisory Groups support the Management Board in this work.

In parallel, networking actions will continue with other networks and partners such as those outside the EU. Currently EU-OSHA engages with potential accession countries through the IPA programme and the Agency will seek to continue actively to support potential accession countries after the end of the current programme. Collaboration with third countries such as Canada and Japan and international organisations such as ILO, WHO and OECD will continue.

EU-OSHA collaborates closely with other agencies and will continue to strengthen this cooperation. Agreements already exist with Eurofound, Cedefop, ELA, EIGE and ECHA. This cooperation both serves to increase efficiency but also to better address EU policy priorities and increase the impact.

EU-OSHA undertakes two partnership initiatives at the Member State level to raise awareness of OSH, working through its network of Focal Points in collaboration with two other networks representing the Vocational Education and Training (VET) sector (OSHVET project) and the Enterprise Europe Network (EEN). (EEN OSH Project). Under the Strategy, EU-OSHA will prioritise its networks by providing support and seek active engagement in order to promote a positive OSH culture. A special focus will be on strengthening the involvement of the networks in the efforts to ensure the uptake of the Agency's work.

Over the programming period, EU-OSHA will develop the projects below to support the specific objectives for this strategic line of action. In the annual work programme in section 3, details on the projects are presented.

Table 16: Projects under strategic line of action 3: 2026-2029

Project	2026	2027	2028
Healthy Workplaces Campaign 2023-2025 on Digitalisation	X		
Healthy Workplaces Campaign 2026-2028 on Mental Health at Work	X	X	X
Healthy Workplaces Campaign starting in 2029: Theme to be decided	X	X	X
OSH promotion	X	X	X
Networking	X	X	X

2.1.4 Cross-cutting Key Performance Indicators

In addition to the KPIs for the Strategic Lines of Action, EU-OSHA has the cross-cutting KPIs below measuring EU-OSHA's performance globally.

Table 17: Cross-cutting KPIs

KPI	Target	Latest result (year)
Delivery of work programme	90 % for category 1 outputs 80 % for category 2 outputs	93 % across category 1 and 2 (2024)
Budget implementation	95 %	99 % (2024)
Staff capacity	95 %	99 % (2024)

2.2 Human and financial resources – outlook for the years 2026-2028

2.2.1 Overview of the past and current situation

Staff population overview for 2025:

The Agency's staff resource as of 1/1/2025 totals 65 staff members, comprising 40 Temporary Agents (TA) and 25 Contact Agents (CA). The number is expected to remain stable for the period 2026-2028. Within the TA posts, the Agency requests to change one AST retiring in 2026 by one AD as of 2026 to acknowledge evolving expertise needs. Regarding SNEs see under (b) below.

Financial Resources overview for 2025:

Detailed data are provided in Table 1 of Annex III.

Outlook for the years 2026-2028

EU-OSHA is given a number of tasks in the One Substance, One Assessment (OSOA) legislative package. The exact resource implications will depend on how the package is implemented. The relevant legal instruments do not foresee additional resources for EU-OSHA to cover these tasks. However, two SNEs are included as from 2026 to cover the increasing requests for input to policy processes, including the OSOA package.

The demand of expertise from EU-OSHA to different policy initiatives has been growing over recent years. These tasks often require knowledge of a highly technical nature and therefore EU-OSHA will be strengthened with two SNEs as from 2026 (see under 'new tasks').

Resource programming for the years 2026-2028

a) Financial Resources

The financial resources of EU-OSHA for 2026-2028 comprise mainly contributions from the European Union (average of 97.0%), the EEA-EFTA countries (2.5%) and local authorities (0.5%). The annual subsidy which EU-OSHA receives as from 2021 is dictated by the Multiannual Financial Framework 2021-2027 which establishes a ceiling of the expenditure and staffing levels of all EU institutions and bodies. This framework establishes a steady 2% increase of the EU contribution until 2027. The draft Multiannual Financial Framework 2028-2034 suggests this trend will continue for EU-OSHA.

The EU-OSHA financial perspective for the years 2026-2028 is shown in the table below. The EEA-EFTA contribution is estimated at 2.6% of the voted EU contribution, and will be updated based on the final annual percentages. For 2026-2028 the local authorities are foreseen to contribute with an annual total of 100,100 EUR.

Sources of contributions (€)				
Year	EU Contribution	EEA-EFTA Contribution (2.6%)	Local Authorities	Total Contribution
2026	17,663,030	459,770	100,100	18,222,900
2027	18,016,291	475,609	100,100	18,592,000
2028	18,376,617	485,133	100,100	18,961,850

b) Human Resources

EU-OSHA anticipates that its staffing levels will remain stable during the 2026-2028 period with 65 staff members and up to 2 SNEs.

In order to be able to contribute to EU policy priorities, particularly requests from the European Commission and in relation to cooperation with other agencies, EU-OSHA has included two SNE positions in this SPD 2026-2028. The SNE option provides the necessary flexibility to get inhouse access to high-level technical expertise from experienced experts, which is necessary in order to effectively deliver on the Commission's requests and to cooperate effectively with other agencies on highly technical issues.

The Agency will continue to leverage the career development opportunities introduced by the 2019 Implementing Rule on recruitment of Contract Agents, alongside its policy on exceptional internal selection procedures. Between 2019 and 2025, EU-OSHA conducted five such procedures and plans to implement additional ones on an ad-hoc basis to align staff skills with evolving organisational needs.

As the Agency further digitalizes its processes (cf under "II.2.4 Strategy for achieving efficiency gains") and adapts to needs stemming from the new EU-OSHA Strategy and to shifting staff competencies, there is a reduced demand for basic administrative support. Strategic workforce planning also takes into account potential retirements and the need for evolving job profiles, which will naturally lead to an increase in higher function groups and a corresponding decrease in lower ones, as outlined in Annex IV.

These principles apply to Temporary Agents (TAs) as well. While the overall number of TAs (40) is expected to remain constant, EU-OSHA plans to replace during 2026 one retiring Assistant (AST) with one Administrator (AD). In addition, the Establishment Plan needs to allow for both reclassifications and possible inter-agency recruitments usually leading to higher grade than the initial one expected. This comes from the Implementing Rules on Engagement of Temporary Agents to foster career development.

In conclusion, although the total number of staff will remain constant (40 TAs and 25 Contract Agents), there will be a shift towards a greater proportion of higher function roles. Detailed data on staff evolution over the programming period can be found in Table 2 of Annex IV.

Detailed data on staff evolution over the programming period is provided in Tables 1 and 2 of Annex IV.

According to the Staff Screening Exercise based on 2024 data, the distribution of staff is as follows: 70.2% operational, 20.9% overheads and 8.9% neutral staff.

2.3.4 Strategy for achieving efficiency gains

EU-OSHA's efficiency strategy builds on several elements. Efficiency is a long-standing priority for EU-OSHA as its mandate is very comprehensive while the Agency is one of the smallest ones.

Illustration: Elements of EU-OSHA's efficiency strategy



Prioritisation

The first element in EU-OSHA's efficiency strategy is prioritisation, with the aim of focusing on areas where there is the clearest need and where the Agency can have the greatest impact. EU-OSHA's Strategy 2025-2034 was prepared in close dialogue with the key stakeholders and establishes a common framework with clear priorities. The Strategy identifies three strategic lines of action which will be the focus of EU-OSHA's work over the strategy period. For each strategic line of action there is a strong focus on impact.

Based on the EU-OSHA Strategy 2025-2034 and identified policy priorities such as the EU Strategic Framework for Occupational Safety and Health and with a focus on EU added value, an annual programming procedure is implemented leading to the Single Programming Document. The programming procedure ensures close alignment of EU-OSHA's work with the priorities and needs of external stakeholders, including the European Commission. During the programming procedure, major new projects will undergo an ex-ante evaluation which is presented to the Management Board before a decision is taken on their implementation. Furthermore, outputs are categorised in order to allow prioritisation and adaptation to changes during implementation – see below under negative priorities.

During its programming of work, EU-OSHA aims at ensuring coherence and synergies between its projects and activities. This means for example that its major Healthy Workplaces Campaigns are based on previous thematic research. This ensures an effective communication of the research and a solid knowledge base for the campaign. EU-OSHA also makes use of its data collection projects (ESENER and OSH Pulse) in other research projects, exploiting the data in an efficient way.

The success of the prioritisation efforts has been documented on several occasions, for example in the 2024 stakeholder survey where 96 percent of EU-OSHA's Management Board members and Focal Points agree that EU-OSHA addresses the right priorities with 62 percent expressing strong agreement.²⁰

²⁰ EU-OSHA's 2024 Stakeholder Survey. Final Report. 7 May 2024.

Activity Based Management

Activity Based Management (ABM) is the second element in EU-OSHA's efficiency strategy. In 2025, EU-OSHA has reviewed its ABM system to ensure that it effectively supports the achievement of the objectives in the EU-OSHA Strategy 2025-2034. This means that EU-OSHA integrates the work contributing to the objectives of a given strategic line of action under the relevant activity – no matter where in the organisation the work is carried out. This will provide for a better impact and also a better planning, monitoring and reporting by grouping resources around objectives.

Furthermore, during 2025, a major review of EU-OSHA's activity and project structure took place in order to adapt this to the new EU-OSHA Strategy 2025-2034. As a result, EU-OSHA goes from 16 activities in 2025 to 3 in 2026 allowing a more strategic resource allocation.

Throughout implementation, monitoring of work programme and budget implementation as well as reassessment of priorities take place both internally and with the Management Board. This allows to adapt to changes and new developments and reallocate resources to where they are most needed.

Based on the new EU-OSHA Strategy, a new performance monitoring framework has been developed which includes new Key Performance Indicators and an evaluation policy which will support the achievement of the strategic objectives.

Operational cooperation and engagement

As mentioned, EU-OSHA by itself has very limited resources. Therefore, as stressed in its Strategy, engaging partners and networks is a key priority to contribute to a bigger impact with the available resources and thereby efficiency. Through, particularly, its unique tripartite Focal Point network, the Agency has a good impact at Member State level through dissemination actions. At the same time, the Focal Points provide data to the Agency and engage national network partners. EU-OSHA's Management Board members are also important in increasing the impact of EU-OSHA's work and help access key target audiences at the Member State level. The programming procedure leading to the adoption of the Single Programming Document and the broad agreement established with the EU-OSHA Strategy 2025-2034 contributes strongly to a sense of ownership among these key stakeholders. It will therefore continue to be a priority to engage relevant stakeholders – and particularly the Focal Points – in the different phases of EU-OSHA's work.

Workforce planning

As one of the agencies with the smallest workforce, EU-OSHA's human-resource capacity represents the principal constraint on its ability to achieve greater impact. It is therefore crucial that the available staff are deployed in the most efficient way possible to enable the Agency not only to meet its current demands but also to respond fully to future challenges. To ensure this, EU-OSHA has put in place a process for strategic workforce planning and monitoring to ensure that EU-OSHA's human resources and recruitments match the strategic needs. This implies a regular assessment of upcoming competence needs and ad-hoc, when needed, of the recruitment strategy for the vacancies in the Agency. This is complemented by a comprehensive training and learning programme to ensure current staff has the necessary skills and a systematic OSH policy to ensure staff's safety, health and wellbeing.

Cooperation with other agencies

Shared services have proven to be efficient solutions in many cases and will remain a key focus for the Agency. EU-OSHA will continue to seek shared-service arrangements, in cooperation with other agencies, wherever relevant. One particularly effective area is procurement, where multiple agencies synchronise their procurement plans in order to share framework contracts. Beyond that, other initiatives such as information sharing, exchanging good practices and mutual learning also enhance the Agency's efficiency. Active cooperation with peer agencies will continue to be a priority. EU-OSHA and ETF will also continue the arrangement by which they share the Accounting Officer.

Cooperation with the other employment agencies is of specific importance, both in the administrative area and in the operational areas via actions such as joint events and sharing of survey methods and data. Joining the various perspectives from more agencies allows a better understanding of some of the current issues in the employment and social policy field and a better impact with the given resources.

Digitalisation

Keeping the current systems upgraded, as well as implementing new ones remains to be a priority for the Agency in searching for efficiencies, but also in strengthening compliance, transparency and coherence. Most work processes are digitalised, largely based on the implementation of Commission tools such as ARES (documentation and registration), SYSPER (HR), MIPS (Mission Management), PPMT (procurement) and AGM (meetings and experts). Over the programming period, EU-OSHA is replacing its financial system with SUMMA and will continue implementing digital solutions such as e-Contracting (contract management), and other modules under the e-Procurement umbrella.

In addition, EU-OSHA has initiated internal work to assess how a responsible use of artificial intelligence can improve the Agency's efficiency and effectiveness. This also involves the possibility to reallocate staff to achieve a greater impact.

Accountability and learning

EU-OSHA makes clear in its Strategy 2025-2034, that it will be transparent in the implementation of the Strategy. This covers both the use of resources and the achievement of objectives. Effective procedures are in place to ensure that reporting, evaluations and audits are followed up and reflected in future activities.

2.3.5 Transparent prioritisation: Negative priorities/decrease of existing tasks

EU-OSHA carries out ex-ante evaluations of major, new initiatives prior to deciding on their initiation and ex-post evaluations of finalised projects or at major milestones for ongoing projects and activities. Among the standard evaluation criteria, the EU added value is particularly important for prioritisation. This information is used to set priorities as described above under the efficiency strategy. In section II.1, an overview of projects coming to an end is provided.

EU-OSHA's mandate is very broad and the needs are significant. However, resources are limited and it is therefore important to get priorities right. EU-OSHA applies a transparent prioritisation approach where outputs, actions and priorities are distributed on three categories as shown below.

Illustration: Negative priorities

Category 1

- These are outputs which are timebound and critical for achieving specific objectives for the strategic lines of action. Cancelling or significantly postponing these outputs or actions cannot be done without putting at risk the achievement of key objectives or the reputation of the Agency.

Category 2

- These outputs and actions are important for the delivery of specific objectives and for the reputation of the Agency. However, it is possible to change the scale or timing of these outputs and actions without having a major impact on objectives for the strategic lines of action or the reputation of the Agency in the case of resource restraints or new needs.

Category 3

- Outputs and actions in category 3 support the achievement of the objectives for the strategic lines of action. However, at the moment of adapting the Single Programming Document, resources are not available for these outputs and actions, but they will be prioritised in case resources become available during implementation.

Please consult annex XIII on planned outputs for the categorisation of outputs into categories 1 and 2. Category 3 priorities, which may be taken forward if resources (staff and finance) become available, include:

- Next OSH Pulse survey
- NAPO website
- Strengthen multilingualism to reach target audiences

Priorities in category 3 are important for the Agency and will in some cases cover projects planned for the subsequent year. This is for example the case for the next OSH Pulse survey, which is planned for 2027, but if resources are available in 2026, it will be moved forward. In other cases, such as multilingualism, EU-OSHA already plans to dedicate an important part of its budget to translation. However, as translation is important for uptake at the Member State level, translation is defined as one of the areas where additional funding will be provided should resources become available.

Section 3 – Annual work programme 2026

3.1 Executive summary

In 2026 EU-OSHA will implement the projects described in this annual work programme with the aim of contributing to the specific objectives for the three SLAs. The resources available for the three SLAs are presented in Annex II.

Within the well-established lines of work on research, resources and tools, networking, campaigning and communication, EU-OSHA will place special emphasis on achieving impact with its work. This means that resources from across the Agency are joined up to produce that impact, be it research, networking or communication resources. An essential element in achieving impact is collaboration with EU-OSHA's networks and partners. This is especially the case at the Member State level where the Focal Point and their national, tripartite networks constitute a unique resource for the Agency.

Cooperation with EU Institutions and agencies will continue to be a priority where relevant. EU-OSHA will continue to support the Commission in its policy work and play a key role in the implementation of EU policy priorities such as the EU OSH SF – see also Section 1. With a number of agencies, cooperation agreements have been established, and a good framework is in place for strategic and operational planning.

Progress on the implementation of this annual work programme will be monitored and reported to the Management Board and Executive Board and a final assessment of achievements will be provided in the Consolidated Annual Activity Report.

3.2 Strategic line of action 1: Evidence and knowledge for policymaking and research

▪ OSH data for policy and research

ESENER -2024

Rationale

EU-OSHA's European Survey of Enterprises on New and Emerging Risks (ESENER) is the European enterprise survey that looks at how workplaces across Europe manage safety and health risks in practice.

Since 2009, ESENER has been playing a key role in providing data and evidence on the current situation with regards to management of OSH risks in European workplaces. It is unique in providing the European picture and data allowing comparisons across Member States. Furthermore, the consistent methodology of ESENER through the different editions allows for comparisons over time.

The fourth wave (after 2009, 2014 and 2019) was carried out in 2024. Over 41,000 establishments with down to five employees and covering all sectors in 30 countries were surveyed about occupational safety and health (OSH) management, the main drivers and barriers for OSH, and worker participation.

In the area of psychosocial risks, ESENER 2024 placed more focus on the increasing use of digital technologies to align with the changing world of work.

Operational objectives

Present and describe, based on solid methods and data, the comparative situation across Europe regarding preventive measures and workers' exposure to OSH risks.

Present changes regarding preventive measures and workers' exposure to OSH risks over time.

Provide analytical information on workplace management of OSH, particularly on psychosocial risks and digitalisation as well as on the participation of workers in OSH.

Find possible ways to address causes of work-related accidents, injuries and ill-health.

Combine the quantitative data from ESENER with qualitative data and quantitative data from other surveys to increase the insight and understanding of key issues related to workplace management of OSH in practice.

Carry out targeted engagement, communication and promotion actions to facilitate dissemination, uptake and use.

Main project milestones

2024 – fieldwork

2025 – first findings published

2025 – microdata accessible for researchers at GESIS

2026 – data visualisation and follow up studies published

2027 – overview report published

2028 – closure of ESENER 2024 2028 – initiation of ESENER 2029

Key outputs	ESENER dataset with policy-relevant data on OSH management in workplaces. Reports with secondary analysis Data visualisation tools and factsheets
Promotion and dissemination actions	Presentation of the results in conferences, workshops and seminars Promotion and dissemination of results at Member State level through FAST events Promotion and dissemination actions through EU-OSHA communication channels First findings report and Key insights presentation offered for translation to focal points under the Translation Portfolio
Priorities for 2026	Publication of the qualitative follow-up on mental health and digitalisation. Additional in-depth studies to be completed by end 2027 (topics to be decided). Further refinement of the Data Visualisation Promotion events at the Member State level (organised by the focal points) and support provided, as requested, to the Cypriot and Irish EU Presidencies in 2026. Participation at conferences, workshops and seminars

EU OSH Barometer

Rationale	The EU OSH Barometer aims at supporting evidence-based policymaking and improve workplace safety and health across the EU. It serves as a centralised, coordinated, and structured mechanism for collecting, analysing, and disseminating reliable, timely and comparable OSH information at European level. The project communicates data on a number of indicators using various data sources to give a comprehensive view on the current OSH situation in Europe. This is done via an online dashboard, the OSH Barometer, and complemented with a regular comprehensive report on the state and trends of OSH in Europe.
Operational objectives	Provide a single-entry point for validated data of high quality, that are used to define the state and trends of OSH in Europe. Ensure the continued relevance of the OSH Barometer by ensuring up-to-date provision of information and relevant OSH indicators Establish a stable collaboration with the National Contact Points and EU Institutions and committees to organise a reliable and continuous data transfer. Provide comprehensive trend analysis to support the EU and national policy cycle. Carry out targeted engagement, communication and promotion actions to facilitate dissemination, uptake and use.
Key outputs	Data visualisation, the “EU OSH Barometer” with regular inclusion of new indicators and up-to-date data Regular analytical reports with qualitative analysis of data from the indicators.

Promotion and dissemination actions	Dissemination activities and demonstration of the capabilities offered by the OSH Barometer in conferences, workshops, seminars etc. Promotion of the data visualisation and dissemination of the analysis of the data through FAST events Promotion and dissemination actions through EU-OSHA communication channels
Priorities for 2026	Integration of additional data from the OSH Pulse 2022 and 2025 Analysis of aggregated qualitative and quantitative data under the OSH context Methodology on calculation of cost of OSH outcomes, i.e. the Economic burden of occupational injuries and diseases. Inclusion of statistics on fatal accidents at work (ESAW) broken down by NACE economic activity Update of the country reports Workshop targeted to OSH researchers to identify strengths and weaknesses of OSH research on the costs of OSH outcomes

OSH Pulse

Rationale	The OSH Pulse gathers timely, primary data on workers' experiences and perceptions regarding OSH in Europe through a Europe-wide survey. OSH Pulse is designed to capture emerging issues, track recent developments, and provide fresh insights for evidence-based policymaking and complements ESENER and other surveys. The data lead both to standalone deliverables and, importantly, feed into other work of the Agency.
Operational objectives	Provide survey-based data and analysis on key OSH topics Complement other sources on the state of OSH with a worker- based survey Carry out targeted engagement, communication and promotion actions to facilitate dissemination, uptake and use.
Main project milestones	2025 – fieldwork 2025 – publication of data and results 2026 – follow-up in depth analysis 2027 – data collection
Key outputs	Data and analysis of current OSH issues based on survey of workers
Promotion and dissemination actions	Presentation of the results in conferences, workshops and seminars Promotion and dissemination of results in Member States through FAST events Promotion and dissemination through EU-OSHA communication channels Summary of the OSH Pulse findings report offered for translation to focal points under the Translation Portfolio
Priorities for 2026	Focused in-depth analyses will be carried out in the framework of other projects in the areas of climate change and mental health.

▪ **OSH thematic knowledge for policy and research**

Psychosocial risks and mental health at work

Rationale	Psychosocial risks and mental health problems are among the leading causes of work-related ill health in the EU. According to the OSH pulse 2025, 29 percent of workers experienced stress, anxiety, or depression caused or made worse by their work; 44 percent report 'severe pressure or overload of work'; 48 percent agreed that 'disclosing a mental health condition would have a negative impact on their career. Digitalisation, remote work, platform work, job insecurity, and increased intensity of work are reshaping psychosocial risk exposures. There is still limited and fragmented data on psychosocial risks and their impact across sectors and occupations. This project provides evidence and knowledge on psychosocial risks and their prevention at the workplace to policymakers and researchers. The research project provides the knowledge basis for the Healthy Workplace Campaign, Together for mental health at work. The research project – together with the campaign - also contribute to the follow-up on the Commission Communication on a Comprehensive Approach to Mental Health from June 2023.
Operational objectives	Provide information on the overall situation related to psychosocial risks and workers' mental health in European workplaces Analysis of new research and statistics, investigating the role and influence of EU and national policies, strategies, and approaches on prevention and workplace practices. Highlight the main challenges and needs of workplaces as well as good practices for policy, strategy and workplace interventions in terms of prevention and management of psychosocial risks Integrate the knowledge on emerging risks in specific sectors, and cross-cutting topics, for example the changes in the world of work brought about by digitalisation and as a result of the Covid-19 pandemic. Provide evidence-based policy pointers and knowledge supporting effective psychosocial risk management in workplaces. Carry out targeted engagement, communication and promotion actions to facilitate dissemination, uptake and use.
Main project milestones	2021 – scoping phase 2022 - 2026 – research phase 2026 - 2027 – publication of results 2026 - 2028 - dissemination, also through the HWC 2026-2028.
Key outputs	Reports, case studies, and policy briefs OSH Wiki articles and discussion papers
Promotion and dissemination actions	Presentation of the results at conferences and seminars Promotion and dissemination of the findings in Member States through FAST events Summaries of reports and policy briefs offered for translation to focal points under the Translation Portfolio Dissemination and promotion through the Healthy Workplaces Campaign 2026-28
Priorities for 2026	Provision of research-based knowledge for the 2026-2028 Healthy Workplaces Campaign on mental health at work

Development of reports on psychosocial risks in specific sectors (education, transport), on national approaches to psychosocial risk management and in relation to diversity.

Publication of OSH Wiki articles supporting HWC 2026-2026.

Health and social care

Rationale	The importance of the health and social care (HeSCare) for the society became evident during the Covid-19 pandemic. As an employment sector, it is one of the largest in the European Union and employs around 11% of workers, of which women account for 79 percent of the workforce. With demographic change and an ageing population, the demand for care will grow and so will the relevance of the sector. Health and social care workers are exposed to a unique combination and high incidence of physical, psychosocial, and organisational risks, making targeted OSH support essential. This project provides policymakers and researchers with evidence and knowledge on the situation in the sector and prevention measures.
Operational objectives	Provide information on the overall situation related to OSH in the HeSCare sector with a special focus on the prevention of the main risks and the promotion of a good musculoskeletal and mental health in the sector Communicate good practices in terms of policies and strategies. Provide evidence-based conclusions and policy pointers for the sector. Identify needs for better management and prevention in the HeSCare sector and provide knowledge supporting effective OSH management. Carry out targeted engagement, communication and promotion actions to facilitate dissemination, uptake and use.
Main project milestones	2022 – scoping phase 2022 - 2026 – research phase 2024 – 2027 - publication of the results 2026 - 2028 – dissemination and promotion through the HWC 'Together for mental health at work
Key outputs	Reports, case studies and policy briefs
Promotion and dissemination actions	Presentation of the results in conferences, workshops and seminars, e.g. a seminar bringing together EU-OSHA's stakeholders to share and discuss the results of the project Promotion and dissemination of the findings in Member States through FAST events Promotion and dissemination actions through EU-OSHA communication channels Summaries of reports and policy briefs offered for translation to focal points under the Translation Portfolio
Priorities for 2026	Report and case studies on returning to work / retention of HeSCare workers with MSDs and mental health issues Report and case studies on OSH in the residential care sector

Report and case studies on OSH of healthcare assistants

Promote and disseminate the publications and findings related to the HeSCare research project in international conferences, workshops, and seminars

Work to support the priority area “Psychosocial risks in the health and social care sector” agreed in the context of the Healthy Workplaces Campaign Together for mental health at work.

Circulatory diseases

Rationale	According to Eurostat, circulatory diseases are the second largest cause of work-related deaths in the EU and the leading cause of death in the EU (over 1.8 million cardiovascular disease related deaths in the EU in 2017)²¹, as well as chronic illnesses and disabilities. The project will provide policymakers and researchers with comprehensive knowledge and evidence on the prevalence and causes of circulatory diseases; and an overview and analysis of policies and strategies as well as workplace practices for the prevention and return-to-work/retention in work of workers suffering from such diseases.
Operational objectives	Provide information on the overall situation related to circulatory diseases in European workplaces. Provide evidence-based conclusions and policy pointers. Communicate good practices in terms of policies and strategies. Identify needs for better management and prevention of CVD and provide knowledge supporting effective OSH management. Carry out targeted engagement, communication and promotion actions to facilitate dissemination, uptake and use.
Main project milestones	2024 – scoping exercise 2024 - 2027 – research phase 2026 – 2028 - publication of results
Key outputs	Reports, case studies, policy briefs
Promotion and dissemination actions	Presentation of the results in conferences, workshops and seminar Promotion and dissemination of the findings in Member States through FAST events Promotion and dissemination through EU-OSHA communication and promotion channels
Priorities for 2026	Publication of a research report policy brief and case examples of policies, strategies and initiatives for the prevention of work-related CVDs Publication of a research report, summary report and policy brief on the Exploratory research on the interplay between work-related and non-work-related risk factors of CVDs

²¹ https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Causes_of_death_statistics#Major_causes_of_death_in_the_EU_in_2021

Finalisation of research projects (Work-related CVDs in figures; Systematic review on work-related risks of CVDs, their associations with CVD types, and sectors, occupations and worker groups at higher risk).

Climate change

Rationale	EU-OSHA's work on this topic follows the growing recognition that climate change is a significant and increasing threat to OSH in the EU. More frequent occurrences of extreme temperatures, extreme weather events, new patterns of disease, and changes in work processes and environments are already affecting workers' health and safety, particularly in some sectors and within some workers' groups —and these risks are expected to intensify. Under this project which addresses the policy priority of ensuring a fair transition, OSH risks are addressed from the perspective of the current situation, and the aim is to identify risks and prevention measures linked to climate change. The project builds on previous EU-OSHA work – foresights on the circular economy and green jobs. It is complemented by a foresight study on climate change looking at possible future challenges – see project “Anticipating change in OSH - Foresight on climate change preparedness”.
Operational objectives	Provide knowledge on the specific consequences and trends related to various climate change related hazards on worker's safety and health. Provide evidence-based conclusions and policy pointers. Communicate good practices in terms of policies and strategies. Carry out targeted engagement, communication and promotion actions to facilitate dissemination, uptake and use.
Main project milestones	2025 – scoping exercise 2026 – 2028 – research phase 2026 – 2028 publication of results.
Key outputs	Reports, policy briefs Reports, policy briefs, discussion papers, OSHwiki articles, case studies.
Promotion and dissemination actions	Presentation of the results in conferences, workshops and seminars. Promotion and dissemination of the findings in Member States through FAST events. Promotion and dissemination through EU-OSHA communication and promotion channels.
Priorities for 2026	Initiation of research based on the 2025 scoping exercise. Publication of first findings as from the end of 2026 onwards. Nine research sub-projects are planned to start in 2026 (focus to be decided as part of the scoping exercise)

Occupational exposure to cancer risk factors

Rationale	Around 120,000 people per year are estimated to develop cancer in the EU as a result of occupational exposure to carcinogens²². 45.6 percent of the yearly work-related deaths are linked to work-related cancer in the EU²³. The direct costs of carcinogen exposure at work across Europe are estimated at 2.4 billion euros per year²⁴. With this project, EU-OSHA intends to contribute to the EU priority of reducing exposure to cancer risk factors. The project will build on EU-OSHA's Workers' Exposure Survey to cancer risk factors and will provide relevant information for policymakers and researchers on the risk factors, their impact on health and how the risks can be prevented.
Operational objectives	Provide an accurate and comprehensive picture of current occupational cancer risks, their health effects, and how they can be prevented and managed. Provide evidence-based conclusions and policy pointers on occupational cancer risk factors. Promote the use of the Workers' Exposure Survey dataset for research purposes. Carry out targeted engagement, communication and promotion actions to facilitate dissemination, uptake and use.
Main project milestones	2025 – scoping exercise 2026 – 2028 – research phase 2027 - 2028– publication of results and dissemination
Key outputs	Reports
Promotion and dissemination actions	Presentation of the results in conferences, workshops, seminars, e.g. participation in Roadmap on Carcinogens initiative. Promotion and dissemination of the findings in Member States through FAST events Promotion and dissemination through EU-OSHA communication and promotion channels: e.g., yearly project promotion at key dates (<i>World Cancer Day</i> and <i>European Week Against Cancer</i>) Flyer translated into ES, DE, FI, FR and HU and offered for translation to the rest of focal points under the Translation Portfolio
Priorities for 2026	Possibly dissemination of recent publications related to Workers' Exposure Survey Launch of the ex-post evaluation of WES activity. Initiation of research on the basis of the 2025 scoping exercise (two to four sub-projects). Support to Ireland for the Conference on Carcinogens on 28-29 October 2026, under the Roadmap on Carcinogens initiative. Contribution to events related to the Presidency of the Council of the EU

²² RIVM, 2016, *Work-related cancer in the European Union*, <https://www.rivm.nl/bibliotheek/rapporten/2016-0010.pdf>

²³ COH estimates on work-related burden of diseases, 2019, presented in the OSH barometer.

<https://visualisation.osha.europa.eu/osh-barometer/accidents-diseases-well-being/work-related-diseases/coh/disease-groups-per-country>

²⁴ RIVM, 2016, *Work-related cancer in the European Union*, <https://www.rivm.nl/bibliotheek/rapporten/2016-0010.pdf>

Accidents and injuries

Rationale	The downward trend in the number of work-related accidents in the EU stopped some 15 years ago and since then the number of accidents has remained stable (with a small increasing trend recently). The project aims to contribute to the prevention of work-related accidents and injuries by promoting improved OSH management. It will identify current and future accident risks for the EU workforce and effective OSH policies and workplace practices to address these risks. The activity addresses the stagnation in the reduction of accidents, the need for better data, and the importance of prevention culture and digitalisation.
Operational objectives	Provide an accurate and comprehensive picture of current and emerging accident risks and how they can be prevented and managed. Provide intermediaries with information to increase motivation for compliance with accident prevention requirements. Provide information on the use of new digital technologies to promote accident prevention. Provide evidence-based conclusions and policy pointers Support knowledge and evidence production Carry out targeted engagement, communication and promotion actions to facilitate dissemination, uptake and use.
Main project milestones	2026 – scoping exercise 2027 – 2029 – research phase 2028 -2030 – publication of findings and dissemination
Key outputs	Research reports, policy briefs, case studies/good practice examples
Promotion and dissemination actions	Engagement with intermediaries (social partners, OSH services, national authorities, campaign partners) Presentation of the results in conferences, workshops and seminars Promotion and dissemination of the findings in Member States through FAST events Promotion and dissemination through EU-OSHA communication and promotion channels
Priorities for 2026	Completion of scoping of the project with close involvement of stakeholders and experts. Initiation of research on facts and figures report Initiation of research based on the 2026 scoping exercise

▪ Anticipating change in OSH

Foresight on climate change preparedness

Rationale	The uncertainty of the scope, range and extent of future climate change impacts on OSH makes the foresight methodology useful for anticipating future disruptions (crises and structural changes).
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The aim is to provide policymakers and researchers with the knowledge they need for prioritising research and policy measures to implement timely and effective prevention measures. Thereby, EU-OSHA also contributes to the policy priority of ensuring a fair green transition.

This project complements the work covered under the project on climate change addressing OSH risks linked to climate change that are already materialising.

Operational objectives	Provide insight on how OSH related policies and practices can be adapted to the new circumstances of work emerging as a consequence of climate change. Stimulate high quality debate amongst selected stakeholders on the possible long-term OSH impacts of the climate change-related developments and crises. Facilitate the development of expert articles to stimulate debate on the future world of work. Carry out targeted engagement, communication and promotion actions to facilitate dissemination, uptake and use.
Main project milestones	2025 - analysis of key climate change-related trends and disruptions with impact on OSH 2026 – publication of research reports and policy briefs. 2026 – follow-up exploration and analysis 2027 – publication of research reports and policy briefs, including dissemination
Key outputs	Research reports, expert articles
Promotion and dissemination actions	Presentation of the results in conferences, workshops and seminars, incl. specific Seminar with Focal Points on expert articles Promotion and dissemination of the findings in Member States through FAST events Promotion and dissemination through EU-OSHA communication and promotion channels and through interactive supporting tool Building and maintaining a foresight community involving the OSH community incl. other OSH institutes' foresight work, like ILO, INRS, FOSH, IOSH, EU-ANSA (other EU agencies), the Commission's Joint Research Centre etc.
Priorities for 2026	Publication of research reports on climate change trends and disruptions and impact on OSH

▪ **OSH expertise for policy and research**

Expertise to Commission and agencies

Rationale	EU-OSHA increasingly engage in providing policy-relevant expertise to the Commission and other agencies. This may be to support strategy formulation, legislative proposals or guidance on specific topics. This ensures a good use of the Agency's knowledge and efficient use of EU budget resources for an evidence-based policy process. There can also be a specific need for OSH expertise due to development of new EU legislation in areas related to OSH – such as the One Substance – One Assessment initiative.
Operational objectives	Provide OSH expertise on specific topics to the Commission and agencies on EU policy priority issues and support Member States

Key outputs	Expertise provided in various forms (meetings, consultations on draft documents etc) on issues in relation to occupational safety and health. This can relate to specific EU legislative processes with relation to OSH. Information on EU OSH legislation, on Member States' OSH Strategies and on organisation of OSH Management in Member States. Providing and disseminating expertise and knowledge based on previous research projects (e.g. portfolio translations, FAST events, event participation)
Engagement actions	Engagement actions with relevant Commission services and EU agencies to ensure timely provision of expertise and input
Priorities for 2026	Support to the Commission for the sixth revision of the Carcinogens, Mutagens and Reprotoxic substances Directive (CMRD), Cooperation with ISSG (Inter-Service Steering Group), Data Bank on Carcinogens, Climate Change, Display Screen Equipment, Employment in the twin transition, European Fair Transition Observatory Cooperation with ACSH Working Parties on Chemicals, Climate change, Pandemics, Strategy. Cooperation with ECHA in the framework of the one substance, one assessment (OSOA) initiative, with the objective of streamlining chemical assessments across different pieces of legislation. Cooperation with EU-ANSA (on foresight studies and knowledge development), Eurofound (Tripartite Exchange Seminar, working groups related to workplan (digitalisation, psychosocial risks etc)), ECDC (ad-hoc on preparedness) and EEA (Health and Climate Observatory). Contribution to HazChem@Work database, a project commissioned by DG EMPL aimed at creating a database and developing a model to estimate the occupational exposure for a list of hazardous chemicals in EU and EFTA/EEA countries. Continued support to the Commission for the sixth revision of the Carcinogens, Mutagens and Reprotoxic substances Directive (CMRD), Cooperation with ISSG (Inter-Service Steering Group), Data Bank on Carcinogens, Climate Change, Display Screen Equipment, Employment in the twin transition, European Fair Transition Observatory Cooperation with ACSH Working Parties on Chemicals, Climate change, Pandemics, Strategy. Cooperation with ECHA in the framework of the one substance, one assessment (OSOA) initiative, with the objective of streamlining chemical assessments across different pieces of legislation. Cooperation with EU-ANSA, Eurofound, ECHA, ECDC, EEA (Health and Climate Observatory) Contribution to HazChem@Work database, a project commissioned by DG EMPL aimed at creating a database and developing a model to estimate the occupational exposure for a list of hazardous chemicals in EU and EFTA/EEA countries.

3.3 Strategic line of action 2: Tools and resources for prevention

OSH tools for workplace prevention

OiRA

Rationale	Under the EU OSH Framework Directive, employers are legally obliged to assess occupational risks. SMEs often face difficulties in complying with this requirement due to limited resources, time, or OSH expertise. SMEs account for over 90% of EU enterprises and a significant share of serious workplace accidents and fatalities. With OiRA, EU-OSHA together with its partners aims to provide a structured and guided online interactive tool to help companies meet this obligation in an efficient way. It optimises the resources required for carrying out risk assessments, and support companies to follow-up on the identified risks. Thereby, the OiRA project also makes a significant contribution to the priority of simplification.
Operational objectives	Provide free of charge, easy-to-use, state-of-art OiRA tools in cooperation with partners, adapted to the sectors in which the enterprises operate Maintain and continuously improve the OiRA platform, making sure it suits the partners' and SMEs' needs. Facilitate development of more risk assessment tools at national and EU level Encourage EU and national (sectoral) social partners to develop and share their national or pan-European sectoral OiRA tools, and put in place a (national) overall strategy to encourage companies to use the tools developed. Support partners in the promotion and dissemination of and communication around their OiRA tools. Engage in a pan-European discussion and networking about successful approaches on how to reach out to SMEs
Key outputs	EU OiRA tools, software development and maintenance, qualitative studies looking into use and promotion at national level
Promotion and dissemination actions	Community and networking actions with OiRA community and beyond. Promotion and dissemination in Member States through FAST actions. Promotion and dissemination through EU-OSHA communication and promotion channels and through specific OiRA website. Summary of report (qualitative study) offered for translation to focal points under the Translation Portfolio.
Priorities for 2026	Development of new EU OiRA tools based on interest expressed by EU Sectoral Social Dialogue Committees (or based on EU-OSHA's proposal, in the lack of the former) Development of a case study on successful OiRA or IRAT partner approach. EU level event to celebrate 15 years of OiRA in Brussels - to keep EU sectoral social dialogue partners actively involved and attract new ones to get engaged Support to OiRA partners in the promotion of and communication on OiRA based on the tutorials' development experience from 2025. Support to OiRA partners for publication of new OIRA tools adapted to national needs and maintenance of the software up to date, incl. developing features to better reach end-users and to enhance end-users' engagement with the software.

E-tools

Rationale	Many employers — especially in small businesses — lack the expertise, resources, or time to deal with complex OSH issues, not only for risk assessment but also when it comes to the implementation of prevention measures. E-tools provide innovative, practical, and easy-to-use solutions to support risk prevention, while adapting to new and emerging work environments. The role of EU-OSHA is mainly to facilitate the exchange and sharing of tools with a view to tools being accessible for those needing them. EU-OSHA facilitates the exchange of knowledge and sharing of tools, for example those that have been successfully developed at national level, for uptake across Europe. Priority is given to tools that support SMEs to take preventive action. EU-OSHA has developed a few e-guides and EU-OSHA manages the Dangerous Substances (DS) e-tool, which is an e-tool assisting SMEs with assessment and management of dangerous substances at workplaces.
Operational objectives	Promote the development and use of 'e-tools'. Facilitate the exchange of knowledge and sharing of tools for possible uptake at national level. Carry out targeted engagement, communication and promotion actions to facilitate dissemination and exchange of e-tools. Keep existing EU-OSHA's e-guides and e-tools up to date.
Key outputs and promotion and dissemination actions	Provision of up-dated e-guides on different topics. Promotion actions aimed at stimulating the development and use of e-tools Networking actions to encourage the exchange of knowledge and tools.
Priorities for 2026	Organisation of a seminar to facilitate networking and sharing of e-tools Finalising update of the dangerous substances DS e-tool and implement with the network.

▪ **OSH resources for workplace prevention**

OSH resources for workplace prevention

Rationale	EU-OSHA provides a number of resources to support workplace prevention beyond tools. These may be information on guidance documents, good practices, or articles in EU-OSHA's OSHwiki. The OSH resources are in general not designed for direct use by workplaces, and may need national and sectoral adaptation and customisation, but provide knowledge that can support action. The OSH Overviews carried out under SLA1 contributes resources to this project on specific topics with information on workplace interventions from different case studies.
Operational objectives	Provide resources for intermediaries who support workplaces in preventing risks on different topics Provision of up-to-date knowledge via the OSHwiki.

	Carry out targeted engagement, communication and promotion actions to facilitate dissemination, uptake and use of workplace resources.
Key outputs	OSHWiki articles Resources (guidance, case studies etc) providing information, guidance and practical examples of OSH management in the workplace
Promotion and dissemination actions	Presentation of workplaces resources at workshops, events and seminars with relevant target audiences. Promotion and dissemination of the resources in Member States through FAST events. Promotion and dissemination through EU-OSHA's multilingual communication and promotion channels.
Priorities for 2026	Biomonitoring annexes on lead and cadmium OSHWiki articles updated / published HeSCare report on harassment and violence at work. Case studies under OSH Overviews providing information on workplace practises.

3.4 Strategic line of action 3: Awareness raising and networking

▪ Campaigning

Healthy Workplaces Campaign 2023-2025 on Digitalisation

Rationale	The profound and accelerating pace of digitalisation has brought about changes that affect work organisation, worker autonomy, job content, and workloads—introducing big opportunities but also new OSH challenges alongside existing ones. These include traditional risks such as musculoskeletal disorders due to prolonged screen work and poor ergonomics in telework; as well as psychosocial risks, linked to constant connectivity, digital overload, surveillance, loss of control, isolation and blurred boundaries, human-machine interaction, and raise some ethical concerns. Many workplaces are unaware and unprepared for the effective prevention of these new risks. Once again, SMEs are especially vulnerable, as they often lack the capacity to anticipate and mitigate the OSH implications of digital tools. EU-OSHA's Healthy Workplaces Campaign on Digitalisation addresses the compelling need to address OSH challenges linked to the digital transformation of work, contributing to the EU policy priority on digital transition. By raising awareness, promoting practical solutions, and supporting inclusive dialogue, the campaign contributes to digitalisation going hand-in-hand with safe, healthy, and fair working conditions across Europe.
Operational objectives	Campaigning on the importance, relevance and implications for OSH of the digital transformation of work, including the business case by providing facts and figures.

Campaigning to increase target audience awareness and practical knowledge across all sectors, types of workplaces and specific groups of workers about a safe and productive use of digital technologies at work.

Promote knowledge about new and emerging risks and opportunities related to the digital transformation of work.

Promote risk assessment and a healthy and safe proactive management of the digital transformation of work by providing access to relevant resources

Bring stakeholders together to facilitate the exchange of information, knowledge and good practice and stimulate collaboration for a safe and productive digital transformation of work.

Main project milestones

2023 – launch of the campaign

2023 – 2025 – running of the campaign

2025 – campaign summit closing the campaign

2026 – follow-up and evaluation

Key outputs and promotion and dissemination actions

Publications and products to support the campaign, developed based on the research carried out under SLA 1 and good practices developed under SLA 2

Campaigning actions and support to Focal Points for the development of campaign actions in the Member States.

Promotion and dissemination of the campaign products and actions through FAST events.

Promotion and dissemination actions through EU-OSHA's and HWC' specific multilingual communication and promotion channels.

Case studies from the GPAW scheme offered for translation to focal points under the Translation Portfolio

Priorities for 2026

Evaluation of the campaign

Healthy Workplaces Campaign 2026-2028 on Mental Health at Work

Rationale

Mental health is identified as key priority in the EU Strategic Framework on Health and Safety at Work 2021–2027 and in the European Mental Health Strategy and Comprehensive Approach to Mental Health (2023).

Surveys such as ESENER show that psychosocial risks are among the most challenging risks to address, especially for SMSEs.

This campaign also builds on previous research work carried out by EU-OSHA, see under strategic line of action 1 and aims to raise awareness, reduce stigma, and provide practical support to workplaces across Europe to prevent psychosocial risks effectively.

Operational objectives

Promote the importance of psychosocial risk prevention to follow the hierarchy of prevention and implement proper risk assessment and management procedures.

Highlight the positive impacts of a good work environment on mental health and wellbeing to raise awareness among the campaign stakeholders on how good mental health is key for everyone

Promote a holistic approach to risk assessment and a proactive management of psychosocial risks at work by providing access to relevant resources and considering the interaction between physical and psychosocial risks.

Highlight the importance and protective role of positive psychosocial factors

Highlight the importance of cooperation between employers, managers, supervisors, workers, and their representatives in contributing to a sound work environment.

Bring campaign network partners together to facilitate the exchange of information, knowledge, and good practice to provide a healthy and safe psychosocial work environment and promote mental health and wellbeing.

Main project milestones

2026 - Internal campaign kick-off meeting with Focal Points

2026 - Launch of multilingual HWC website

2026 - Official campaign launch at EU and national levels

2026 - Launch of Healthy Workplaces Good Practice Awards

2027 - Healthy Workplaces Good Practice Exchange event

2027 - European Week for Safety and Health at Work

2028 - Healthy Workplaces Summit and GPA ceremony

Key outputs and promotion and dissemination actions

Publications and products to support the campaign, developed based on the research carried out under SLA 1 and good practices developed under SLA 2

Campaigning actions and support to Focal Points for the development of campaign actions in the Member States.

Promotion and dissemination of the resources in Member States through FAST actions and events.

Promotion and dissemination through EU-OSHA's and HWC' specific multilingual communication and promotion channels.

Priorities for 2026

Official launch of the campaign

Launch of the multilingual campaign website online

Publication of multilingual core products

Campaign toolkit available

Selection of new official campaign partners

Healthy Workplaces Campaign starting in 2029

EU-OSHA's Management Board had a first discussion on the theme for the Healthy Workplaces Campaign starting in 2029 in December 2025. The Management Board will decide on the theme in June 2026 and a strategy for the campaign in December 2026.

▪ **OSH promotion**

OSH promotion

Rationale

Awareness and engagement are essential to improving OSH across Europe. While research, legislation and prevention measures are crucial, they are most effective when accompanied by a strong OSH culture, where stakeholders understand the value of safety and health and take active role.

OSH promotion helps build that culture by communicating risks, highlighting solutions, and fostering participation.

This project focuses on overall coordination of the promotion and dissemination actions taking place across all three strategic lines of action, including the Focal Point Assistance **Tool** (FAST) scheme. Through FAST, EU-OSHA enhances the Focal Points' networking capacity, strengthens national networks and provides a comprehensive end-to-end framework that includes logistical, financial, and content support to Focal Points to enable them to deliver actions tailored to national priorities and needs.

Other relevant cross-cutting promotion actions include NAPO, the cartoon-style hero of a series of animated films created to promote occupational safety and health (OSH) and risk prevention, and the yearly Healthy Workplaces Film Award.

Operational objectives	Coordinate dissemination and promotion of EU-OSHA's work across the three strategic lines of action and deliver specific promotion action Develop and maintain EU-OSHA's online communication platforms Develop and maintain EU-OSHA communication, promotion and dissemination networks and partnerships Coordinate the Agency's translation work across the three strategic lines of action. Coordinate the FAST scheme implementation across the three strategic lines of actions
Key outputs	Coordination of promotion, communication and dissemination actions Support to the Focal Points in their promotion and dissemination actions at Member State level in relation to EU-OSHA's work Support to media partners in their promotion efforts of EU-OSHA's work Continued promotion and development of Napo Implementation of the Healthy Workplaces Film Award.
Priorities for 2026	Effective implementation of the new FAST scheme Development of EU-OSHA communication strategy (including web, social media and other dissemination channels), supporting EU-OSHA's Strategy 2025-2034 across strategic lines of action 1, 2 and 3. Initiation of the revamp of the corporate website to be better aligned with corporate and communication strategies Healthy Workplaces Film Award.

▪ Networking

Networking

Rationale	Stakeholders' engagement is critical for ensuring that EU-OSHA focuses on the right priorities and achieves the desired impact. EU-OSHA's governance model is tripartite, which means that key stakeholders are directly engaged in the priority setting and oversight of the Agency's work through the Management Board. Furthermore, the Agency relies on a strong, collaborative network of national Focal Points and their tripartite networks, which ensure a direct link with national audiences and dissemination channels. This project provides overall coordination of the core networks as well as of the cooperation with the EU Institutions (Parliament, Council and
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	Commission, EESC or CoR) and the other agencies. It manages liaison and representation activities in Brussels and beyond with EU social partners. Specific networking actions include international partnerships, the European Enterprise Network, OSH VET aiming at promoting OSH in vocational training, and participation in the EU Agencies Network (EUAN). EU-OSHA also collaborates with enlargement and accession countries and has contacts with third countries based on specific programmes agreed with the Commission such as the IPA (Instrument for Pre-Accession Assistance).
Operational objectives	Facilitate effective governance processes at the Agency with the close involvement of key stakeholders. Ensure the effective operation of the core governance network - the Management and Executive Boards - and the core operational network – the Focal Points, through targeted networking actions. Support actions to strengthen Focal Points and their national tripartite networks. This includes the FAST scheme which strengthens Focal Points' networking capacity as well as national networks, cf. above under the OSH Awareness project. Ensure cooperation with EU level stakeholders, including other EU agencies Engage in international networking with relevant organisations Engage in complementary networking actions to multiply the reach of EU-OSHA's work at EU and national level (EEN, OSHVET)
Key outputs	Networking actions in the form of events, meetings etc as well as organisational programming and reporting processes.
Priorities for 2026	Implementation of new governance, programming and reporting arrangements in support of the EU-OSHA Strategy 2025-2034 Further development of Management Board, Focal Points and Agency cooperation to increase impact at Member State level Strengthen Focal Point's capacity through the implementation of the Focal Points action plan Fostering better awareness about EU-OSHA among key stakeholders in Brussels (Parliament and social partner networks) via engagement events and actions Coordination with other employment agencies and DG EMPL, e.g. through the Joint Working Committee Implementation of the action plan for the follow-up to the European Commission's evaluation of EU-OSHA, Eurofound, ETF and Cedefop from 2024. Joint project with other employment agencies on governance and on Key Performance Indicators <i>Specific programme-funded actions:</i> Launch of new IPA (Instrument for Pre-accession) Programme – 2026-2230 (TBC) Potential new NDICI (Neighbourhood, Development and International Cooperation Instrument) programme with the Commission

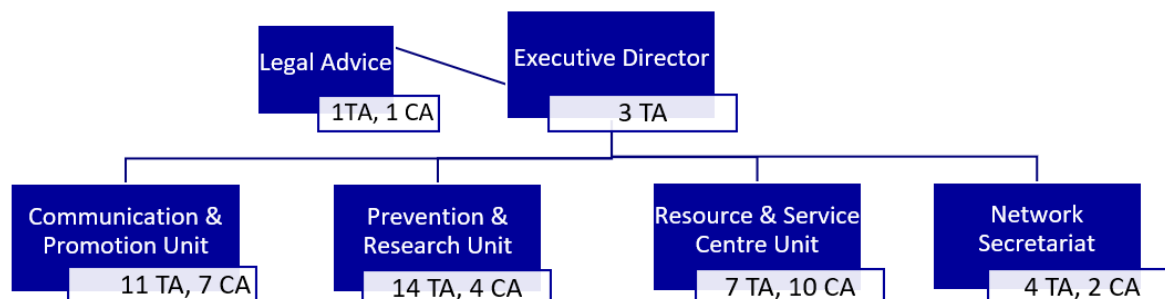
3.5 Good governance for a responsible, effective and inclusive agency

Rationale	The Agency will continue to aim at high standards the classical areas of good governance, such as financial management, internal control, human resource management and ethical standards in relation to conflict of interest and anti-fraud. Furthermore, more recent expectation will have to be met. Ensuring social and environmental sustainability making good and responsible use of available resources is a key good governance objective for EU-OSHA. This requires good coordination of the organisational processes that support a sound and efficient management of resources as well as ensuring transparency and accountability through an adequate level of oversight by the Management Board, the discharge authority and the public. Conscious of the impact of Artificial Intelligence on the world of work, the Agency will explore ways to ensure its responsible and sustainable use. Diversity and inclusion are also essential elements of the Agency's good governance model.
Operational objectives	Implement actions to make EU-OSHA socially and environmentally sustainable Good working conditions to ensure an inclusive, responsible and productive workplace Provide efficient support services for EU-OSHA's operational work Put in place transparent processes ensuring accountability and a sound management of the agency's resources Develop staff competencies and enhance organisational capacity Carry out regular resources foresight exercises to identify needs and challenges in good time. Ensure follow up to the European Court of Auditors' and Internal Audit Services' recommendations and observations and integrate these into the Agency's work practices.
Key outputs	Organisational processes supporting resource management and accountability.
Priorities for 2026	Implementation of new Activity Based Management model in support of the EU-OSHA Strategy 2025-2034. Implementation of the action plan defined as a result of the outcome of the Staff Engagement Survey 2025. Follow up of the pilot project "Wellbeing hub" introduced in 2025, continuing focus on staff wellbeing. Define and implement new contract management guidelines Adoption of EU-OSHA's Environmental Policy, action plan and monitoring plan as well as development of the Environmental Management System. Exploration of sustainable and responsible uses of Artificial Intelligence in support of the Agency's work. Onboarding of systems and application to increase efficiency and support digitalisation processes – such as e-Contracting and SUMMA.

Annexes

Annex I – Organisation Chart

Organisation chart of the Agency as of 31.12.2024



Annex II – Resource allocation for 2026-2027-2028 by Strategic line of action

	2026				2027				2028			
Strategic line of action	Budget	TA	CA	SNE	Budget	TA	CA	SNE	Budget	TA	CA	SNE
SLA01: Providing evidence and knowledge	9,309	23.1	12.7	2.0	9,419	22.5	12.6	2.0	9,609	22.5	12.6	2.0
SLA02: Tools and resources for prevention	2,469	3.7	2.8	-	2,870	4.2	2.9	-	2,926	4.2	2.9	-
SLA03: Awareness raising and networking	6,445	13.2	9.5	-	6,303	13.2	9.5	-	6,427	13.2	9.5	-
Total	18,223	40.0	25.0	2.0	18,592	40.0	25.0	2.0	18,962	40.0	25.0	2.0

Annex III – Financial Resource 2026-2028

Table 1 - Revenue

General revenues

REVENUES	2025	2026
	Revenues estimated by the Agency	Budget forecast
EU contribution	17,316,571	17,663,030
Other revenue	569,529	559,870
TOTAL REVENUES	17,886,100	18,222,900

REVENUES			General revenues				
	Executed 2024	Estimated by the agency 2025	2026		VAR 2026/2025 (%)	Envisaged 2027	Envisaged 2028
			Agency request	Budget forecast			
1 REVENUE FROM FEES AND CHARGES							
2 EU CONTRIBUTION	16,767,918	17,316,371	17,663,030	17,663,030	+2.0%	18,016,291	18,376,617
- Of which assigned revenues deriving from previous years' surpluses	289,254	490,731	245,632	245,632	-49.9%	p.m.	p.m.
3 THIRD COUNTRIES CONTRIBUTION (incl. EEA/EFTA and candidate countries)	589 937	469,429	459,770	459,770	-2.1%	475,609	485,133

REVENUES			General revenues				
	Executed 2024	Estimated by the agency 2025	2026		VAR 2026/2025 (%)	Envisaged 2027	Envisaged 2028
			Agency request	Budget forecast			
- Of which EEA/EFTA (excl. Switzerland)	589 937	469,429	459,770	459,770	-2.1%	475,609	485,133
- Of which candidate countries						p.m.	p.m.
4 OTHER CONTRIBUTIONS	100,100	100,100	100,100	100,100	0.0%	100,100	100,100
5 ADMINISTRATIVE OPERATIONS	446	p.m.	p.m.	p.m.	n/a	p.m.	p.m.
- Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)							
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT	-	p.m.	p.m.	p.m.	n/a	p.m.	p.m.
7 CORRECTION OF BUDGETARY IMBALANCES							
TOTAL	17,458,401	17,886,100	18,222,900	18,222,900	+1.9%	18,592,000	18,961,850

Additional EU funding: grant, contribution and service-level agreements

REVENUES	2025	2026
	Revenues estimated by the Agency	Budget forecast
TOTAL REVENUES	p.m.	p.m.

REVENUES	Additional EU funding: grant, contribution and service-level agreements						
	Executed 2024	Estimated by the agency 2025	2026		VAR 2026/2025 (%)	Envisaged 2027	Envisaged 2028
			Agency request	Budget forecast			
ADDITIONAL EU FUNDING STEMMING FROM GRANTS (FFR Art.7)	-	p.m.	p.m.	p.m.	n/a	p.m.	p.m.
ADDITIONAL EU FUNDING STEMMING FROM CONTRIBUTION AGREEMENTS (FFR Art.7)	-81,413	p.m.	p.m.	p.m.	n/a	p.m.	p.m.
ADDITIONAL EU FUNDING STEMMING FROM SERVICE LEVEL AGREEMENTS (FFR Art. 43.2)	-	p.m.	p.m.	p.m.	n/a	p.m.	p.m.
TOTAL	-81,413	p.m.	p.m.	p.m.	n/a	p.m.	p.m.

Table 2 - Expenditure

Expenditure	2025		2026	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1 - Staff expenditure	8,953,000	8,953,000	9,238,000	9,238,000
Title 2 - Infrastructure and operating expenditure	1,895,000	1,895,000	1,821,400	1,821,400
Title 3 - Operational expenditure	7,038,100	7,038,100	7,163,500	7,163,500
Title 4 - Specific projects ad hoc grants, delegation agreement (R0)	p.m.	p.m.	p.m.	p.m.
TOTAL EXPENDITURE	17,886,100	17,886,100	18,222,900	18,222,900

EXPENDITURE	Commitment appropriations						
	Executed 2024	Estimated by the agency 2025	2026		VAR 2026/2025 (%)	Envisaged 2027	Envisaged 2028
			Agency request	Budget forecast			
Title 1 - Staff expenditure	8,165,536	8,953,000	9,238,000	9,238,000	3.2%	9,420,000	9,644,000
Salaries & allowances	7,450,191	8,170,000	8,480,000	8,480,000	2.1%	8,647,000	8,860,000
- Of which establishment plan posts	5,595,016	6,110,000	6,195,000	6,195,000	1.4%	6,300,000	6,455,000
- Of which external personnel	1,855,175	2,060,000	2,285,000	2,285,000	10.9%	2,347,000	2,405,000

EXPENDITURE	Commitment appropriations						
	Executed 2024	Estimated by the agency 2025	2026		VAR 2026/2025 (%)	Envisaged 2027	Envisaged 2028
			Agency request	Budget forecast			
Expenditure relating to staff recruitment	-	3,000	3,000	3,000	0.0%	3,000	3,000
Employer's pension contributions							
Mission expenses	35,612	55,000	55,000	55,000	0.0%	55,000	55,000
Socio-medical infrastructure	26,294	60,000	55,000	55,000	-8.3%	55,000	55,000
Training	96,225	95,000	100,000	100,000	5.3%	100,000	100,000
External Services	557,214	570,000	545,000	545,000	-4.4%	560,000	571,000
Receptions, events and representation							
Social welfare							
Other Staff related expenditure							
Title 2 - Infrastructure and operating expenditure	1,904,038	1,895,000	1,821,400	1,821,400	-3.9%	1,835,000	1,847,850
Rental of buildings and associated costs	727,230	831,000	737,400	737,400	-11.3%	752,400	765,250
Information, communication technology and data processing	1,102,457	900,000	925,000	925,000	2.8%	930,000	937,500

EXPENDITURE	Commitment appropriations						
	Executed 2024	Estimated by the agency 2025	2026		VAR 2026/2025 (%)	Envisaged 2027	Envisaged 2028
			Agency request	Budget forecast			
Movable property and associated costs	974	17,500	17,500	17,500	0.0%	17,500	17,500
Current administrative expenditure	45,878	81,500	71,500	71,500	-12.3%	65,100	57,600
Postage / Telecommunications	27,499	65,000	65,000	65,000	0.0%	65,000	65,000
Meeting expenses			5,000	5,000	100.0%	5,000	5,000
Running costs in connection with operational activities							
Information and publishing							
Studies							
Other infrastructure and operating expenditure							
Title 3 - Operational expenditure	7,305,867	7,038,100	7,163,500	7,163,500	1.8%	7,337,000	7,470,000
Priority areas & operational activities	7,239,886	7,000,100			-100.0%		
Support to operational activities	65,981	38,000			-100.0%		
Communication & promotion			4,592,600	4,592,600	100.0%	4,426,000	4,506,000
Prevention& research			2,079,900	2,079,900	100.0%	2,420,000	2,465,000
Networking			491,000	491,000	100.0%	491,000	499,000

EXPENDITURE	Commitment appropriations						
	Executed 2024	Estimated by the agency 2025	2026		VAR 2026/2025 (%)	Envisaged 2027	Envisaged 2028
			Agency request	Budget forecast			
Title 4 - Specific projects ad hoc grants, delegation agreement (R0)		p.m.	p.m.	p.m.	n/a	p.m.	p.m.
IPA II 2018 programme	-	-	-	-	n/a	-	-
IPA III 2022 programme	405,875	p.m.	p.m.	p.m.	n/a	p.m.	p.m.
IPA IV 2025 programme			p.m.	p.m.	n/a	p.m.	p.m.
TOTAL	17,781,316	17,886,100	18,222,900	18,222,900	1.9%	18,592,000	18,961,850

EXPENDITURE	Payment appropriations						
	Executed 2024	Estimated by the agency 2025	2026		VAR 2026/2025 (%)	Envisaged 2027	Envisaged 2028
			Agency request	Budget forecast			
Title 1 - Staff expenditure	8,037,655	8,953,000	9,238,000	9,238,000	3.2%	9,420,000	9,644,000
Salaries & allowances	7,450,191	8,170,000	8,480,000	8,480,000	2.1%	8,647,000	8,860,000
- Of which establishment plan posts	5,595,016	6,110,000	6,195,000	6,195,000	1.4%	6,300,000	6,455,000
- Of which external personnel	1,855,175	2,060,000	2,285,000	2,285,000	10.9%	2,347,000	2,405,000
Expenditure relating to staff recruitment	-	3,000	3,000	3,000	0.0%	3,000	3,000
Employer's pension contributions							
Mission expenses	35,612	55,000	55,000	55,000	0.0%	55,000	55,000
Socio-medical infrastructure	19,407	60,000	55,000	55,000	-8.3%	55,000	55,000
Training	46,213	95,000	100,000	100,000	5.3%	100,000	100,000
External Services	486,232	570,000	545,000	545,000	-4.4%	560,000	571,000
Receptions, events and representation							
Social welfare							
Other Staff related expenditure							

EXPENDITURE	Payment appropriations						
	Executed 2024	Estimated by the agency 2025	2026		VAR 2026/2025 (%)	Envisaged 2027	Envisaged 2028
			Agency request	Budget forecast			
Title 2 - Infrastructure and operating expenditure	1,268,278	1,895,000	1,821,400	1,821,400	-3.9%	1,835,000	1,847,850
Rental of buildings and associated costs	652,837	831,000	737,400	737,400	-11.3%	752,400	765,250
Information, communication technology and data processing	599,218	900,000	925,000	925,000	2.8%	930,000	937,500
Movable property and associated costs	974	17,500	17,500	17,500	0.0%	17,500	17,500
Current administrative expenditure	13,127	81,500	71,500	71,500	-12.3%	65,100	57,600
Postage / Telecommunications	2,122	65,000	65,000	65,000	0,0%	65,000	65,000
Meeting expenses			5,000	5,000	100%	5,000	5,000
Running costs in connection with operational activities							
Information and publishing							
Studies							
Other infrastructure and operating expenditure							

EXPENDITURE	Payment appropriations						
	Executed 2024	Estimated by the agency 2025	2026		VAR 2026/2025 (%)	Envisaged 2027	Envisaged 2028
			Agency request	Budget forecast			
Title 3 - Operational expenditure	4,146,141	7,038,100	7,163,500	7,163,500	1.8%	7,337,000	7,470,000
Priority areas & operational activities	4,080,160	7,000,100			-100.0%		
Support to operational activities	65,981	38,000			-100.0%		
Communication & promotion			4,592,600	4,592,600	100,0%	4,426,000	4,506,000
Prevention& research			2,079,900	2,079,900	100.0%	2,420,000	2,465,000
Networking			491,000	491,000	100.0%	491,000	499,000
Title 4 - Specific projects ad hoc grants, delegation agreement (R0)		p.m.	p.m.	p.m.	n/a	p.m.	p.m.
IPA II 2018 programme	-	p.m.	p.m.	p.m.	n/a	p.m.	p.m.
IPA III 2022 programme	175,137	p.m.	p.m.	p.m.	n/a	p.m.	p.m.
IPA IV 2025 programme			p.m.	p.m.	n/a	p.m.	p.m.
TOTAL	13,627,211	17,886,100	18,222,900	18,222,900	1.9%	18,592,000	18,961,850

Table 3 - Budget outturn and cancellation of appropriations

Budget outturn	2022	2023	2024
Revenue actually received (+)	16,336,901	17,390,408	17,376,988
Payments made (-)	11,944,501	11,882,172	-13,627,210
Carry-over of appropriations (-)	4,362,032	5,365,385	-4,199,096
Cancellation of appropriations carried over (+)	129,529	261,040	162,660
Adjustment for carry-over of assigned revenue appropriations from previous year (+)	129,359	86,826	532,278
Exchange rate differences (+/-)	-0.5	14	12
Adjustment for negative balance from previous year (-)			
Total	289,254	490,731	245,632

Descriptive information and justification on:

1. Budget outturn 2024

Considering the actual budgetary incomes 2024, the commitments operations carried out in the year and the decommitment related to obligations 2023, the budget outturn 2024 is estimated at EUR 245 632.

2. Cancellation of commitment/payment appropriations 2024

Final budget implementation (commitments) for the appropriations of the year 2024 (C1) is 98.6% whereas the final execution (payments) is 76.4%. Remaining payments are to be made in 2025. The general level of cancellation (1.8%) for payment appropriations is below the 5% threshold and directly related to the implementation of its annual appropriations for both administrative and operational budget (98.6%) and a cancellation rate of 3.4% for C8 appropriations.

Annex IV – Human Resources (quantitative)

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

A. Statutory staff and SNE

Staff	Year N-1 (2024)			Year N (2025)	Year N+1 (2026)	Year N+2 (2027)	Year N+3 (2028)
ESTABLISHMENT PLAN POSTS	Authorised Budget	Actually filled as of 31/12/N-1	Occupancy rate %	Authorised staff	Envisaged staff	Envisaged staff	Envisaged staff
Administrators (AD)	25	25	100%	25	26	26	26
Assistants (AST)	15	15	100%	15	14	14	14
Assistants/Secretaries (AST/SC)	0	0	-	0	0	0	0
TOTAL ESTABLISHMENT PLAN POSTS	40	40	100%	40	40	40	40
EXTERNAL STAFF	FTE corresponding to the authorised budget	Executed headcounts as of 31/12/N-1	Execution Rate %	FTE corresponding to the authorised budget	Envisaged FTE	Envisaged FTE	Envisaged FTE
Contract Agents (CA)	25	24	96%	25	25	25	25
Seconded National Experts (SNE)	0	0	-	0	2	2	2
TOTAL EXTERNAL STAFF	25	24	96%	25	27	27	27
TOTAL STAFF	65	64	98.5%	65	67	67	67

B. Additional external staff expected to be financed from grant, contribution or service-level agreements

Human Resources	Year N (2025)	Year N+1 (2026)	Year N+2 (2027)	Year N+3 (2028)
Envisaged FTE	Envisaged FTE	Envisaged FTE	Envisaged FTE	Envisaged FTE
Contract Agents (CA) ²⁵	1	pm	pm	pm
Seconded National Experts (SNE)	0	0	0	0
TOTAL	1	0	0	0

C. Other Human Resources

- Structural service providers

	Actually in place as of 31/12/N-1 (2024)
Security	2
IT	1
Other (specify)	1.5
Cleaning	
Facilities Management	1

- Interim workers

	Total FTEs in year N-1 (2024)
Number	4.75

²⁵ The current IPA programme ends in 2025. There may be other programmes, but no agreement has been made yet.

Table 2 – Multi-annual staff policy plan Year N+1, Year N+2, Year N+3

Function group and grade	Year N-1 (2024)				Year N (2025)		Year N+1 (2026)		Year N+2 (2027)		Year N+3 (2028)	
	Authorised budget		Actually filled as of 31/12/2024		Authorised budget		Envisaged		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AD 16	-	-	-	-	-	-	-	-	-	-	-	-
AD 15	-	-	-	-	-	-	-	-	-	-	-	1
AD 14	-	3	-	2	-	2	-	1	-	1	-	-
AD 13	-	-	-	-	-	1	-	1	-	2	-	2
AD 12	-	4	-	2	-	2	-	2	-	5	-	6
AD 11	-	4	-	2	-	5	-	6	-	3	-	3
AD 10	-	6	-	7	-	7	-	8	-	8	-	8
AD 9	-	3	-	5	-	4	-	3	-	4	-	4
AD 8	-	3	-	3	-	1	-	2	-	1	-	-
AD 7	-	1	-	1	-	2	-	1	-	-	-	2
AD 6	-	1	-	3	-	1	-	2	-	2	-	-
AD 5	-	-	-	-	-	-	-	-	-	-	-	-
AD TOTAL	0	25	0	25	0	25	0	26	0	26	0	26
AST 11	-	-	-	-	-	-	-	-	-	-	-	-
AST 10	-	-	-	-	-	-	-	-	-	-	-	-
AST 9	-	-	-	-	-	-	-	1	-	2	-	2
AST 8	-	3	-	-	-	3	-	4	-	5	-	6
AST 7	-	7	-	8	-	8	-	7	-	6	-	5
AST 6	-	3	-	2	-	2	-	2	-	1	-	1
AST 5	-	2	-	5	-	2	-	-	-	-	-	-

Function group and grade	Year N-1 (2024)				Year N (2025)		Year N+1 (2026)		Year N+2 (2027)		Year N+3 (2028)	
	Authorised budget		Actually filled as of 31/12/2024		Authorised budget		Envisaged		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AST 4	-	-	-	-	-	-	-	-	-	-	-	-
AST 3	-	-	-	-	-	-	-	-	-	-	-	-
AST 2	-	-	-	-	-	-	-	-	-	-	-	-
AST 1	-	-	-	-	-	-	-	-	-	-	-	-
AST TOTAL	0	15	0	15	0	15	0	14	0	14	0	14
AST/SC 6	-	-	-	-	-	-	-	-	-	-	-	-
AST/SC 5	-	-	-	-	-	-	-	-	-	-	-	-
AST/SC 4	-	-	-	-	-	-	-	-	-	-	-	-
AST/SC 3	-	-	-	-	-	-	-	-	-	-	-	-
AST/SC 2	-	-	-	-	-	-	-	-	-	-	-	-
AST/SC 1	-	-	-	-	-	-	-	-	-	-	-	-
AST/SC TOTAL	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	0	40	0	40	0	40	0	40	0	40	0	40
GRAND TOTAL	40		40		40		40		40		40	

- **External personnel**

Contract Agents

Contract agents	FTE corresponding to the authorised budget N-1 (2024)	Headcount as of 31/12/N-1 (2024)	FTE corresponding to the authorised budget N (2025)	FTE corresponding to the authorised budget N+1 (2026)	FTE corresponding to the authorised budget N+2 (2027)	FTE corresponding to the authorised budget N+3 (2028)
Function Group IV	7	6	10	10	11	11
Function Group III	14	11	10	10	9	9
Function Group II	4	7	5	5	5	5
Function Group I	-	-	-	-	-	-
TOTAL	25	24	25	25	25	25

Seconded National Experts

Seconded National Experts	FTE corresponding to the authorised budget N-1 (2024)	Headcount as of 31/12/N-1 (2024)	FTE corresponding to the authorised budget N (2025)	FTE corresponding to the authorised budget N+1 (2026)	FTE corresponding to the authorised budget N+2 (2027)	FTE corresponding to the authorised budget N+3 (2028)
TOTAL	0	0	0	2	2	2

**Table 3 – Recruitment forecasts N+1 following retirement/mobility or new requested posts
(information on the entry level for each type of posts: indicative table)**

Job title in the Agency	Type of contract (Official, TA or CA)		TA/Official		CA
			Function group/ grade of recruitment internal (Brackets) and external (single grade) foreseen for publication		Recruitment Function Group (I, II, III and IV)
	Due to foreseen retirement/ mobility	New post requested due to additional tasks	Internal (brackets)	External	
Senior Officer	1 TA retiring in 2026	-	AD5-AD7	AD 6	
Officer	1 TA retiring in 2026		AST4-AST6	AST4	
Assistants/Officer	3 CA retiring in 2026				FGII and III

Annex V: Human resources (qualitative)

A. Recruitment Policy

Implementing rules in place:

		Yes	No	If no, which other implementing rules are in place
Engagement of CA	Model Decision C(2019)3016		x	EU-OSHA Decision 2019/10
Engagement of TA	Model Decision C(2015)1509		x	Governing Board Decision 2015/45
Middle management	Model decision C(2018)2542		x	EU-OSHA Decision 2018/13
Type of posts	Model Decision C(2018)8800		x	EU-OSHA Decision 2019/02

B. Appraisal and reclassification/promotions

Implementing rules in place:

		Yes	No	If no, which other implementing rules are in place
Reclassification of TA	Model Decision C(2015)9560		x	Governing Board Decision 2016/11
Reclassification of CA	Model Decision C(2015)9561		x	Governing Board Decision 2016/10

Table 1 - Reclassification of TA/promotion of officials

Grades	Average seniority in the grade among reclassified staff						Average over 5 years (According to Governing Board Decision 2016/11)
	Year N-4 (2021)	Year N-3 (2022)	Year N-2 (2023)	Year N-1 (2024)	Year N (2025)	Actual average over 5 years –	
AD05	-	-	-	-	-	-	2.8
AD06	3.5	2	-	-	-	2.8	2.8
AD07	-	-	2.5	2.9	2.9	2.8	2.8
AD08	-	2.5	-	-	-	2.5*	3
AD09	4	4	4	4	5	4.1	4
AD10	-	3.2	3	-	-	3.1*	4
AD11	-	-	-	6	-	6	4
AD12	-	-	-	-	-	-	6.7
AD13	5.8	-	-	-	-	5.8*	6.7
AST1	-	-	-	-	-	-	3
AST2	-	-	-	-	-	-	3
AST3	-	-	-	-	-	-	3
AST4	-	3	3.1	-	-	3	3
AST5	5	3	-	-	5	4	4.5
AST6	3	-	5	4	-	4	4
AST7	-	-	-	-	4	4	4
AST8	-	-	-	-	-	-	4
AST9	-	-	-	-	-	-	N/A
AST10 (Senior assistant)	-	-	-	-	-	-	5
AST/SC1	-	-	-	-	-	-	4
AST/SC2	-	-	-	-	-	-	5
AST/SC3	-	-	-	-	-	-	5.9
AST/SC4	-	-	-	-	-	-	6.7
AST/SC5	-	-	-	-	-	-	8.3

* According to the rules, when during the reference period (5 years), the number of staff reclassified at a given grade is lower than 4, there can be a deviation from the maximum average speed set in the rules.

Table 2 - Reclassification of contract staff

Function Group	Grade	Staff in activity at 1.01. Year N-2 (2023)	How many staff members were reclassified in Year N-1 (2024)	Average number of years in grade of reclassified staff members	Average number of years in grade of reclassified staff members according to Decision C(2015)9561
CA IV	17	1	-	-	Between 6 and 10 years
	16	4	-	-	Between 5 and 7 years
	15	-	-	-	Between 4 and 6 years
	14	-	1	3.2	Between 3 and 5 years
	13	-	-	-	Between 3 and 5 years
CA III	11	2	-	-	Between 6 and 10 years
	10	4	-	-	Between 5 and 7 years
	9	1	-	-	Between 4 and 6 years
	8	-	-	-	Between 3 and 5 years
CA II	6	-	-	-	Between 6 and 10 years
	5	-	-	-	Between 5 and 7 years
	4	-	-	-	Between 3 and 5 years
CA I	2	-	-	-	Between 6 and 10 years
	1	-	-	-	Between 3 and 5 years

C. Gender representation

Table 1 - Data on 31/12/Year N-1 (2024) /statutory staff (only officials, TA and CA)

		Official		Temporary Agents		Contract Agents		Grand Total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator level	-	-	13	32.5%	4	16.7%	17	26.6%
	Assistant level (AST & AST/SC)	-	-	12	30%	16	66.7%	28	43.8%
	Total	0	0%	25	62.5%	20	83.3%	45	70.3%
Male	Administrator level	-	-	12	30%	2	8.3%	14	21.9%
	Assistant level (AST & AST/SC)	-	-	3	7.5%	2	8.3%	5	7.8%
	Total	0	0%	15	37.5%	4	16.7%	19	29.7%
Grand Total		0	0%	40	100%	24	100%	64	100%

Table 2 - Data regarding gender evolution over 5 years of the Middle and Senior management

	N-5 (2020)		N-1 (2024)	
	Number	%	Number	%
Female Managers	1	25%	2	50%
Male Managers	3	75%	2	50%

D. Geographical Balance

Explanatory figures to highlight nationalities of staff (split per Administrator/CA FG IV and Assistant /CA FG I, II, III)

Table 1 - Data on 31/12/year N-1 - statutory staff only (officials, AT and AC) Nationality ²⁶	AD + CA FG IV		AST/SC- AST + CA FGI/CA FGII/CA FGIII		TOTAL	
	Number	% of total staff members in AD and FG IV categories	Number	% of total staff members in AST SC/AST and FG I, II and III categories	Number	% of total staff
Austria	2	6%	1	3%	3	5%
Belgium	1	3%	2	6%	3	5%
Bulgaria		0%	1	3%	1	2%
Denmark	2	6%		0%	2	3%
France	5	16%	3	9%	8	13%
Germany	3	10%	1	3%	4	6%
Greece	1	3%	1	3%	2	3%
Ireland	2	6%		0%	2	3%
Italy	1	3%	1	3%	2	3%
Netherlands	1	3%		0%	1	2%
Poland	1	3%		0%	1	2%
Romania	1	3%	1	3%	2	3%
Spain	10	32%	22	67%	32	50%
United Kingdom	1	3%		0%	1	2%
Grand Total	31	100%	33	100%	64	100%

²⁶ In total 15 countries are represented.

Table 2 - Evolution over 5 years of the most represented nationality in the Agency

Most represented nationality	N-5 (2020)		N-1 (2024)	
	Number	%	Number	%
SPAIN	29	46%	32	50%

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

The Agency has implemented additional measures aimed at further integrating family members of international staff with the offer of local language training courses.

The Agency is conscious of the need to diversify its staff and to this effect ensures equal treatment in recruitment and reclassification.

EU-OSHA analysed from which countries staff are underrepresented and took actions to better promote vacant posts in these countries.

The high number of Spanish staff is mainly due to the conversion of local staff in Contract Agents staff, as required by the previous Staff Regulations Reform that entered into force on 1 May 2004.

A. Schooling

Agreement in place with the European School(s): n/a				
Contribution agreements signed with the EC on type I European schools	Yes		No	x
Contribution agreements signed with the EC on type II European schools	Yes		No	x
Number of service contracts in place with international schools:	N/A			
Description of any other solutions or actions in place:				
Schooling is a key factor in fostering multilingualism and enabling EU-OSHA to attract and retain qualified staff members. There is no European school at the Agency's seat, Bilbao. The Agency pays the education allowances in line with the provisions of the Staff Regulations. No extra allowance is allocated to its staff in this regard. In addition to local schools in Spanish and Basque language, international schools are located within the city and its outskirts; these help the Agency to attract a more diverse workforce although the offer is still relatively limited. The Agency is committed to continue fostering its multilingual environment and providing a multicultural education for the children of its staff.				

Annex VI – Environment Management

Over the past years, the Agency has undertaken significant efforts to implement targeted environmental and efficiency improvement actions, reaching positive results that have contributed to the creation of cost-effective and environment-friendly workplaces so far.

Building on these results, the Agency's strategy for the period 2025-2034 includes environmental sustainability and responsibility as a cross-cutting objective that can only be pursued through an integrated and systematic approach.

Since 2023, the Agency has taken concrete steps towards the establishment of an EMS, notably:

- The adoption of an Environmental Commitment Paper with the following objectives and actions to strengthen environmental performance:

Commitments	Actions
- Make responsible and efficient use of all resources - Purchase sustainable supplies, services and works - Manage waste in a responsible, efficient and "green" way - Implement tools and means to reduce greenhouse / polluting gas emissions resulting from business travels - Further progress towards e-Culture - Consider "green options" for all its activities - Progress towards meeting EU's Green Deal principles and the Sustainability development goals and targets within available resources	- Raising awareness among staff and personnel in the Agency, monitoring related data and continuing the swift towards greener and more energy saving solutions - Including clear and verifiable environmental criteria and (minimum) requirements in the frame of green procurement - Switching from traditional stationery supplies to sustainable solutions and promoting paperless culture - Encouraging online events / meetings and limiting missions and travels or finding green solutions where travels are necessary - Developing technical solutions that facilitate the online or hybrid working and meeting model - Taking the first steps towards the establishment of an environment management system.

- The adoption of the Charter on the reduction of greenhouse gas emissions and responsible environmental management, establishing specific commitments and actions in this area.

In 2024, the Agency laid the foundations for the development and progressive implementation of an in-house EMS, based on the "Plan–Do–Check–Act" (PDCA) cycle common to well established frameworks such as EMAS and ISO 14001.

This system is designed to enable the Agency to identify, manage, monitor, control and continuously improve its environmental performance, thereby reducing the impact of its activities while maintaining operational efficiency. The chosen approach ensures proportionality with regards to the available resources — human, financial and time — while providing a structured and practical tool for continuous improvement.

In 2025, the Agency conducted a comprehensive environmental review of its activities to identify those aspects with the most significant environmental impacts. Building on the results of this review, the Agency will continue progressing in the implementation of its EMS. The main actions and targets planned to further reduce the environmental impact of its administrative operations are structured as follows:

- 2026 will serve to establish the foundations for:
 - The development of a proportionate yet ambitious Environmental Action Plan, defining the framework, strategic objectives and measures to be implemented for a more sustainable administration.

- The adoption of the Agency's Environmental Policy.
- The revision of the environmental indicators of the green dashboard to ensure they reflect key aspects of environmental performance and support effective monitoring and reporting.
- Internal awareness and engagement activities will also be foreseen to support implementation and foster an environmental culture within the Agency.
- 2027 will mark the next phase in the EMS implementation:
 - Focusing on the execution of the first set of measures under the Environmental Action Plan.
 - Monitoring the progress and reporting on results.
 - Expanding internal awareness activities to ensure all staff are engaged and informed about the EMS objectives and procedures.
- 2027-2028 will focus on consolidating the EMS framework by:
 - Reviewing the initial implementation of measures and assessing their effectiveness against the defined KPIs.
 - Identifying opportunities for improvement and adjusting the Environmental Action Plan as needed.

Since 2023, the Agency collects, analyses and reports on some environmental indicators such as its business travel, electricity and paper consumption and waste disposal.

The Agency also monitors and reports its impact on various environmental and social sustainability indicators.

In 2024, it started reporting on its contribution to the Sustainable Development Goals and on the outcome of the first sustainability assessment, prepared with reference to the Global reporting initiative standards, being 2023 the reporting exercise of reference. The Agency includes this report in the Consolidated Annual Activity Report as a measure of transparency.

In addition to the above, and in line with the goal of the EUAN, the Agency will continue to find synergies for efficiency and sustainability gains and actively participating in the different working groups and networks under this scope (Greening network, etc..).

Annex VII – Building Policy

Current building(s)

Information to be provided per building:	Name, location and type of building	Other Comment
	Miribilla Building Santiago de Compostela 12, -1 st / 5 th floors E-48003 Bilbao – Spain	- 5 th floor (Agency's seat): As from 01/12/2013 - -1 st floor (2 storage spaces): As from 01/12/2017
Surface area (in square metres) Of which office space Of which non-office space	- -1 st floor: built (94.16 m ²) - net: 73.89 m ² - 5 th floor: built (2,653 m ²) - net: 2,359.72 m ² ----- - 2.359,72 m ² - 73,89 m ²	
Annual rent (in EUR)	EUR 334.412,80 (rent of office space, and two storage spaces) EUR 60.783,16 (communal charges)	2024 figures
Type and duration of rental contract	5 th floor: 8 years (mandatory); then, automatic renewals of 12 months -1 st floor: 5 years with the first 12 months are mandatory; then, automatic renewals of 12 months	
Host country grant or support	EUR 100,100	2024 figures
Present value of the building	N/A	
Information to be provided per building:	Name, location and type of building	Other Comment
	DG EMPL premises (CO46) 46 rue du Commerce 1000 Brussels - Belgium	- 2 nd floor – PO46: As from 16/01/2025
Surface area (in square metres) Of which office space Of which non-office space	56m ²	Dynamic collaborative space - 7 flexible workplaces For EU agencies under DG EMPL's remit
Annual rent (in EUR)	Free of charge	Free of charge
Type and duration of rental contract	DG EMPL hosting agreement offered to EC agencies under its remit	
Host country grant or support	N/A	
Present value of the building	N/A	

EU-OSHA will move to new headquarter premises in the second half of 2026. EU-OSHA's new seat in the heart of Bilbao will cover and comply with the relevant legal and safety requirements. In addition, it will generate, starting in 2027, savings on the building and rental related expenditure.

Annex VIII – Privileges and Immunities

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

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

Annex IX – Evaluations

The EU-OSHA Strategy 2025-2034 is based on three SLAs. Intervention logics were developed in Spring 2025 to establish logical connections between EU-OSHA's work under the different SLAs and expected results and impacts. The intervention logic benefitted from input from the Management Board are the foundation of the performance monitoring framework, which has been refined through consultations with the Executive and Management Boards, and is now included as from the Single Programming Document 2026-2028.

To ensure adequate performance information, the framework incorporates multiple complementary measures:

- **Executive Director's Progress Report (EDPR):** Narrative updates on annual work programme implementation.
- **Outputs Report:** Status of deliverables.
- **Key Performance Indicators (KPIs):** Quantitative measures aligned with SLA objectives.
- **Stakeholder Surveys:** Feedback collection from various stakeholders.
- **Evaluations:** Evidence-based assessments of interventions.
- **Consolidated Annual Activity Report (CAAR):** Annual synthesis of results, approved by the Management Board.

These tools collectively provide a comprehensive picture of EU-OSHA's progress beyond work programme delivery.

Evaluation system

Evaluations provide evidence-based assessments of effectiveness, efficiency, relevance, coherence, and added value of EU-OSHA's interventions. The evaluation framework is based on governance structures ensuring impartiality, multi-annual planning, quality assurance, and triangulation of data. Evaluations primarily focus on the SLAs and may be complemented by thematic or project evaluations.

The evaluation plan for the coming five years is presented below.

Year	Evaluation	Stakeholders' Involvement	Notes
2026 -2029	SLA 1,2,3 evaluation	Management Board, Focal Points	Evaluation per each SLA will be carried out taking into account synergies across the three
2030	Mid-term Evaluation	Management Board, Focal Points	Review and synthesis of previous SLA evaluations, and comprehensive mid-term Strategy assessment and follow-up

This comprehensive framework reflects recommendations for improved monitoring and harmonization with other EU agencies stemming from the four agencies' evaluation, aiming to enhance transparency, stakeholder engagement, and evidence-based decision-making throughout the 2025-2034 strategy period.

Follow-up to evaluation findings

In September 2024, the Commission published its Staff Working Document (SWD)²⁷ on the evaluation of the four agencies (EU-OSHA, Eurofound, ETF and Cedefop) in the policy field of DG EMPL. The conclusions on EU-OSHA are very positive and the good performance of EU-OSHA is recognised throughout the SWD and the underlying evaluation study. However, the SWD includes a number of recommendations – most of them directed at the four agencies in common, and a few directly targeted at the individual agencies. The Management Board of EU-OSHA adopted the following action plan for EU-OSHA in December 2024. EU-OSHA's action plan was complemented by a joint action plan for joint actions between the four agencies covered by the evaluation. The Management Board and the European Commission are kept informed about the implementation of the action plan.

²⁷ Commission Staff Working Document, Evaluation of the EU Commission Agencies working in the employment and social affairs policy field: EUROFOUND, Cedefop, ETF and EU-OSHA, SWD(2024)222final

STATUS ON EU-OSHA'S ACTION PLAN AND THE JOINT ACTION IN RESPONSE TO THE FOUR AGENCIES' EVALUATION, NOVEMBER 2025

EC SWD		EU-OSHA's action plan						Four agencies' joint action plan		
Recomm number *	Recommendation in SWD	Response by EU-OSHA	Aspects for Strategy	New actions	Timeframe	Status Q3 2025 (finalised; on track; delayed; not started:)	Comments	Joint Action from four agencies' joint action plan	Timeline	Status
General recommendations for all four agencies										
Effectiveness										
1	Overall, the use of and the quality of the four Agencies' outputs is high. However, communication and dissemination could be further improved to better reach target audiences. The agencies could: (i) produce more 'tailored' outputs; and (ii) consider dedicating an appropriate level of budget and focus to the dissemination and communication activities (see Section 4.1.1.1.).	The feedback on EU-OSHA's products is generally very positive. When talking about tailoring products, EU-OSHA's OiRA project may serve as an example. EU-OSHA can provide some products which are then adapted to national and sectoral conditions by the Agency's network, mainly the Focal Points with their national tripartite networks. In terms of budget, EU-OSHA currently allocates a bit more than half of its operational budget to dissemination and communication activities.	The Strategy clearly distinguishes between the policy relevant work and work aimed at supporting workplace intermediaries (Strategic Lines of Action 1 and 2). Furthermore, for both these areas, providing useful, reliable and relevant products are clear success criteria in the Strategy. Finally, as a spin-off from the dialogue on the Strategy, EU-OSHA has initiated a project on better identifying target groups and their needs and link this to the products being prepared.	1. EU-OSHA's Strategy 2025-2034 identifies three strategic lines of action. One focuses on supporting policy-making and another on supporting workplace intermediaries. 2. EU-OSHA has initiated an internal project on better identifying target groups, the needs of identified target groups and linking these to the products. 3. Another project initiated is a review of EU-OSHA's scheme for promotion and dissemination of its work at MS level (FAST) in order to increase EU-OSHA's impact at MS level. 4. This is complemented by a project to further engage EU-OSHA's focal points and their national tripartite networks together with MB members in the promotion and dissemination efforts at MS level	1. Strategy to be adopted December 2024 by EU-OSHA's MB 2. Outcome of internal project: 2025 (after that implementation of identified actions will follow) 3. Revised FAST approach: End 2025 4. Approach for better engagement at MS level to be discussed with MB and FOPs in May/June 2025. After that follows implementation.	1. Finalised 2. On track 3. Finalised 4. On track	1. Strategy adopted by MB in December 2024 2. Target audience project to be completed in Q4 2025, followed by implementation of findings in 2026 3. New FAST framework in place and implemented for 2026 and beyond. 4. MB-FOP seminar organised in June on MS engagement, outcome to be discussed in December 2025. Two sessions at TARAG meetings in 2025: (i) March - workshop on how MB can support FoPs in dissemination and outreach (ii) follow-up session in October on same topic	Taking due account of their specificities, the agencies will explore the use of joint contractual instruments to enhance cost-effectiveness and outreach for communication actions.	2025/2026	The working group is investigating the options for joint procurement actions in the area of communications. This includes a clarification of the needs and timelines of each of the agencies. Tangible results to date are participation in one interinstitutional FWC and one inter-agency FWC on impact assessments and evaluations of communication initiatives and related studies
2	The four Agencies could explore how to better engage with the national level, developing a more targeted approach to awareness-raising and dissemination to better reach target audiences in Member States and the ETF partner countries (see Section 4.1.1.1. and Annex VIII).	EU-OSHA's key network for engaging with the MS level is its unique focal point network together with the focal points' national tripartite networks. Dissemination and promotion actions at the MS level are supported through EU-OSHA FAST scheme. See recommendation 1. In addition, EU-OSHA has for a number of years applied a portfolio approach where dissemination and promotion actions at the MS level reflects MS priorities communicated via the focal points. As mentioned under recommendation 1, the OiRA project is an example of targeted action reflecting MS priorities. MSs engage based on their interest in the tool and EU-OSHA supports the national networks in adapting the tools to national and sectoral requirements.	See recommendation 1.	See recommendation 1 In addition, EU-OSHA will explore the feasibility and desirability of a further differentiated approach based on MS needs and priorities.	See recommendation 1 For the differentiated approach: Discussion with MB and focal points in May/June 2025.	On track	To be seen together with action 4, recommendation 1			

EC SWD		EU-OSHA's action plan						Four agencies' joint action plan		
Recomm number *	Recommendation in SWD	Response by EU-OSHA	Aspects for Strategy	New actions	Timeframe	Status Q3 2025 (finalised; on track; delayed; not started:)	Comments	Joint Action from four agencies' joint action plan	Timeline	Status
General recommendations for all four agencies										
Effectiveness										
3	The four Agencies contribute well to relevant EU political priorities and have incorporated the key EU themes into their work. The Agencies could continue to ensure that: (i) they address key themes such as green and digital transitions; and (ii) outputs related to key themes are properly disseminated so that stakeholders are aware of the Agencies' efforts in these areas (see Section 4.1.1.5.).	Digitalisation: EU-OSHA had carried out foresight work and qualitative research work on digitalisation. This is the basis for the major Healthy Workplaces Campaign 2023-2025 which disseminates the findings from the research work. Green transition: EU-OSHA has just finalised a foresight project on the circular economy and will initiate a foresight project and qualitative research (OSH overview) on climate change in 2024-2025. Furthermore, EU-OSHA prepared a guide on heat at work. EU-OSHA new Strategy 2025-2034 puts additional emphasis under aligning its work with policy priorities and on promoting uptake of the work	N/A	EU-OSHA has already planned activities on the two topics for the next programming years. Pending a new EU OSH Strategic Framework and the development in different OSH Challenges, further activities may be programmed.	N/A	On track	EU-OSHA has carried out a big campaign on digitalisation during 2023-2025 and research projects on OSH and climate change are ongoing. A new Communication Strategy will be developed, see recommendation 13	Within Coordination and Inter-Agency Groups, all agencies are working together on key EU priority themes and their dissemination, such as the Inter-Agency Group on Skills Mismatch in a Digitalised World with ongoing work on the impact of artificial intelligence on the world of work, but also groups like Work-Based Learning and the Future of VET, among others. Coordination also takes place via Bilateral Action Plans. Further coordination amongst all EMPL agencies on EU priority themes will continue and be strengthened, with a proposal to include Eurofound in the Inter-Agency Group on Skills Mismatch for an interagency approach	2025/ Ongoing	The ETF, as chair of the Inter-Agency Group on Skills Mismatch in a Digitalised World, has invited Eurofound to join, who participated online in the last meeting held in Turin (May 2025). Eurofound should from now on participate in forthcoming meetings as a member of the Inter-Agency Group on Skills Mismatch in a Digitalised World.
Efficiency										
4	There may be scope for the four Agencies to further reduce their administrative burden and simplify processes. The Agencies could: (i) examine how to further reduce their administrative burden on staff to maintain sustainable workload (e.g. further scope for cooperation and synergies between the Agencies); and (ii) reduce the share of staff engaged in administrative activities and increase the share of staff focused on the Agencies' operations (see Section 4.1.2.).	In 2020 EU-OSHA agreed with its MB to aim at keeping the total resources allocated to administration and horizontal activities to 25 pct and keep the resources allocated to operational activities at minimum 75 %. Currently it is at around 81 pct for operational activities. In order to accommodate new requirements, such as cybersecurity, without negative consequences for the operational work, EU-OSHA will continue to look for synergies with other agencies. EU-OSHA is engaged on an ongoing basis in various actions under the EUAN to increase efficiency such as joint procurements	N/A	1. Implementation of AGM; sharing of reserve lists between agencies 2. Implementation of SUMMA and e-contracting	1. 2025 2. 2026	1 and 2: On track	AGM being used from end-2025	The agencies recognise the importance of this recommendation and will establish a dialogue on the topic involving senior management and relevant expertise. The dialogue will focus on exchange of good practices in the area of efficiency – both in terms of measuring and achieving efficiency.	2025/ Ongoing	The informal network of the 5 Heads of Resources of EMPL agencies have met in March and June (next meeting in October) An inventory of actions and collaborations with clear efficiency gain has been prepared and is being followed up.

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General recommendations for all four agencies										
5	The four Agencies could consider cutting costs and increasing cost-effectiveness by organising more hybrid or online meetings where possible, and without compromising the Agencies' outreach/presence among stakeholders. The Agencies could also further prioritise activities and outputs, using transparent criteria agreed with their governance bodies (see Section 4.1.2.4.).	Hybrid and online meetings: EU-OSHA has since 2020 used hybrid and online meetings where feasible. However, it has to be recognised that face-to-face meeting in certain cases can bring added value. EU-OSHA as a networking organisation therefore cannot rely exclusively on online meetings. The policy on meeting formats was adopted by EU-OSHA's Management Board in 2020 and amended in 2023. However, the possibility to organise meetings, seminars etc online is used to engage the MB and other groups more in EU-OSHA's work. Regarding transparent criteria for prioritising activities and outputs: For major new activities, EU-OSHA provides the MB with an ex-ante evaluation before the MB decides whether to include the activity in the SPD. As regards outputs, as mentioned above, EU-OSHA has a portfolio approach in place allowing to reflect MS needs and priorities.	It is explicitly mentioned as a success criterion in the strategy that EU-OSHA must take into account focal points' and their national networks' needs and priorities	1. See recommendation 1 for prioritisation of activities and outputs. 2. EU-OSHA will review its procedure for preparing the SPD with a view to better prioritisation	2. 2025	2. Finalised	2. EU-OSHA has adopted a new programming and monitoring procedure to support implementation of the strategy, priority setting and a transparent programming and monitoring process			
6	Eurofound, Cedefop and EU-OSHA could consider how to address the balance between research needs and budgetary restrictions. They could explore additional funding possibilities, as was successfully by the ETF while remaining within the scope of their mandates (see Section 3.1.1.).	EU-OSHA's new Strategy 2025-2034 sets three clear priorities for the Agency. These priorities will guide programming and resource allocations. When looking into alternative funding options, a careful consideration of additional workload and administrative work for the existing staff, among other issues, have to be carefully analysed.	N/A	EU-OSHA will together with the other agencies explore other funding possibilities to accommodate new requests or tasks of the Commission, such as contribution agreements or ad-hoc grants.	Ongoing	On track	EU-OSHA will exchange experiences with contribution agreements with the peer agencies during 2026			

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General recommendations for all four agencies										
7	The governance of the tripartite Agencies offers significant advantages, such as representation, strategic direction, and knowledge-sharing facilitated by government and social partner representatives from all Member States. At the same time, due to their larger size, the Agencies' management boards have relatively high operating costs, meetings tend to be long and complex to manage, decision-making can be challenging, and the overall management can be burdensome. Where deemed necessary, a case-by-case exploration of the governance arrangements could be carried out while giving due consideration to the importance of social dialogue and the role of social partners in tripartite agencies. In this context, the future results from the ongoing ELA evaluation could be considered, as relevant, taking also into account the different nature of the respective governance arrangements (see Section 4.1.2.5.).	As the evaluation demonstrates, there are important advantages of the tripartite Management Boards. This is the case when it comes to reflecting the needs across the EU in the programming phase but also when it comes to implementation where EU-OSHA as a networking organisation is greatly helped by a sense of ownership among key network partners. Obviously, the founding regulation defines the framework for EU-OSHA's governance arrangements and any initiative has to respect that legal framework.	This is related to good governance	1. EU-OSHA will prepare initiatives to increase the efficiency of the MB's work and allow a bigger focus on OSH content 2. EU-OSHA will explore how to make better use of the important resource which MB members are in the promotion and dissemination work - see recommendation 1, action 3.	1. 2025	1. On track 2. On track	1. In 2025, MB meetings were programmed back-to-back with other meetings ensuring efficiency 2. See action 4, recommendation 1	The agencies will establish a dialogue on governance practices with a specific focus on the possibilities offered by new technologies to better engage while reducing costs.	2025/ Ongoing	The five agencies met on 6 October 2025 to analyse the recommendation and actions and agreed the following: The work will focus on exchange of practices and experiences and mutual learning A list of topics to be discussed in a series of theme-based meetings has been agreed The framework provided for by the legislator is taken as a given for the work.
8	While the four Agencies' control mechanisms are effective and overall efficient, the Agencies could review and significantly improve their monitoring systems, including KPIs, to properly assess the scale of success of their interventions, and to make the evaluations more useful in improving the Agencies' performance. This could be achieved by: (i) defining SMART objectives; (ii) identifying meaningful KPIs to measure result achievement; (iii) systematically setting targets for all KPIs; (iv) filling data gaps (v) further harmonising and aligning indicators across the Agencies; and (vi) better monitoring of services / outputs use at national level. Moreover, the Agencies could further streamline monitoring processes and tools (streamlining of reporting) (see Section 1.1.2. and 4.1.2.3.).	EU-OSHA has a performance monitoring system in place with objectives, KPIs with targets etc. It is important to ensure that what is measured can be attributed to EU-OSHA's work and that data can be collected at a reasonable cost. EU-OSHA's intervention logic is complex which has to be reflected in a realistic performance monitoring system	Following the dialogues on the new strategy, a project on defining a new evaluation and monitoring system has been planned.	1. EU-OSHA will initiate a project to redesign its performance monitoring system which will cover the issues mentioned (i-vi). See also joint action plan.	1. To be reflected in the final SPD 2026-2028 (December 2025)	On track	Based on intervention logics discussed with the MB in June 2025 a performance monitoring framework was drafted and discussed with the EB and MB. To be finally adopted as part of the SPD 2026-2028 in December 2025.	Continuing within the context of the EUAN Performance Development Network and between the four agencies to explore the possibilities and possible practices with regards to SMART objectives; measuring outcomes and impact, and monitoring of use of outputs at national level. Where relevant and feasible aim for further aligning monitoring processes and tools	2025/2026	The staff responsible for PMS in the EU agencies involved (Cedefop, ETF, EU-OSHA, Eurofound and ELA) have met several times in May and October. An inventory of KPIs of all the agencies involved has been consolidated into a matrix which serves as an active reference document. A roadmap of actions has been prepared and is being followed up by the PMS group of EU agencies. Cedefop has set-up a shared space dedicated to the PMS group of EU agencies to ease collaboration.

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General recommendations for all four agencies										
Coherence										
9	The Agencies could continue to explore shared or central services, where this adds value. This covers functions such as HR, legal and IT, and more specialist and technical roles (such as cyber security, employment statistics, and labour market economics) (see Section 4.1.2.4. and 4.1.3.2.).	EU-OSHA is currently sharing the Accounting Services through an SLA with ETF. There is an ongoing dialogue on these issues under the EUAN.	N/A	1. Ongoing exploration of feasibility of further centralisation or sharing of services	1. Ongoing	On track	See status of recommendation 4	The agencies will jointly assess the feasibility and relevance of developing joint processes and/or sharing common services. This assessment shall include agencies outside the employment field where relevant and take due account of the work done in the Shared Services Working Group under EUAN.	2025/ ongoing	See status of recommendation 4 The informal network of the 5 HoR of EMPL agencies have a proactive role in the Shared Services Working Group of EUAN, of which Cedefop's HoR is a member A joint selection procedure ETF, Cedefop, Eurofound will be launched in Q4 2025 ETF and EU-OSHA share an accounting officer
10	The Agencies could explore shared office space, using the Brussels Liaison Office, to contribute to both coherence and efficiency (see Section 4.1.3.2.).	DG EMPL has offered, with no rental charges, part of their building in Brussels for all BLOs of their sister agencies. EU-OSHA has agreed this offer and will allocate its BLO officer to this building in January 2025.	N/A	Relocation of the BLO office to the EMPL building. Termination of the current rental contract for the building in Brussels.	January 2025	Finalised		The agencies have been offered to use the premises of DG EMPL for their BLO. EU-OSHA, ETF and Cedefop – in addition to ELA – have accepted the offer. Eurofound has some questions of technical matter open and once they are cleared, it will take the decision.	2025	Implemented
11	The Agencies could continue to explore with the Commission those areas in which working together brings most added value to quality of outputs and stakeholders' use. These include cooperation between Eurofound and Cedefop on the European company survey, Cedefop and the ETF on VET policy monitoring, and Eurofound and EU-OSHA at the intersection of working environment, working conditions and occupational health and safety, including psychosocial risks and a focus on climate and environmental health issues. (Section 4.1.2.4. and 4.1.3.2.).	EU-OSHA has established cooperation agreements with Eurofound, Cedefop and ELA. With Eurofound and Cedefop these are complemented with annual detailed plans. With ETF there is less scope for cooperation on operational issues - however, in the administrative area ETF provides accounting services to EU-OSHA. A multilateral dialogue under DG EMPL's leadership has been established involving the five agencies.	N/A	To be followed up together with other agencies, cf. joint action plan.	N/A	On track	Besides the regular cooperation on workplans, data exchange, presentations and possible review of relevant publications EU-OSHA is also cooperating with Eurofound, Cedefop and ETF in the TriPartite Exchange Seminar 2026. Further EU-OSHA and Eurofound have in the MoU planned a joint activity on PSR based on findings from respectively EWCS 2024 and ESENER 2024.	Agencies will continue to explore areas in which working together brings most added value. In addition to existing cooperation, a potential area for cooperation involves working with enlargement and neighbouring countries to generate comparable data and, for enlargement countries specifically, to support their accession readiness. The agencies will consider the further use or adaptation of existing tools and methods in these countries, contingent on the availability of resources. These efforts would complement and be coordinated with individual initiatives carried out under schemes such as IPA III, Erasmus+, Talent Partnerships, among others.	2025/ ongoing	The existing cooperation on joint surveys on living and working conditions (ETF - Eurofound), and on the skills and jobs survey (ETF - Cedefop) provide a useful framework to strengthen collaboration and work together, as well as for bridging data and analysis between EU Member States and both Enlargement and Neighbouring Partner Countries, thus providing further evidence supporting their accession readiness. Likewise, the knowledge sharing session organised twice a year between ETF and Cedefop could potentially serve as another framework to be explored for strengthening cooperation with other sister agencies.

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General recommendations for all four agencies										
12	Better coordination could be needed between Cedefop, the ELA and Eurofound to avoid duplication and ensure completeness and consistency in areas concerning skills forecast and labour shortages, while joint products in this domain should be considered (see Section 4.1.3.1.).	N/A	N/A	N/A	N/A			Await outcomes of on-going external evaluation of ELA while continuing with exchange of draft single programming documents and joint annual action plans where applicable. The action may involve ETF and EU-OSHA in addition to Cedefop and Eurofound	2025	The exchange of draft single programming documents for 2026 confirms concrete and positive examples for collaboration. These will be further developed in the joint action plans for 2026.
EU added value										
13	The Agencies' visibility could be strengthened, notably vis-à-vis EU citizens, businesses at national level, other EU decentralised agencies, and NGOs. The Agencies could, where resources permit, reach out to relevant NGOs as potential multipliers to increase the reach and dissemination of the Agencies' outputs (see Section 4.2.2.2.).	EU-OSHA has a highly developed pan-EU initiative to leverage its national partners and their networks as amplifiers of its work. Known as the "Focal Point Assistance Tool" (FAST), the Agency offers its network of national Focal Points (FoPs) financial, logistical and practical support for the implementation of events, PR and media activities aimed at promoting the Agency's work. Current reflections on how to further optimise this initiative to strengthen awareness raising and visibility will come into force in 2026. NGOs are already one of the stakeholder groups that the Agency utilises as communication partners to amplify its messages at both EU and national level; several NGOs are official campaign partners of the Healthy Workplace Campaigns; in addition, NGOs are part of the national networks fostered by the Agency's Focal Point partners. A key element of the new EU-OSH corporate strategy is to deepen and widen its national networks including with NGOs by seeking to help national Focal Points build stronger networks with their partners thereby extending outreach of awareness of the Agency's work. Expansion of EU-OSHA's digital communication capacity through a stronger, more diversified presence of social media platforms that will also include better targeting of NGOs through these channels.	Enhancing engagement of the most relevant intermediaries in order to disseminate targeted messages and products is a clear part of the new Strategy.	1. Adopt the new FAST initiative (see recommendation 1) 2. New Communication Strategy based on new EU-OSHA Strategy 2025-2034.	2. 2025	1. Finalised 2. Delayed	1. See Recommendation 1 - action 3 2. Scheduled H1 2026			

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General recommendations for all four agencies										
14	The Agencies already work on 'megatrends' such as climate change and digitalisation. The Agencies could also provide added value by also considering the implications of an ageing population (see Section 4.3.2.)	EU-OSHA did a major qualitative research project on older workers some years ago followed by a Healthy Workplaces Campaign. Ageing is currently included as a horizontal theme in EU-OSHA's work	N/A	1. Strengthen ageing as a horizontal theme in EU-OSHA's work See also joint action plan.	1. Annually in the planning cycle	On track	Ageing is included as a horizontal aspect in EU-OSHA research work	Strategic cooperation: Coordination during programming phase with exchange of draft single programming documents and joint annual action plans where applicable.	2026	In the context the yearly SPD and WP feedback round, which was completed in October 2025 Cedefop has proposed to work jointly with Eurofound on the topic of ageing. Concrete steps are to be agreed in the 2026 annual cooperation action plan.
EU-OSHA recommendations										
34	EU-OSHA could consider how to adapt its outputs to target audience needs and increase reader numbers. A distinction could be made between outputs destined for workplaces and those for OSH professionals/researchers, as workplaces often require short documents with infographics or visuals summarising key information (see Section 4.1.1.1.).	See recommendation 1. It should be noted, however, that increasing the number of readers is not an objective in itself. For most outputs, what matters is who engages with the outputs and what they do on that basis.	See recommendation 1.	See recommendation 1.	See recommendation 1.					
35	EU-OSHA could review how well its activities meet stakeholder needs on the topics of an ageing society and the green and digital transitions (see Section 4.1.1.1.).	EU-OSHA carries out a major stakeholder survey every second year. Furthermore, EU-OSHA has an evaluation programme in place.		1. In the next EU-OSHA Stakeholder Survey (2026) EU-OSHA will include question on these issues	1. 2026	Not started				
36	While EU-OSHA impact on supporting health and safety policies is overall very good, it could further increase its impact by exploring how to better support countries that are less advanced in OSH. Such efforts may depend on available resources (see	See recommendation 2.	See recommendation 2.	See recommendation 2.	See recommendation 2.					

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General recommendations for all four agencies										
37	EU-OSHA has already improved the translation quality to increase the usability of its work. Strict quality assurance mechanisms for the original English text could be considered to increase cost-effectiveness (see Section 4.1.1.1.).	EU-OSHA has clear processes in place to facilitate the production of clear English in its reports and other outputs. The need for contractors to devote more focus on clear and accessible English in the report production is recognised as a necessary part of an enhanced quality assurance process. Regarding the translation agency, CdT, reinforce again the need for them to use the comprehensive glossaries of OSH definitions on the Agency website https://osha.europa.eu/en/tools-and-resources/multilingualism . The Agency is upgrading its OSH Thesaurus to be compatible with the IATE translation database used by CdT. EU-OSHA has implemented a customer review mechanism allowing Focal Points to provide direct feedback on specific translations to facilitate continuous improvement. EU-OSHA also supports the communication and promotion efforts of national Focal Points by providing a broad array of complementary communication materials aimed at non-specialists, as well as the Agency's experts attending events as resources allow.	N/A	1. Update of Thesaurus to be compatible with the IATE translation database. 2. Stronger emphasis on clear English in reports and other products - which is a necessary condition for better translations - in relation to both internally produced products and products produced by contractors.	1. 2025 onwards 2. 2025 onwards	1. On track 2. On track	1. Project nearing completion: Awaiting delivery of final files in December that will be uploaded either by end 2025 or Q1 2026.			
38	EU-OSHA could improve the cost-effectiveness of procurement and contracting procedures for instance by diversifying, when possible, the contractor base through better dissemination and publicity (see Section 4.1.2.4.).	EU-OSHA is currently working on improving its knowledge and capacity in different approaches for procuring and contracting (CEI, cascade, reopening of competition, etc.). Several info sessions (adding knowledge and participation of other agencies) have been organised, as well as reinforcement of the procurement trainings to all staff (technical specifications drafting, contract management, etc.).	N/A	Reinforcement of training to relevant staff; Reinforcing market research; Analysing different types of procurement procedures	2025-2026	On track	Several info sessions (adding knowledge and participation of other agencies) have been organised (CEI, cascade, reopening of competition, etc.). The first CEI will be launched end of 2025.			

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General recommendations for all four agencies										
39	EU-OSHA is very well embedded in the broader EU policy governance structure and cooperation with the relevant Commission departments greatly intensified during and after the COVID-19 pandemic. EU-OSHA could however, depending on the available resources, consider developing cooperation with additional Commission departments (e.g. on SME policies, with DG JUST, DG FISMA, DG GROW, and with EASME, the executive Agency for SMEs). EU-OSHA could also increase efforts to disseminate research findings in the Commission's publications and increase the visibility of its work in DG GROW's Europe Enterprise Network (see Section 4.1.3.3).	EU-OSHA has been increasingly involved in supporting the Commission services over recent years. Mainly DG EMPL but also other DGs such as DG Health.	This recommendation is reflected in strategic line of action 1 and the project on Better involvement in the policy cycle	1. EU-OSHA will seek a dialogue with DG EMPL on its involvement in cooperation with other DGs taking due account of EU-OSHA's limited resources. 2. EU-OSHA is carrying out a project to explore how EU-OSHA's engagement in the policy cycle can become more impactful while fully recognising that the Agency's role is not to formulate policy but to support policy formulation. 3. EU-OSHA will explore how to ensure access to relevant high-level technical expertise necessary to effectively provide input to policy-making	1. 2025 2. 2025 3. 2025	1-3. On track	1. EU-OSHA has started a dialogue with DG EMPL on its involvement in cooperation with other DGs taking due account of EU-OSHA's limited resources. DG EMPL organised joint meetings with other DGs, starting with DG ENEST. 2. Project on making EU-OSHA's engagement in the policy cycle more impactful while fully recognising that the Agency's role is not to formulate policy but to support policy formulation has been initiated. It is drafting an EU institutional calendar to help it align to the institutional policy cycle, is in constant dialogue with DG EMPL (also in the context of the Joint Working Committee) for early warning and has engaged with the EP EMPL secretariat to stay informed of the Parliament's work in progress. 3. EU-OSHA is recruiting SNEs in specialised area of dangerous substances. EU-OSHA is also exploring the possibility of establishing "list of experts" using Call for Expression of Interest.			

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General recommendations for all four agencies										
40	EU-OSHA already cooperates well with the other three Agencies covered by the evaluation. Stronger cooperation could take place on areas such as the green and digital transitions, climate change, and foresight studies. Cooperation with the ELA has the potential to be strengthened, notably in relation to OSH implementation and workplace working conditions. The Framework for cooperation between EU-OSHA and ELA signed by these Agencies in May 2023 is a good example of a realistic approach to how cooperation could be strengthened (see Section 4.1.3.1.)	See recommendation 11	See recommendation 11	See recommendation 11	See recommendation 11					

* Recommendation numbers taken from SWD - recommendations 15-33 do not concern EU-OSHA

Annex X – Strategy for organisational Management and Internal Control Systems

Risk management and Internal Control

The Internal Control function in EU-OSHA is responsible for coordinating and overseeing the implementation of internal control and risk management in EU-OSHA.

EU-OSHA carries out an annual risk assessment taking into account the inherent risk environment in which the Agency operates as well as specific activities and processes. At the corporate level, the assessment exercise involves the Executive Director and the senior management supported by Internal Control. For each of the identified risks, a coordinator is appointed to draft an action and coordinate its implementation. Internal Control monitors and reports to senior management quarterly via the Corporate Risk Register Action Plan.

The Executive Director decides on the list of prioritised actions for the reporting year and allocates coordinators to the action. There is regular follow-up and reporting to the Executive Director and senior management by way of quarterly submission of status updates.

EU-OSHA's Corporate Risk Register and Corporate Risk Register Action Plan are subject to regular reviews by senior management. All risks monitored in the course of the year are categorised as either related to the 'internal' or the 'external environment' and by the level of criticality.

The Agency also participates in an annual peer-review risk assessment exercise which is organised by the Commission and the EUAN for the purpose of exchanging knowledge, harmonising risk assessments, and creating an overview of the critical risks affecting EU institutions and agencies in general.

Compliance and effectiveness of the Internal Control System

EU-OSHA will continue to implement the Internal Control Framework as adopted by the Management Board and effective as of 1 January 2019. The framework comprises of five internal control components and 17 principles and is based on the internal control framework of the European Commission.²⁸ Key performance indicators for monitoring the Internal Control Framework have been developed, adopted and will continue to be used for the regular yearly assessments.

In the first quarter of every year, through the review of its KPIs, an assessment on the Internal Control Framework is undertaken. Results of the assessment show whether the Agency's control systems are functioning adequately for all its internal control components and whether additional actions are necessary.

In 2026 (potentially starting in Q4/2025), the Internal Audit Service (IAS) will carry out a limited review of the annual assessment of the Internal Control Framework.

Non-Conformity procedure

At the beginning of each year, the Executive Director also adopts the 'Non-conformity report' based on the nonconformities that were registered during the previous year and decides whether or not: (i) the procedure had been satisfactorily implemented; (ii) there were either material or critical events, (iii) the proposed steps to mitigate the resulting risks are adequate and (iv) what awareness raising activities on the nonconformity procedure shall be implemented.

Fraud prevention and detection

The implementation of the Anti-Fraud Strategy 2022-2026 is overseen by the Management Board by a regular monitoring of the Anti-Fraud Action Plan presented every year. The action plan is based on a risk assessment focused on fraud risks as part of the broader risk assessment carried out by the Agency.

Whereas the measures and controls already in place to ensure legality and regularity of the transactions (segregation of duties, four-eyes principle, procedures and checklists) are considered to address

²⁸ https://ec.europa.eu/budget/library/biblio/documents/control/C_2017_2373_Revision_ICF_en.pdf

satisfactorily the identified fraud risks, the Strategy further develops an anti-fraud culture in the organisation and enhances existing internal procedures for the purpose of fraud prevention and improved fraud detection techniques.

In 2026, EU-OSHA will develop a new Anti-Fraud Strategy for the period 2027-2030 based on the OLAF methodology for Agencies' anti-fraud strategies.

An internal procedure for reporting and handling potential fraud cases and their outcomes is available to the staff on the Intranet. Raising awareness on ethics, integrity and fraud prevention and detection among staff is a standing priority at the Agency. Information on fraud prevention, ethics and integrity will continue to be provided via regular training sessions to all staff and systematically to all newcomers.

Conflict of Interest, transparency, accountability and integrity

The Agency continues to give high priority to transparency and openness. Transparency for the Agency means clear identification of who decides what. There is a clear identification of responsibilities which is essential to build confidence in the Agency and to ensure accountability. In particular, the respective responsibilities of the Management Board, the Executive Board and the Executive Director are clearly defined. The Agency publishes on its website the list of members of its Management Board and Executive Board as well as the agendas and the minutes of the meetings to ensure transparency. Furthermore, the Agency has adopted a conflict of interest policy to ensure that decisions are taken in the interest of the Agency only. Declarations of interests and absence of conflict of interests as well as summary CVs from all Management Board members and Advisory group members are available online. Furthermore, declarations of absence of conflict of interests and summary CVs for the Executive Director and senior management staff are also available online.

The Good Governance aspects of the work of the Management have been further reinforced in 2022 by the reflection on Good Practices for the Management Board and its members. This reflection resulted in an adopted document on such good practices outlining what is expected in terms of impartiality, relations with media, conflict of interests etc.

Openness is incorporated in various ways. The planning procedure involves a high number of stakeholders – both the 84-member Management Board but also other stakeholders via a formalised stakeholder consultation procedure. It is in the Agency's own interest to be open as it is only in close collaboration with stakeholders it can implement its work programme. Furthermore, extensive consultation is an important contribution to ensuring that what the Agency does is relevant to the needs.

The Agency gives a high priority to putting organisational values into practice. To this end the Agency expects its staff at all moments to act objectively and impartially in the public interest. The Staff Regulations together with the implementing rules turn these principles into practice.

Management assurance

The Executive Director relies on the following building blocks of assurance:

- the existing measures to ensure legality and regularity of the Agency's underlying transactions, including ex-ante verification and ex post controls, regular checks on segregation of duties and specific measures to prevent and detect fraud and conflict of interest;
- the work of the Internal Audit Service and the Agency's follow up to the audit recommendations;
- the lessons learnt from the reports of the European Court of Auditors for the years prior to the year of this declaration;
- the assessment of the quantitative and qualitative nature of the non-conformities included in the register for every year;
- the Agency's performance management framework, which includes regular monitoring of performance indicators and planning and follow up to evaluations;
- the declaration of the Internal Control Coordinator based on their regular monitoring of the implementation of internal control systems at the Agency, including the assessment of the internal control framework against its indicators and the Agency's risk management policy.
- the declarations of assurance of the authorising officers by delegation.

Annex XI – Plan for grant, contribution or service-level agreements

	General information					Financial and HR Impact				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		2025	2026	2027	2028
Grant agreements										
1.						Amount				
						Number of TA				
						Number of CA/SNE				
Total grant agreements						Amount				
						Number of TA				
						Number of CA/SNE				
Contribution agreements										
1. IPA III agreement	1-Jan-23	598,078 €	36 months	European Commission DG NEAR - DG for Neighbourhood and Enlargement Negotiations	Preparatory measures for the future participation of the IPA III beneficiaries in the networks and activities of the European Agency for Safety and Health at Work.	Amount	p.m.	p.m.	-	-
						Number of TA	-	-	-	-
						Number of CA/SNE	1	1	-	-
2. IPA IV agreement - to be signed in 2026	2026	1,000,000 € (indicative)	48 months	European Commission DG ENEST - DG for Enlargement and Eastern Neighbourhood	Preparatory measures with IPA and NDICI beneficiaries and stakeholders in view of their future participation in the EU Agencies upon membership or earlier, by supporting them in achieving the EU enlargement priorities, which fall within the remit of EU-OSHA.	Amount	p.m.	p.m.	p.m.	p.m.
						Number of TA	-	-	-	-
						Number of CA/SNE		1	1	1
Total contribution agreements						Amount	p.m.	p.m.	p.m.	p.m.
						Number of TA	-	-	-	-
						Number of CA/SNE	1	2	1	1
Service-level agreements										
1.						Amount				
						Number of TA				
						Number of CA/SNE				
Total service-level agreements						Amount				
						Number of TA				
						Number of CA/SNE				
TOTAL						Amount	p.m.	p.m.	p.m.	p.m.
						Number of TA	-	-	-	-
						Number of CA/SNE	1	2	1	1

Annex XII – Strategy for Cooperation with Third Countries and International Organisations

1. Legal base and policy base

The objective of the European Agency for Safety and Health at Work is to *provide the Union institutions and bodies, the Member States, the social partners and other actors involved in the field of safety and health at work with relevant technical, scientific and economic information and qualified expertise in that field in order to improve the working environment as regards the protection of the safety and health of workers.*"

As one of its specific tasks, the Agency is required to "*collect and make available information on safety and health matters from and to third countries and international organisations*" and to establish a strategy for relations with third countries and international organisations concerning matters for which EU-OSHA is competent.

Article 30 of the founding regulation²⁹ states that EU-OSHA may cooperate with the competent authorities of third countries and with international organisations. Working arrangements with these competent authorities and international organisations may be established with the authorisation of the Management Board and approval of the Commission. Such arrangement shall not create legal obligations incumbent on the Union or the Member States.

The EU *Strategic Framework on Health and Safety at Work 2021-2027* identifies the need to reinforce coordination with engagement with partner countries, regional and international organisations and other international fora to raise OSH standards globally. The EU-OSHA Strategy 2025 – 2034 states that the main focus of Agency work will be on the EU/EEA area, "but EU-OSHA will also engage with international partners on a more selective basis, as well as continue to support pre-enlargement efforts under specific programmes".

2 Strategic approach

In its engagement with third countries and/or international organisations, EU-OSHA will remain within its mandate as set out in its founding regulation and the institutional framework. It will ensure that it does not appear to be representing the European Union.

1.1 Reasons for engagement

EU-OSHA engages with international actors to:

- Support the implementation of activities identified in EU-OSHA programming documents,
- Ensure a coherent approach with international organisations,
- Raise the profile of the EU and EU-OSHA as global leaders in occupational safety and health,
- Support existing and planned EU initiatives with international actors,
- Avoid duplication of effort with other EU actors and international actors, collaborating so that any intervention has maximum impact and delivers a common message,
- Support capacity-building in states to permit the promotion and adoption of the EU tripartite model of worker protection based on goal-setting legislation such as the "framework directive",
- Support the broad goals of EU external policies,

²⁹ Regulation (EU) 2019/126 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 16 January 2019 establishing the European Agency for Safety and Health at Work (EU-OSHA)

- Support the pre-accession process by facilitating the integration of these countries into EU-OSHA networks and activities, and
- Support international activities led by international organisations that aim to achieve common occupational safety and health goals.

2.1 Priorities for EU-OSHA

EU-OSHA will continue to work with the EEA and EFTA States (Iceland, Norway, Liechtenstein and Switzerland) under established arrangements through which these countries are integrated into EU-OSHA activities.

The Agency will continue to seek participation in EU programmes such as the Instrument for Pre-Accession (IPA) where available and as foreseen in the EU Strategic Framework. EU-OSHA has been running IPA projects since 2011.

The current agreement with DG NEAR will expire on 31 January 2026 and EU-OSHA is working with DG ENEST to implement a new action, running for 48 months. This new action will be funded by IPA and the Neighbourhood, Development and International Cooperation Instrument (NDICI) so that the Agency can engage not only with the Western Balkans and Türkiye but also Ukraine and Moldova.

In addition to the work with pre-accession and candidate countries, the following is an incomplete list, not in priority order, of ongoing EU-OSHA activities with an international dimension. EU-OSHA will continue to:

- Maintain an ongoing dialogue with intergovernmental organisations, particularly the ILO, ISSA, and WHO.
- Provide expert content to international organisations through participation in relevant committees and meetings and in training provided by the international organisations to third countries.
- Interact with key non-intergovernmental organisations, particularly professional and social partner organisations such as ICOH and IALI.
- Interaction with identified regional organisations and networks
- Welcome visitors to EU-OSHA (at their own cost) to share knowledge. In the past, visits have been received from organisations such as KOSHA (Korea).
- Support international activities led by international organisations that aim to achieve common occupational safety and health goals (e.g. Vision Zero).
- Collaborate on an ad hoc basis at a thematic/project level with competent authorities in third countries. Such collaboration has included knowledge sharing on survey methodologies and on specific themes (e.g. demographic change).
- Support existing and planned EU initiatives with international actors. In the past, this has included support to European Commission engagement with China, Taiwan, Canada, the United States
- Provide access to EU-OSHA material by non-Member States. For example, where third countries have requested to use Agency publications with appropriate acknowledgements.

3.1 Limitations on engagement

When establishing co-operation agreements with third-country competent authorities and international organisations, EU-OSHA must have the authorisation of the Management Board, approval of the European Commission, must include the activities in the relevant planning documents, and must not create legal obligations on the European Union or the Member States.

The number of actors with whom EU-OSHA could usefully interact is considerable, and it is not feasible for the Agency to engage with all. Therefore, there is a need for EU-OSHA to prioritise its engagement and restrict its involvement taking into account the limitations in available human resources.

3 Resources

EU-OSHA has no specific budget for international activities; the Agency follows an activity-based approach to management and budgeting. Resources for international activities are allocated within existing projects such as “Networking” or “OSH Promotion” and are included in the planning and reporting documentation accordingly.

4 Associated actions: Current and planned activities (2025 – 2027)

Much of the international work of EU-OSHA is reactive, following requests from the Commission, international organisations, and third parties. Such requests may be for visits to EU-OSHA, exchange of information, or provision of speakers to training courses and events. Planned and past reactive activities include:

- Engagement with Taiwan in support of Commission activity; Engagement with Canada in support of Commission activity; Support to Vision Zero activities (e.g. through provision of speakers to online events); Support to Commission activities in their dialogue with Japan
- Support to EU activities in neighbouring regions and countries
- Speakers at course at ILO Training Centre, Turin; Participation in ILO Technical Working Group on OSH statistics
- Engagement with the G20 OSH Network in support of Commission activity. The European Commission (DG EMPL) is the official member of this network.

In addition to these reactive actions which are coordinated and reported under strategic and operational networking, there are anticipated activities with international engagement that are aligned with the work programme of the Agency.

4.1 Participation at the ICOH International Congress

EU-OSHA participates in ICOH congresses. Participation at the congress not only promotes the work of EU-OSHA, and the EU OSH approach, it can also provide training opportunities for staff. The next ICOH Congress will be held in 2027 in Mumbai, India.

4.2 Participation in WHO’s Health in the World of Work Network.

EU-OSHA has been participating in WHO’s World of Work Network. The goal of the network is to increase access to accurate and relevant information and build a community of collaborative sharing on topics related to health, safety and wellbeing within the world of work. Due to changes in the WHO, the network has not been active in the second half of 2025.

4.3 Participation in Technical Working Group on OSH Statistics (TWG-OSH)

EU-OSHA has been participating as observer in the ILO technical working group on OSH statistics

Annex: Risks in engagement with international actors and mitigating actions

- Failure to collaborate effectively (e.g. due to limited resources) may lead to a loss of reputation
- Risk to health and safety of Agency workers on mission due to sudden significant instability (political, environmental, or otherwise),
- In engaging in financial actions (e.g. low value contracts for translation into local languages) there is a risk that some of those with whom EU-OSHA would engage would not follow the financial norms anticipated and associated with European-funded projects, and

In engaging in contribution agreements with DG ENEST there is a risk that due to outside circumstances the Agency could not implement the contribution agreement as foreseen.

Such risks can be mitigated by:

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

Annex XIII – Planned Outputs under the 2026 work programme

Categories:

1: These are outputs which are timebound and critical for achieving specific objectives for the strategic lines of action.

Cancelling or significantly postponing these outputs or actions cannot be done without putting at risk the achievement of key objectives or the reputation of the Agency.

2: These outputs and actions are important for the delivery of specific objectives and for the reputation of the Agency.

However, it is possible to change the scale or timing of these outputs and actions without having a major impact on objectives for the strategic lines of action or the reputation of the Agency in the case of resource restraints or new needs.

SLA 1: Evidence and knowledge for policy and research

Title	Output Subtype	Category	Planned Start Date	Planned End Date
ESENER - 4				
ESENER 2024 Overview report	Report: literature review	1	2025 Q2	2027 Q2
Joint event with Eurofound on psychosocial risks	Conference	1	2025 Q1	2026 Q2
ESENER 2024 Qualitative study -mental health and digitalisation	Report: literature review	2	2025 Q1	2027 Q1
ESENER 2024 Qualitative study -topic tbc	Report: literature review	2	2026 Q1	2027 Q4
ESENER 2024 Qualitative study -mental health and digitalisation (country name)	Report: country report	2	2025 Q1	2027 Q1
ESENER DVT	Data visualisation/data set	1	2024 Q4	2026 Q1
EU OSH Information Systems				
Case study on OSH Barometer	Case study/good practice example	2	2025 Q1	2026 Q1
Case study on OSH Barometer	Case study/good practice example	2	2025 Q1	2026 Q2
Additional indicators/features	Data visualisation/data set	2	2026 Q1	2026 Q4
Development of methodology to estimate cost of OSH outcomes	Report: methodology	2	2025 Q1	2026 Q2
Psychosocial risks				
Education sector - report and summary	Report: literature review	1	2024 Q4	2026 Q2
Transport sector - report and summary	Report: literature review	1	2024 Q4	2026 Q4
Diversity - report and summary	Report: literature review	1	2024 Q2	2026 Q2
CASE STUDIES (9) - mental health - follow up of legislation & strategies (AT, BE, DK, EE, ES, HR)	Case study/good practice example	1	2024 Q3	2026 Q2
REPORT - overall report (based on case studies)	Report: literature review	1	2024 Q3	2026 Q2
Diversity and PSR - 10 case studies	Case study/good practice example	1	2024 Q2	2026 Q2

Title	Output Subtype	Category	Planned Start Date	Planned End Date
The link between physical and psychosocial risks - EU-OSHA research - report, summary	Discussion paper/article	2	2025 Q3	2026 Q4
Psychosocial risks and mental health at work: facts and figures - report, summary	Report: literature review	1	2025 Q1	2027 Q2
Psychosocial risks and mental health at work: facts and figures - policy brief	Report: policy brief	1	2025 Q1	2027 Q2
TBD - working with mental health problems	Report: literature review	1	2026 Q1	2027 Q4
TBD - physical risks and PSR	Report: literature review	1	2026 Q1	2027 Q4
TBD	Discussion paper/article	1	2026 Q3	2027 Q4
OSH and Health & Social Care sector				
MSKs health II research area	Report: literature review	2	2025 Q3	2027 Q1
Mental health II research area	Report: literature review	2	2025 Q3	2027 Q1
MSKs health II research area	Report: literature review	2	2025 Q3	2027 Q1
Mental health II research area	Report: literature review	1	2025 Q3	2027 Q1
OSH in health care sector	Report: literature review	1	2025 Q2	2026 Q4
OSH in the residential (long-term) care sector	Report: literature review	2	2025 Q2	2026 Q4
Cardio-vascular diseases				
Policy brief 1a (RP1) :CVDs in figures	Report: policy brief	2	2025 Q4	2027 Q1
Policy brief 1b (RP1) :CVDs in figures	Report: policy brief	2	2025 Q4	2027 Q1
Research project 1: CVDs in figures	Report: technical analysis	2	2025 Q4	2027 Q1
Research project 2: Overview of risk factors of work-related CVDs, sectors, occupations and worker groups at higher risk	Report: literature review	2	2025 Q4	2027 Q1
Policy brief 2a: Risks of work-related CVDs	Report: policy brief	2	2025 Q4	2027 Q1
Policy brief 2b (RP2): risks/sectors/occupations/groups	Report: policy brief	2	2025 Q4	2027 Q1
Research project 5: Prevention of CVDs in practice	Report: literature review	2	2026 Q2	2027 Q4
Case studies project 5: Prevention of CVDs in practice	Case study/good practice example	2	2026 Q2	2027 Q4
Research project 6: Return to work and working with CVDs	Report: literature review	2	2026 Q2	2027 Q4
Research project 7: Follow-up research on specific sector/worker group/occupation/risk	Report: literature review	2	2026 Q2	2027 Q4
Policy brief 4 (RP5): Prevention of CVDs in practice	Report: policy brief	2	2026 Q2	2027 Q4
Policy brief 5 (RP6): Return to work	Report: policy brief	2	2026 Q2	2027 Q4

Title	Output Subtype	Category	Planned Start Date	Planned End Date
Policy brief 6 (RP7): Follow-up research on specific sector/worker group/occupation/risk	Report: policy brief	2	2026 Q2	2028 Q4
Research project 3: Overview of policies, strategies and initiatives for the prevention of work-related CVDs	Report: literature review	2	2025 Q2	2026 Q3
Policy brief 3 (RP3): policies, strategies and initiatives	Report: policy brief	2	2025 Q2	2026 Q3
Case examples (RP3): policies, strategies and initiatives	Case study/good practice example	2	2025 Q2	2026 Q3
POLICY BRIEF 3 (RP3)- CVDs - systematic review *Policy brief 3 (RP3): policies, strategies and initiatives*	Report: policy brief	2	2025 Q4	2027 Q1
Research project 4: REPORT - CVDs - Literature review - Exploratory research on the interplay between work-related and non-work-related risk factors of CVDs	Report: literature review	2	2025 Q4	2026 Q4
POLICY BRIEF - CVDs (RP4) - Literature review - Exploratory research on the interplay between work-related and non-work-related risk factors of CVDs	Report: policy brief	2	2025 Q4	2026 Q4
Climate change				
DISCUSSION PAPER - how digitalisation can help preventing climate change-related OSH risks	Discussion paper/article	2	2025 Q4	2026 Q2
Occupational exposure to cancer risk factors				
Final report (secondary analysis - WES)	Report: technical analysis	2	2025 Q4	2027 Q1
Final report (WES data comparison with other existing data)	Report: technical analysis	2	2026 Q1	2027 Q2
Evaluation of WES	Report: technical analysis	2	2026 Q1	2027 Q1
Foresight on climate crisis preparedness				
Policy brief 4 - Foresight 4 - Recommendations Climate change-related trends and disruptions and OSH	Report: policy brief	2	2024 Q3	2026 Q1
2025 Expert article on new AI Act in relation to OSH	Discussion paper/article	2	2024 Q1	2026 Q2
2025 FOP FOW seminar on the 2025 articles	Conference	2	2025 Q1	2026 Q1
2026 Expert article 2	Discussion paper/article	2	2026 Q1	2026 Q1
2026 FOP FOW seminar on the 2026 articles	Conference	2	2026 Q1	2026 Q3
Policy brief 1 - Foresight 4 - Future Climate change-related trends and disruptions and OSH (1)	Report: policy brief	2	2024 Q3	2026 Q2
Policy brief 2 - Foresight 4 - Future Climate change-related trends and disruptions and OSH (2)	Report: policy brief	2	2024 Q3	2026 Q2
Policy brief 3 - Foresight 4 - Scenarios Climate change-related trends and disruptions and OSH	Report: policy brief	2	2024 Q3	2026 Q2
Foresight-4 – phase 1 - expert meeting 1	Expert meeting	2	2026 Q2	2026 Q1
Foresight-4 – phase 1 methodology report	Report: methodology	2	2024 Q1	2026 Q2
2025 Expert article on Labour shortages	Discussion paper/article	2	2024 Q1	2026 Q2

Title	Output Subtype	Category	Planned Start Date	Planned End Date
2026 Expert article 1	Discussion paper/article	2	2026 Q1	2027 Q1
2026 Expert article 2	Discussion paper/article	2	2026 Q1	2027 Q1
Foresight-4 – phase 2 methodology	Report: methodology	2	2025 Q2	2027 Q1
Foresight-4 – phase 2 - policy brief 1	Report: policy brief	2	2025 Q2	2027 Q1
Foresight-4 – phase 2 - policy brief 2	Report: policy brief	2	2025 Q2	2027 Q1
Foresight-4 – phase 2 - policy brief 3	Report: policy brief	2	2025 Q2	2027 Q1
2026 Expert article 1	Discussion paper/article	2	2026 Q1	2027 Q1
2026 FOP seminar on 2026 articles	Conference	2	2026 Q1	2027 Q3
Foresight-4 – phase 2 - expert meeting	Expert meeting	2	2026 Q1	2026 Q4
Expertise to Commission and Agencies				
Ad hoc Support to Commission	Coordination of relations with key stakeholders	2	2026 Q1	2026 Q4
Tripartite Exchange Seminar	Conference	2	2025 Q4	2026 Q4
Contribution to working groups at the Commission: CMRD, chemical agents and asbestos Directives -	Coordination of relations with key stakeholders	1	2026 Q1	2026 Q4
Cooperation with DG RTD - input to Horizon Europe calls and ISG on chemicals and advanced materials	Coordination of relations with key stakeholders	2	2026 Q1	2026 Q4
Cooperation with ECDC	Coordination of relations with key stakeholders	2	2026 Q1	2026 Q4
Cooperation with ECHA	Coordination of relations with key stakeholders	2	2026 Q1	2026 Q4
Cooperation with EEA - climate and health observatory	Coordination of relations with key stakeholders	2	2026 Q1	2026 Q4
Cooperation with EU-ANSA	Coordination of relations with key stakeholders	2	2026 Q1	2026 Q4
Cooperation with ISSG EFTO (European Fair Transition Observatory)	Coordination of relations with key stakeholders	2	2026 Q1	2026 Q4
HazChem@Work - cooperation with IPChem/JRC (2024)	Coordination of relations with key stakeholders	2	2026 Q1	2026 Q4
SLIC/EU-OSHA cooperation	Coordination of relations with key stakeholders	2	2026 Q1	2026 Q4
Contribution to update of Directive 89/654/EEC (Workplace Directive)	Coordination of relations with key stakeholders	1	2026 Q1	2026 Q4

Title	Output Subtype	Category	Planned Start Date	Planned End Date
Contribution to update of Directive 90/270/EEC (Display Screen Equipment DSE Directive)	Coordination of relations with key stakeholders	1	2026 Q1	2026 Q4
Research Coordination meeting	Expert meeting	2	2026 Q1	2026 Q4
Biomonitoring Review practice in the EU	Report: literature review	1	2019 Q2	2026 Q3
Supporting Compliance				
Comparative report on state influence	Report: technical analysis	2	2024 Q3	2026 Q1
Supporting compliance and Occupational Medicine	Discussion paper/article	2	2024 Q1	2026 Q1
Evaluation of Supporting Compliance activity	Corporate	2	2026 Q1	2026 Q4

SLA 2 : Tools and resources for prevention

Title	Output Subtype	Category	Planned Start Date	Planned End Date
E-tools				
E-tools SEMINAR	Conference	2	2026 Q1	2026 Q4
Dangerous Substances e-tool	e-tools	2	2025 Q1	2026 Q4
OiRA				
OiRA case study 2025-1	Case study/good practice example	2	2025 Q1	2026 Q2
EU OiRA tool 2025 - office work	Tool	2	2025 Q1	2026 Q2
OiRA case study 2026-1	Case study/good practice example	2	2026 Q1	2027 Q2
12 new tools to be published in 2026	Tool	2	2026 Q1	2026 Q4
EU-OiRA tool 2026 -1	Tool	2	2026 Q1	2027 Q4
EU-OiRA tool 2026 -2	Tool	2	2026 Q1	2027 Q4
icons and visuals for OiRA	Videos and other visuals	2	2026 Q1	2027 Q2
OiRA tutorials support	Videos and other visuals	2	2026 Q1	2026 Q4
Tool software improvements	Coordination of relations with key stakeholders	2	2026 Q1	2026 Q4
OiRA/IRAT community meeting	Meeting	1	2026 Q1	2026 Q4

Title	Output Subtype	Category	Planned Start Date	Planned End Date
OiRA Brussels celebration	Meeting	1	2026 Q1	2026 Q4
EU OiRA tool 2025 - 2	Tool	2	2025 Q1	2026 Q4
OSH Resources for Workplace Prevention				
Updated information on national strategies (2026)	Oshwiki article	2	2026 Q1	2026 Q4
Updated web section on EU legislation	Website	2	2026 Q1	2026 Q4
OSH wiki article - Foresight 4 phase 1	Oshwiki article	2	2025 Q1	2026 Q1
OSH wiki article - Foresight 4 phase 2	Oshwiki article	2	2025 Q1	2026 Q4
Biomonitoring Review practice in the EU - Annex Cadmium and its compounds	Report: literature review	1	2024 Q1	2026 Q4
Biomonitoring Review practice in the EU - Annex Lead and its compounds	Report: literature review	1	2024 Q1	2026 Q2
OSHWiki articles (30 reviewed or new articles)	Oshwiki article	2	2026 Q1	2026 Q4
OSH in health care sector - 6 case studies	Case study/good practice example	1	2025 Q2	2026 Q4
OSH in the residential (long-term) care sector - 6 case studies	Case study/good practice example	2	2025 Q2	2026 Q4
Harassment and violence at work - guide for small workplaces	Case study/good practice example	1	2025 Q1	2027 Q2
E-guide stress update.	Infographic/PPTs for publication	1	2025 Q3	2027 Q1
Stigma related to mental health at work	Oshwiki article	1	2025 Q4	2026 Q3
The role of managers in preventing and managing psychosocial risks	Oshwiki article	1	2025 Q4	2026 Q3
Recognition of occupational diseases in the EU: mental health	Oshwiki article	1	2025 Q4	2026 Q3
Gender equality and psychosocial risks at work	Oshwiki article	1	2025 Q4	2026 Q3
Young workers: mental health at work	Oshwiki article	1	2025 Q4	2026 Q3
Online content reviewers: mental health at work	Oshwiki article	1	2025 Q4	2026 Q4

SLA 3 : Raising awareness and networking for a positive safety and health culture at work

Title	Output Subtype	Category	Planned Start Date	Planned End Date
Expertise to Commission and Agencies				
Cooperation with Eurofound	Coordination of relations with key stakeholders	2	2026 Q1	2026 Q4
HWC 2023-2025 - Digitalisation				
HWC Evaluation Report	Report: technical analysis	2	2026 Q1	2026 Q4

Title	Output Subtype	Category	Planned Start Date	Planned End Date
HWC 2026-2028 Mental Health				
Campaign partnership offer - call for applications	Corporate	2	2026 Q1	2026 Q2
Core HWC promotional material (campaign guide, flyers, poster)	Infographic/PPTs for publication	2	2026 Q1	2026 Q3
Internal Campaign Kick-off meeting	Network meeting	2	2026 Q1	2026 Q3
Final HWC website (website and back-end)	Website	1	2025 Q1	2026 Q4
Production of the Campaign video and teaser	Videos and other visuals	2	2026 Q1	2026 Q4
2 FOP Campaign group Group Meetings (2026)	Network meeting	2	2026 Q1	2026 Q4
Campaign launch event	External event	1	2026 Q3	2026 Q4
European Week for Safety and Health (1st year)	External event	1	2026 Q3	2026 Q4
EU Campaign Partnership meeting	External event	2	2026 Q2	2026 Q4
Updated Campaign Toolkit	Website	2	2025 Q2	2026 Q4
2 OCP Steering Group Meetings (2026)	Network meeting	2	2026 Q1	2026 Q4
Tailored promotion packages for 1st priority area	Online promotion	2	2026 Q3	2027 Q2
Production and distribution of HWC material (2026)	Promotional material	2	2026 Q1	2028 Q3
HWC Infosheets	Report: infosheets	2	2026 Q1	2028 Q4
Servicing of OCPs (2026)	Coordination of relations with key stakeholders	2	2026 Q2	2026 Q4
Networking				
FOP-01	Network meeting	1	2026 Q1	2026 Q1
TARAG I	Network meeting	2	2026 Q1	2026 Q1
Director or other staff's visit 1	Coordination of relations with key stakeholders	2	2026 Q1	2026 Q1
OKAG I	Network meeting	2	2026 Q1	2026 Q2
Annual EEN OSH Ambassador meeting	Other agency events	2	2026 Q1	2026 Q2
FOP-02	Network meeting	1	2026 Q2	2026 Q2
EB meeting I	Network meeting	1	2026 Q1	2026 Q2
MB meeting I	Network meeting	1	2026 Q1	2026 Q2
Director or other staff's visit 2	Coordination of relations with key stakeholders	2	2026 Q1	2026 Q2
Visits to Agency 1-5 - general issues	Coordination of relations with key stakeholders	2	2026 Q1	2026 Q2
Director or other staff's visit 3	Coordination of relations with key stakeholders	2	2026 Q1	2026 Q4
TARAG II	Network meeting	2	2026 Q1	2026 Q4
Active participation in EEN annual conference	External event	2	2026 Q1	2026 Q4
OKAG II	Network meeting	2	2026 Q4	2026 Q4

Title	Output Subtype	Category	Planned Start Date	Planned End Date
EB meeting II	Network meeting	1	2026 Q1	2026 Q4
FOP-03	Network meeting	1	2026 Q4	2026 Q4
MB meeting II	Network meeting	1	2026 Q4	2026 Q4
Ongoing coordination and liaison with European Institutions and social partners	Coordination of relations with key stakeholders	1	2026 Q1	2026 Q4
Strengthened cooperation with other agencies, in particular those within the employment and social affairs area	Coordination of relations with key stakeholders	2	2026 Q1	2026 Q4
Active engagement in the Heads of Agencies' network	Coordination of relations with key stakeholders	2	2026 Q1	2026 Q4
Expert Exchange program Visits	Visit	2	2026 Q1	2026 Q4
Director or other staff's visit 4	Coordination of relations with key stakeholders	2	2026 Q1	2026 Q4
Visits to Agency 6-10 - general issues	Coordination of relations with key stakeholders	2	2026 Q3	2026 Q4
OSH promotion				
Film Award ceremony and Body of Work programme	Other agency events	2	2026 Q4	2026 Q4
Implementation of FAST/AR activities	Other agency events	1	2026 Q1	2026 Q4
Media partners support- promotion and engagement actions	Coordination of relations with key stakeholders	2	2026 Q1	2026 Q4

Annex XIV – Procurement plan

In order to acquire the necessary services for the outputs defined in the Annex XIII and as described in Section III (“Annual Work Programme”), a global annual budgetary envelope is foreseen for procurements related to operational activities of 6.551.900 EUR. In summary, the procurement actions will provide research, communication and networking services.

Within this global budgetary envelope, EU-OSHA procures via new procedures and/or contracts in force.

Operational services to be procured through new procurement procedures will be defined in the annual procurement plan and published, for the information of potential tenderers, on EU-OSHA's website in the first quarter of the year and/or through ad hoc ex-ante publicity.

Below is a preliminary overview of the open and negotiated procedures for middle value contracts as tentatively planned, including procedures related to both operational and non-operational activities.

Title	Procedure type	Year - Quarter
Overview report of the Fourth European Survey of Enterprises on New and Emerging Risks (ESENER 2024)	Open procedure	2026 – Q1
Climate change and OSH: Lot 1: Climate change and mental health Lot 2: Measuring climate change impacts on OSH Lot 3: Regulation and policies	Negotiated procedure for middle value contracts	2026 – Q1
Climate change and OSH: Lot 1: Air quality issues Lot 2: Diversity, social inequalities and ageing	Negotiated procedure for middle value contracts	2026 – Q1
Prevention of work-related CVDs in practice	Open procedure	2026 - Q1
Communication and promotion services and management of stakeholder and media relationships at EU level	Open procedure	2026 - Q2
Supply of promotional material, storage and distribution	Open procedure	2026 - Q2
PSR prevention - Strategies and legislation in selected European countries	Open procedure	2026 - Q2
OSHWiki articles update and drafting of new articles	Open procedure	2026 - Q2
ICT_3 lots: Lot 1: ICT project management support and consultancy Lot 2: ICT maintenance and PLONE applications Lot 3: AI Consultancy	Open procedure	2026 - Q3
Preparation and implementation of the 5th European Survey of Enterprises on New and Emerging Risks (ESENER)	Open procedure	2027 - Q1
ICT development, maintenance and support to MS applications	Open procedure	2027 - Q2
Publications and subscription services (Inter-Agency)	Negotiated procedure for middle value contracts	2028 - Q1
Temporary agency worker services (Inter-Agency)	Open procedure	2028 - Q1
Medical advisory services, health surveillance and prevention of occupational risks: Lot 1: Health surveillance Lot 2: Prevention of occupational risks Lot 3: Management of absenteeism	Negotiated procedure for middle value contracts	2028 - Q2