European Agency for Safety and Health at Work

EU-OSHA SINGLE PROGRAMMING DOCUMENT 2022-2024

Final version adopted by the Management Board, December 2021

European Agency
for Safety and Health
at Work

Safety and health at work is everyone's concern. It's good for you. It's good for business.

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Foreword

The global COVID-19 pandemic is having profound impacts on society, workplaces and citizens, and its consequences will be important during the programming period of this document. It is, of course, a public health issue, but it is also clear that the pandemic is an occupational safety and health (OSH) issue. In these challenging times, good OSH becomes even more important.

Recognising this, the European Agency for Safety and Health at Work (EU-OSHA) has been strongly involved in the EU response to the crisis from the beginning in Spring 2020. Early on, EU-OSHA provided COVID-19 guidance for the workplace, an Online Interactive Risk Assessment (OiRA) COVID-19 tool along with other resources to facilitate the return to workplaces in safe and healthy conditions.[1] As regards the operations of EU-OSHA, I am proud to say that the Agency has been able to continue delivering on its work programme throughout the pandemic as well as adapting quickly to the new challenges, needs and priorities.

Looking ahead to the programming period covered by this Single Programming Document, the EU OSH Strategic Framework makes clear that the pandemic and its consequences will be an important aspect of OSH for the foreseeable future. With the 2021-2023 Single Programming Document, EU-OSHA already reflected the consequences of the pandemic and this is also the case in the current document. This means that issues such as musculoskeletal disorders and telework, the separation of work and private life, and the needs and challenges related to groups of workers with specific risks will continue to be relevant. EU-OSHA will also implement an OSH overview on healthcare during the programming period, a sector which has been essential during the pandemic. For EU-OSHA it is very important to be able to contribute to these new areas, without, however, ignoring other key OSH challenges as identified in the main policy documents. In section I, General Context, we will outline in more detail the challenges, needs and priorities this document aims to address.

Another theme, the importance of which has been accentuated by the COVID-19 pandemic and which is clearly recognised in the EU OSH Strategic Framework, is digitalisation. EU-OSHA will finalise a major OSH overview on digitalisation which will provide knowledge for policymakers about digitalisation and OSH. In 2023, the Agency will also initiate its next major Healthy Workplaces Campaign: 'Safe and Healthy Work in the Digital Age'.

In order to continue contributing to better safety and health at work in Europe, close collaboration with the Management Board of EU-OSHA and the focal points has been and will continue to be essential. An effective answer to the new challenges requires the collaboration of many actors and I am confident EU-OSHA and its stakeholders will continue to cooperate positively in the future.

In September 2021, the EU-OSHA Executive Director for the past 10 years, Christa Sedlatschek, retired: her work having been very much appreciated by all stakeholders. The finalisation of the recruitment procedure for the post of Executive Director has been delayed and the post is therefore currently vacant.

William Cockburn
Interim Executive Director, EU-OSHA

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[1] See here for more of the resources provided by EU-OSHA: https://osha.europa.eu/en/themes/covid-19-resources-workplace#pk_campaign=ban_homecw

List of acronyms

ACSH:	European Commission Advisory Committee for Safety and Health
CA:	Contract Agent
Cedefop:	European Centre for the Development of Vocational Training
DG EMPL:	European Commission Directorate-General for Employment, Social Affairs & Inclusion
DG GROW:	European Commission Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs
DG NEAR:	European Commission Directorate-General for Neighbourhood and Enlargement Negotiations
DG INTPA:	European Commission Directorate-General for International Partnerships
EC:	European Commission
ECHA:	European Chemicals Agency
EDMS:	Electronic Document Management System
EEA:	European Economic Area
EEN:	Enterprise Europe Network
EFTA:	European Free Trade Association
EIGE:	European Institute for Gender Equality
ENP:	European Neighbourhood Policy
ESENER:	European Survey of Enterprises on New and Emerging Risks
EU:	European Union
EU-OSHA:	European Agency for Safety and Health at Work
EPSR:	European Pillar of Social Rights
EWCS:	European Working Conditions Survey
FAST:	Focal Point Assistance Tool
FG:	Function Group
FRA:	European Union Agency for Fundamental Rights
FTE:	Full Time Equivalent
GPA:	Good Practice Award
HWC:	Healthy Workplaces Campaign
ICT:	Information and Communication Technology
ILO:	International Labour Organisation
IPA:	Instrument for Pre-accession Assistance
IRAT:	Interactive Risk Assessment Tool
MB:	Management Board

MSD:	Musculoskeletal Disorder
MSEs:	Micro and Small Enterprises
MSP:	Multi-annual Strategic Programme
OCP:	Official Campaign Partner
OECD:	Organisation for Economic Co-operation and Development
OiRA:	Online interactive Risk Assessment
OKAG:	OSH Knowledge Advisory Group
OSH:	Occupational Safety and Health
SLA:	Service-Level Agreement
SLIC:	Senior Labour Inspectors' Committee
SNE:	Seconded National Expert
SMEs:	Small-Medium sized Enterprises
SPD:	Single Programming Document
TA:	Temporary Agent
TARAG:	Tools and Awareness Raising Advisory Group
VAR:	Variation
VAT:	Value-Added Tax
VET:	Vocational Education and Training
WES:	Worker Exposure Survey
WESAG:	Worker Exposure Survey Advisory Group
WHO:	World Health Organisation

Mission and Vision Statements

The Single Programming Document (SPD_ is prepared in accordance with article 6 of EU-OSHA's founding regulation[2] and with articles 32 and 33 of the Agency's Financial Regulation[3] which state that the Agency shall have a single programming document containing multi-annual and annual programming taking into account the guidelines set by the European Commission.[4]

The main policy framework for this SPD is the EU Strategic Framework on Health and Safety at Work 2021-2027 which was published in June 2021.[5] EU-OSHA's six priority areas as defined in its Multi-annual Strategic Programme (MSP) 2018-2023 are well aligned with the new Strategic Framework.

When EU-OSHA was established, with the adoption of its founding regulation in 1994,[6] it was with the aim of providing the EU bodies, the Member States, the social partners and those involved in the field with useful technical, scientific and economic information relating to safety and health at work. This aim has guided the work of EU-OSHA since then, and also provides the framework for the MSP and the SPD. The continued relevance of the aim set for EU-OSHA in 1994 was confirmed in 2019 with the new founding regulation, which kept the original mandate that has also provided a very effective framework for responding to the COVID-19 pandemic.

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

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

In 2016-2017 an evaluation of the 2014-2020 MSP was carried out and the evaluation confirmed that the mission, vision and strategic objectives continue to be highly relevant and should not be changed. Therefore, they have been carried over in the MSP 2018-2023. Furthermore, upon publication of the new EU OSH Strategic Framework, an assessment was made which concluded that the MSP provided a good basis for EU-OSHA's contribution to the new Strategic Framework.

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

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

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[2] 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.

[3] Available here: https://osha.europa.eu/en/about-eu-osha/what-we-do/how-we-work/finance

[4] Communication from the Commission on the strengthening of the governance of Union bodies under Article 70 of the Financial Regulation 2018/1046 and on the guidelines for the Single Programming Document and the Consolidated Annual Activity Report. C(2020)2297 final, 20 April 2020 replacing Communication from the Commission on the guidelines for the programming document for decentralised agencies and the template for the Consolidated Annual Activity Report for decentralised agencies. C(2014)9641final, 16 December 2014. The 2020 version of the guidelines have to be applied to the 2022-2024 Single Programming Document at the latest.

[5] European Commission, Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of Regions. EU Strategic Framework on health and safety at work 2021-2027. Occupational safety and health in a changing world of work. SWD(2021)148final.

[6] Council Regulation (EC) No 2062/94 of 18 July 1994.

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

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

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

Pan-European

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

Relevant

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

Tripartite

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

Partnership- and network-based

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

Reliable

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

Responsive and innovative

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

Good governance

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

Section I – General Context

I.1   General Context

The work of the European Agency for Safety and Health at Work (EU-OSHA) is programmed in the context of its Multi-annual Strategic Programme (MSP) 2018-2023 (see particularly sections II.1 and II.2). A key strategic aim for EU-OSHA is to contribute to the realisation of EU policy priorities. The key reference here is the EU Strategic Framework on Health and Safety at Work 2021-2027 published in June 2021. Other key documents are the European Commission Communication 'A Strong Social Europe for Just Transitions'[7] and the European Pillar of Social Rights (EPSR).

One of the recurrent challenges identified is the digital transition and its impact on the workplace. Whereas digitalisation brings a number of opportunities, there are also risks and it is stressed that high safety and health standards must be maintained. EU-OSHA is contributing directly to the management of this transition via its major OSH Overview activity on digitalisation that provides information to, inter alia, policymakers and researchers on the OSH issues at stake in relation to developments such as the increasing use of automation, robotics, artificial intelligence (AI) and monitoring technology. The digitalisation overview will be the research basis for the 2023-2025 Healthy Workplaces Campaign (HWC) 'Safe and Healthy Work in the Digital Age' that will help raise awareness of risks and opportunities.

Other key challenges are linked to psychosocial risks and musculoskeletal disorders (MSDs). EU-OSHA has implemented a major OSH Overview on MSDs and the research results are now being used for the Healthy Workplaces Campaign 2020-2022. Over the programming period a new OSH Overview on psychosocial risks will be developed.

Anticipation of change in the world of work is one of the cornerstones in the Strategic Framework and EU-OSHA's well-established foresight work will contribute to this. Currently, a foresight activity on the circular economy is being implemented that will help identify risks and opportunities related to this aspect of the green transition.

EU-OSHA is developing a Worker Exposure Survey (WES) on carcinogens that will help establish the amount of workplace exposure to carcinogens in Europe. This will directly support the objective of reducing cancer as a cause of work-related deaths.

Through the Online interactive Risk Assessment (OiRA) activity, EU-OSHA together with its intermediaries provides a tool for employers to carry out a good-quality risk assessment thereby facilitating compliance with the legal requirements without compromising the quality of the risk assessment, especially among small and medium-sized enterprises (SMEs). OiRA is explicitly mentioned in different policy documents and is an activity that will be continued throughout the programming period.

Dealing with the pandemic and its consequences is another priority. EU-OSHA has had to respond to the challenges caused by the COVID-19 pandemic. As explained in the foreword, OSH in general and EU-OSHA in particular have been important in the EU response to the pandemic. Safety and health in the workplace play a role in several ways – in terms of preventing the virus from spreading further, in terms of allowing the healthcare sector to fulfil its role, but also as a significant factor in respect to some of the consequences of the pandemic, such as telework and increased risk exposure for certain groups of workers. OSH-related topics from the pandemic have been integrated across the activities where relevant – for example, via a specific focus on teleworking in the overview on MSDs. During the programming period, an OSH Overview on the healthcare sector will also be initiated.

EU-OSHA is therefore well positioned to make an important contribution to the realisation of the EU OSH Strategic Framework. Through this and subsequent Single Programming Documents (SPDs), EU-OSHA will aim at making an effective contribution to the priorities defined.

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[7] Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of Regions. A Strong Social Europe for Just Transitions. COM(2020)14final, 14 January 2020.

One of the main strengths of EU-OSHA is its network, in particular the focal point network ensuring a strong link to the Member State level. In addition to the network of focal points, the Agency works via tripartite networks at European and Member State levels – at Member State level with the help of the focal points.[8] This network allows the Agency's outreach to go far beyond what one could reasonably expect from an organisation of its size and available resources. However, network members' resources are beyond the control of the Agency and there is therefore a risk of uneven performance across the network. This risk is mitigated by an active networking strategy. One of the aims of this networking strategy is to identify and prioritise the needs across the network and to accommodate the variety of these needs through the Agency's portfolio approach. This allows Member States a differentiated participation according to which activities best match their needs and, as a result, the Agency can focus resources within each activity in the Member States where the biggest impact can be achieved. It should be noted, however, that all activities always have a strong European dimension.

In 2022, EU-OSHA will continue to follow the situation in its networks closely as the pandemic has made physical meetings all but impossible. This implies a risk of less cohesion in the network.

Close collaboration with other agencies, both within the policy field of employment and social affairs and beyond, will continue to be a high priority. Together with the other agencies, EU-OSHA will continue seeking collaboration where there are benefits involved for the concerned agencies. This is the case for both operational and horizontal activities.

The SPD is based on the Multiannual Financial Framework and the draft EU budget for 2022. The SPD will only become final once the 2022 EU budget is adopted.

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[8] In addition to the EU Member States, EU-OSHA has focal points in the EFTA countries and a number of countries involved in the pre-accession programmes.

Section II – Multi-annual Programming 2022-2024

II.1 Multi-annual Work Programme

II.1.1 Multi-annual objectives

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

EU-OSHA's six strategic objectives

Anticipating Change

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

Facts and Figures

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

Tools for OSH Management

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

Raising Awareness and Communication

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

Networking Knowledge

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

Networking

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

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Performance indicators are in place to ensure that high-quality information is available to monitor the progress of EU-OSHA's work. The indicators are presented in the tables that follow for the mission, vision and strategic objectives.

For the indicators related to the activities in the work programme, in some cases results are marked as "not available" (N/A) because either it was not possible to survey relevant and informed stakeholders or due to the implementation stage of the activity, surveys could not be launched.

Mission and vision indicators

Input/output indicators

Indicators	Target	Measurement and frequency	Latest Results (2019/2020)
Implementation of commitment appropriations	95%	Final committed amount aggregated across all three titles as percentage of total budget/Annually	2020: 96.8%
Cancellation of payment appropriations	<5%	Total of cancellation of payment appropriations in the budget as percentage of total budget/Annually	2020: 3.6%
Staff capacity	95%	Posts occupied converted into Full Time Equivalents for the reference period as a percentage of available posts in budget/Annually	2020: 97%
Work programme delivery	90%	Share of outputs delivered in the programming year vs planned outputs, calculated on the basis of completion status/Annually	2020: 96%[9]
Outreach capacity of intermediaries through networking	350	Events count across all activities across all priority areas where work of the Agency has been actively presented (policy and workplace practice oriented), either organised by the Agency or organised by others/Annually	2019: 480
Perceived performance	80%	Stakeholders' assessment: survey of Management Board and Focal Point members – share of respondents who find that the Agency is performing well/Annually	85%

Quality indicators

Indicators	Target	Measurement, means and frequency	Latest Results (2019/2020)
Relevance to needs	80%	Stakeholders' assessment: Aggregate of: a) data from stakeholders' survey, and b) data from after meeting and other surveys (aggregate of all activities) – share of stakeholders who find the Agency's work relevant/Annually	82%
EU added value	80%	Stakeholders' assessment: Aggregate of: a) data from stakeholders' survey, and b) data from after meeting and other surveys (aggregate of all activities) share of stakeholders who find that the Agency's work provides information not available at the national level or developed by others/Annually	82%
Usefulness	80%	Stakeholders' assessment: Aggregate of: a) data from stakeholders' survey, and b) data from after meeting and other surveys (aggregate of all activities) share of stakeholders who find the Agency's work useful/Annually	80%
Impact on workplace practice/policy	80%	Stakeholders' assessment: Aggregate of: a) data from stakeholders' survey, and b) data from after meeting and other surveys (aggregate of all activities) share of stakeholders who have actively used the Agency's work for at least one purpose/Annually	85% on workplace level/ 84% on policy level

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[9] The work programme implementation score takes into account the unplanned work delivered by EU-OSHA in 2020 as a result of the COVID-19 pandemic.

Strategic objectives indicators

EU-OSHA measures relevance to needs, EU added value, usefulness of the work, and active use of the information and tools produced via regular stakeholders' feedback. By doing this, the Agency intends to obtain a first objective indication of its contribution to the achievement of EU policy priorities on OSH and, more specifically, of the three cross-cutting key objectives outlined in the EU OSH Strategic Framework 2021-2027:

- anticipating and managing change in the new world of work brought about by the green, digital and demographic transitions;
- improving prevention of workplace accidents and illnesses; and
- increasing preparedness for any potential future health crises.

Activity typology: Policy-facing

The aim of EU-OSHA's policy-facing activities is to provide timely and relevant information to policymakers and policy influencers at European and Member State levels so that they are able to take the best evidence-based decisions. This would include the current activities under Anticipating change, Facts and figures, and Networking knowledge. These activities are also aimed at researchers, who may in turn influence policy or may contribute to the development of more effective interventions.

Strategic objective(s)	Indicators	Target	Measurement, means and frequency	Latest results (2020)
Anticipating change Facts and figures Networking knowledge	Relevance to needs	80%	Stakeholders' assessment: Aggregate of: a) data from stakeholders' survey (policymakers), and b) data from after meeting and other surveys share of stakeholders who find the Agency's work relevant	89%
	EU added value	80%	Stakeholders' assessment: Aggregate of: a) data from stakeholders' survey (policymakers), and b) data from after meeting and other surveys share of stakeholders who find that the Agency's work provides information not available at the national level or developed by others	93%
	Usefulness	80%	Stakeholders' assessment: Aggregate of: a) data from stakeholders' survey (policymakers), and b) data from after meeting and other surveys share of stakeholders who find the Agency's work useful	93%
	Impact	70%	Stakeholders' assessment: Aggregate of: a) data from stakeholders' survey (policymakers), and b) data from after meeting and other surveys share of stakeholders who have actively used the Agency's work for at least one purpose	78%

Activity typology: Workplace-oriented

The aim of the Agency's workplace-oriented activities is, through engagement with a wide range of intermediaries, to raise awareness about workplace risks and how to prevent them and to provide and diffuse relevant tools, particularly for smaller workplaces, to manage safety and health. This would include the current activities Tools for OSH management and Raising awareness and communication.

The aim of workplace-oriented activities is to reach intermediaries as close as possible to the workplace so that EU-OSHA's products influence the behaviour of key actors at that level.

Strategic objective(s)	Indicators	Target	Measurement, means and frequency	Latest Results (2020)
Tools for OSH management Raising awareness and communication	Relevance to needs	80%	Stakeholders' assessment: Aggregate of: a) data from stakeholders' survey (workplace intermediaries), and b) data from after meeting and other surveys share of stakeholders who find the Agency's work relevant	94%
	EU added value	80%	Stakeholders' assessment: Aggregate of: a) data from stakeholders' survey (workplace intermediaries), and b) data from after meeting and other surveys share of stakeholders who find that the Agency's work provides information not available at the national level or developed by others	76%
	Usefulness	80%	Stakeholders' assesment: Aggregate of: a) data from stakeholders' survey (workplace intermediaries), and b) data from after meeting and other surveys share of stakeholders who find the Agency's work useful	96%
	Impact	70%	Stakeholders' assessment: Aggregate of: a) data from stakeholders' survey (workplace intermediaries), and b) data from after meeting and other surveys share of stakeholders who have actively used the Agency's work for at least one purpose	84%

Cross-cutting

Strategic objective(s)	Indicators	Target	Measurement, means and frequency	Latest Results (2020)
Networking	Engagement	80%	Stakeholders' assessment: survey to Board/Focal Point members - share of respondents who are satisfied with the level of involvement of stakeholders in planning, implementation and evaluation of the Agency's work	97%

II.1.2   Multi-annual work programme

In this section, the six priority areas linked to the strategic objectives introduced in the previous section are described in greater detail. Under the six priorities, activities are developed as programmed in section III. The current MSP runs from 2018 to 2023. Considering its strong alignment with the 2021-2027 EU Strategic Framework, the Agency will maintain its current strategy throughout the period of the SPD 2022-2024. This timetable will allow for the Agency's next Executive Director to lead the discussion with the Management Board on the Agency's future strategic direction.

EU-OSHA priority areas and activities
Multi-annual Strategic Programme 2018-2023
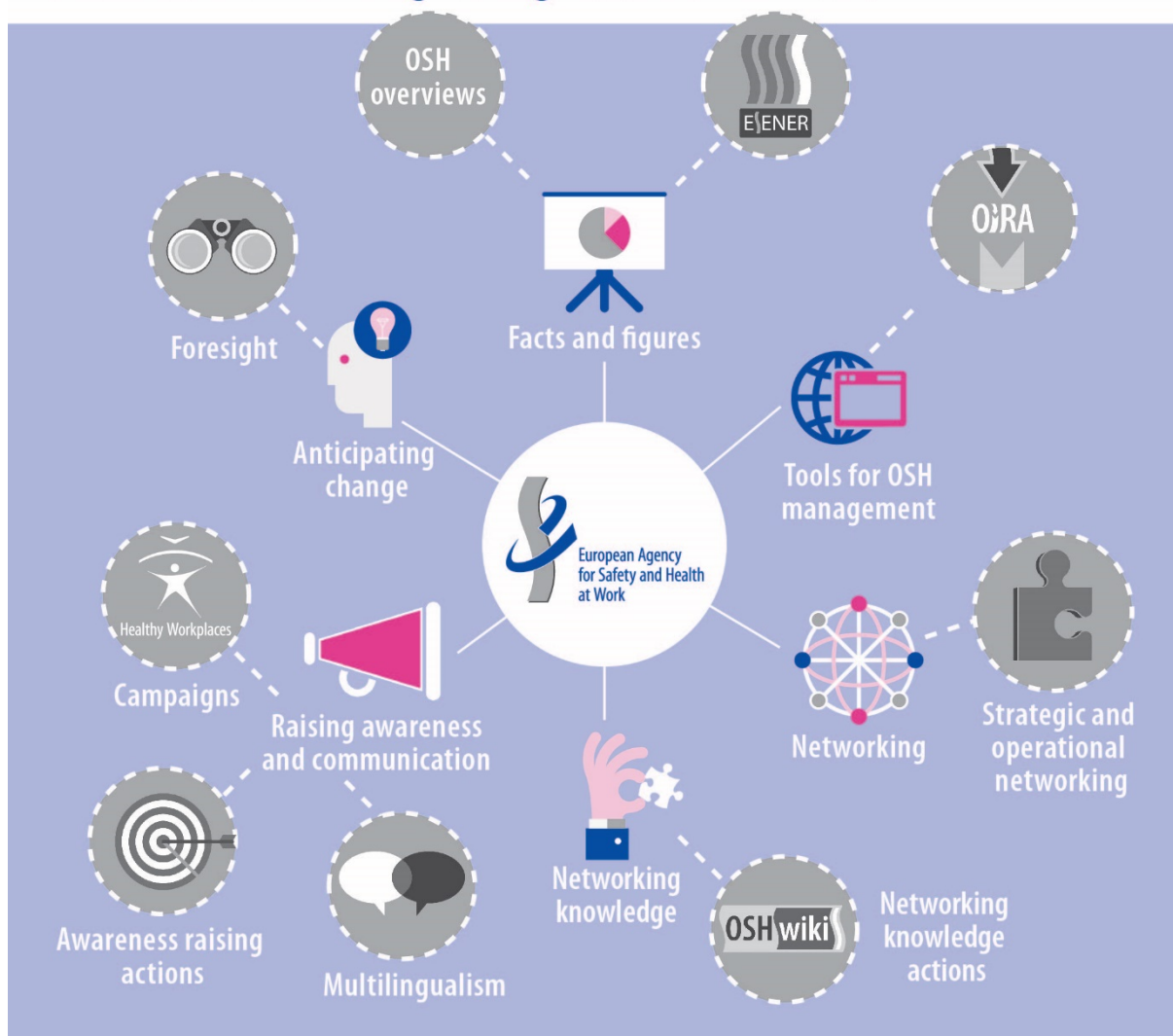
II.1.2.1 Anticipating change

This priority area involves identifying new and emerging challenges in OSH linked to changes in the world of work, in order to provide policymakers, researchers and workplace intermediaries with reliable information, allowing them to set priorities for OSH research and actions and to implement timely and effective prevention. As such, it supports the first key objective of the 2021-2027 Strategic Framework, to anticipate and manage change in the new world of work. Effective prevention can make an important contribution to the overall EU policy objectives, such as ensuring that the digital single market fosters

jobs that are sustainable and promote well-being by offering healthy and safe working conditions. Also, the EPSR expresses principles and rights essential for fair and well-functioning labour markets and welfare systems in 21st century Europe, such as fostering innovative forms of work that ensure quality working conditions. More recently, the European Commission Communication 'A Strong Social Europe for Just Transitions' addresses the multiple challenges Europe is facing: climate action, digitalisation and demographic change. Therefore, better risk anticipation is essential for improving prevention and consequently for sustainable working lives and higher employment rates in the medium to long term.

The Agency will carry out foresight studies and will commission articles and reviews on the future of work to continue anticipating new and emerging risks and challenges to OSH. These will cover the drivers of change identified in the Strategic Framework, namely, the green, digital and demographic transitions. The specific benefits that this will deliver include the provision of useful information that will allow policymakers, researchers and workplace intermediaries more generally to decide whether to take action and to set priorities.

Foresight activities

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

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

- identify and anticipate new and emerging challenges to OSH linked to the changes mentioned above;
- provide instruments for policymakers, researchers and workplace intermediaries 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.

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

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

The findings will be disseminated (through articles, reports, seminars, etc.) to raise awareness of the challenges identified, stimulate debate, and support priority setting and policymaking.

II.1.2.2 Facts and figures

Decision-makers need an accurate and comprehensive picture of OSH risks, their health effects, and how they can be prevented and managed in order to set priorities. The Agency's regulation requires it to 'supply the EU bodies and the Member States with the objective available technical, scientific and economic information they require to formulate and implement judicious and effective policies designed to protect the safety and health of workers'. The Strategic Framework highlights research and data collection as a precondition for prevention of work-related diseases and accidents and underlines its importance for evidence-informed policymaking. Instruments such as the Agency's OSH Overviews,

four- to five-year research-led topic-focused activities, and ESENER, EU-OSHA's workplace-level survey on management of OSH and the new WES on cancer risk factors, aim to contribute to such an evidence base for policymakers and researchers. Data from these and other sources, such as worker surveys, administrative data and qualitative data, from both the European and national levels also make an important contribution and are the source of indicators used in the EU OSH Information System. Such technical, scientific and economic information can also show the value of OSH to society, by developing, for example, estimates of the occupational burden of disease and injury, or the economic benefits of investing in OSH, or highlighting opportunities for learning from successful policies, practices and interventions.

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

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

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

Operating on a five-year cycle, the third survey was carried out in 2019 and a fourth edition is planned for 2024. The survey helps identify factors that encourage preventive measures and those that discourage or impede them, as well as helping to define enterprises' needs according to their characteristics – size, sector, location and age. ESENER 2019 set up a time series, enabling the detection of trends in the period since the previous edition in 2014. For the first time, countries that opted for a boost in the national sample size were given the opportunity to formulate up to three questions that would be included in the survey interviews carried out in their country.

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

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

OSH overviews

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

Large-scale OSH overview activities of four to five years' duration address different risks, sectors and workers' groups focusing on key OSH issues, such as effective risk prevention in micro and small enterprises (MSEs), work-related diseases, such as MSDs and psychosocial risks, factors affecting compliance with OSH regulations and digitalisation. The scope of these activities is determined in consultation with EU-OSHA's stakeholders and some provide content for a subsequent HWC on the

same topic. OSH overview activities include the collection, analysis and dissemination of comprehensive information regarding policy, research and good practice. They typically deliver an overview of policies and strategies, trends in exposures, workers' groups at risk, and safety and health outcomes, as well as of the monitoring tools that are available and of the research needs. They contribute to the development and sharing of good practice, both at the level of policy and of workplace intervention, which can provide content for campaigning activities. Depending on the focus and scope of the project, they involve a combination of literature reviews, case studies, and interviews with key people at policy, research or company levels, focus groups, workshops and seminars. The design and implementation of future OSH overviews will benefit from the recommendations and findings from an overarching evaluation that has been carried out in 2020 targeting precisely the format of the OSH overview. Furthermore, an important input to the selection of future topics will be the priorities in the new EU OSH Strategic Framework.

Worker Exposure Survey (WES)

This activity fills an important information gap relating to occupational exposure to cancer causing factors. Based on the Australian Worker Exposure Survey, this pilot survey will provide data that are complementary to those from existing sources, such as national surveys and information available from national administrative sources. Assuming a successful outcome from the pilot survey, further editions of the WES will be carried out, extending coverage to all Member States.

EU OSH Information System

Initiated by the European Commission under the previous Strategic Framework, the Agency launched the OSH Barometer 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 in close collaboration with EU institutions and Member State Contact Points. As part of the activity, the Agency will publish periodic analytical reports, based on the collected data.

II.1.2.3 Tools for OSH management

The Agency's founding regulation emphasises the need for 'methods and tools for implementing preventive activities, paying particular attention to the specific problems of small and medium-sized enterprises'. Risk assessment is the cornerstone of health and safety management and OSH legislation, but its implementation and quality need to be improved: evidence[10] shows that there are major shortcomings in complying with essential elements of EU health and safety legislation, particularly among SMEs and especially in MSEs. The Strategic Framework emphasises the importance of developing tools for improving the application of EU law, especially in small enterprises. It is essential therefore to provide tools for smaller workplaces to manage health and safety, and the Agency does so through its OiRA tool and related knowledge-sharing actions. The OiRA tool has tripartism at its core through its involvement of the social partners, as well as governments, in its development and dissemination.

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

OiRA will be expanded with additional modules, dedicated to specific risks (such as the COVID-19 module developed in the first semester of 2020 as part of the Agency's response to the pandemic) and complemented by the development of specific tools to enable effective follow-up of risk assessment, with the implementation of practical solutions, OiRA tools help micro- and small organisations to put in place a risk assessment process, and support them in general risk management – from the identification and evaluation of workplace risks, through deciding on and taking action, to monitoring and reporting. Tripartism will remain a key factor in the development and promotion of the tool.

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

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[10] EU-OSHA 2018, 'Safety and health in micro and small enterprises in the EU: Final report from the 3-year SESAME project'.

promotion strategies and further its efforts to see OiRA embedded in national OSH strategies and legislation and promoted in other relevant areas such as vocational education.

Through the activities of its Interactive Risk Assessment Tool (IRAT) network, the Agency will continue to facilitate the exchange of knowledge and good practice in the design, implementation and promotion of tools such as OiRA among national authorities that have developed similar initiatives.

The Agency will continue to facilitate the development of more risk assessment tools at both the national and EU levels, focusing particularly on the needs and challenges of MSEs. Responding to the need identified in the Strategic Framework, the Agency will encourage EU and national partners to develop OiRA tools for the healthcare sector.

To do so, EU-OSHA will further encourage EU and national (sectoral) social partners and other organisations (such as government ministries, labour inspectorates and OSH institutes) to develop and share their national or pan-European sectoral OiRA tools, and to put in place a (national) overall strategy, action plan or legislation to encourage companies to use the tools that have been developed. Collaboration with the social partners will ensure that the OiRA tools that are developed meet the real needs of small organisations in a particular sector. Therefore, social partner 'ownership' of the tool is crucial in encouraging widespread take-up and use of the tool at enterprise level. In addition to the dissemination strategy, 'peer-to-peer' communication is essential to encouraging the use of OiRA tools in Europe's 20 million MSEs.

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

II.1.2.4 Raising awareness and communication

Getting OSH information and messages across to multiple target groups and beneficiaries,[11] including policymakers, researchers, social partners and others, and raising awareness about workplace risks and how to prevent them are key elements in the creation of a prevention culture that is integral to the Strategic Framework's Vision Zero approach. The Agency's intermediaries and beneficiaries are varied, and its communication activities have to take account of this. It is self-evident that the requirements of communicating on future risks to policymakers are different from those of communicating simple steps to prevent accidents to intermediaries.

The Agency's communications and promotion actions together with the HWC play an important role in reaching this goal by delivering reliable and relevant information, tools and other resources generated by the Agency's research activities to the different target groups, primarily policymakers, intermediaries and other message multipliers, with the ultimate aim of benefiting people in European workplaces. A wide range of different types of information is developed by the Agency and has to be communicated. Consequently, the Agency relies on a network communications approach and the communication channels that we use need to be adaptable. The content of the communication can range from complicated statistical analyses to simple good practice guidance. National focal points and other partners are key stakeholders in the Agency's communications approach and the Agency invests in capacity building by providing its network of focal points with financial and logistical support for implementing campaign and awareness raising activities at the national level. Agency support covers a wide range of activities, including the organisation of conferences and seminars, press conferences, journalist round tables and visits, as well as the production and distribution of campaign print and promotion material in 25 languages. The Strategic Framework's Vision Zero approach to work-related

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

deaths in the EU will be developed as a transversal theme across the Agency's communications, awareness raising and campaigning actions.

Healthy Workplaces Campaigns

The Agency's founding regulation, articles 1 and 2, refers to EU-OSHA's role in disseminating information, both about risks and about good practices to prevent them, and in carrying out awareness raising and communication activities and campaigns on safety and health at work issues. Successive EU OSH strategies, including the current one, have also required the Agency to carry out awareness raising actions, and in particular to target these at SMEs.

All HWCs are preceded by an OSH overview on the topic and pursue the following goals:

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

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

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

The Agency develops and strengthens the campaigns' network-based approach, drawing on the support of several important networks of partners, including:

- the Agency's network of national focal points, which is responsible for coordinating the campaigns at the national level;
- the European social partners, representing the interests of workers and employers at the European level;
- the Agency's networks of official campaign partners, consisting of pan-European or international organisations, and media partners;
- the European institutions and their networks, in particular the incumbent Presidencies of the European Council; and
- the Enterprise Europe Network (EEN), which reinforces the Agency's link with Europe's micro, small and medium-sized enterprises.

Awareness raising actions and communication

Effective communication has a key role to play in the delivery of the Agency's mission, not least in ensuring that its research results reach their target audiences, and as such is very much a part of EU-OSHA's core business. As in other areas of the Agency's activities, networking and partnership are at the heart of our communications approach.

The Agency puts considerable emphasis on optimising its Europe-wide communication network by agreeing with its stakeholders which activities the Agency undertakes and which fall under the remit of the Member States and other organisations. Complementarity is a defining feature of this communication partnership approach and it allows the Agency to leverage its communication actions to reach many more intermediaries across the EU and beyond than might be expected given its relatively small size and limited resources.

The tools successfully developed to promote the 'workplace-facing' campaigns have been adapted to support the promotion and communication of the Agency's other information projects. The Agency will maintain and further develop its communication channels and vehicles. These include the press office,

including: media monitoring and media partnerships; a broad publications, audiovisual and social media programme; stakeholder/customer relations management and distribution; and corporate literature and promotion. The Consolidated Annual Activity Report will remain the main vehicle for corporate reporting.

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

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

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

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

Multilingualism

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

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

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

The Agency will also continue to explore and develop innovative approaches to meeting the challenge of communicating in a multilingual Europe. One example is the diffusion strategy for the OiRA tool, through which the Agency provides support and core translations to enable national partners to develop tools in their own languages, and adapt them to their own national context.

II.1.2.5 Networking knowledge

A key role for EU-OSHA is to 'collect, analyse and disseminate technical, scientific and economic information' on risks, good practices and research aspects of OSH. This represents a very broad remit that – combined with different information needs at EU level and across the Member States, the goal of supporting multilingualism, and the ever-growing task of maintaining the currency of the information – represents a considerable challenge, given the resources available. By forging links and facilitating the exchange of knowledge between different organisations involved in research, policymaking and

development of resources for workplace level, the Agency is able to act as a facilitator and catalyst of new knowledge and collaboration on OSH.

Networking knowledge actions

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

Actions will reflect and contribute to the agendas of the key stakeholders and it is therefore difficult to predict all of the specific actions that will be undertaken, but an illustration of the approach was evidenced in 2020 by the Agency's timely and multifaceted response to meeting the OSH challenges of the COVID-19 pandemic. Ongoing actions include maintaining up-to-date information on EU OSH legislation, non-binding instruments and dialogue initiatives and on Member States' strategies on OSH. The Agency will support the Commission generally and in its follow-up to the ex post evaluation of the EU legislation on health and safety at work and to its lessons learned exercise of the EU's response to the COVID-19 pandemic.

OSHwiki is maintained as a comprehensive source of reliable up-to-date information that is integrated in the corporate website and as a way to collaborate with the OSH community. EU-OSHA contributes to coordination and prioritisation of OSH research through different actions such as seminars.

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

Furthermore, EU-OSHA will play an active role as a steering group member (together with the European Commission) of the Global Coalition on OSH and as task group leader on the future of work. It will strengthen cooperation with other bodies carrying out futures work, such as the European Parliament's STOA, EU-ANSA, PEROSH and the Nordic Future of Work Group.

Fostering collaboration between Member States, the Agency supports the exchange of experts among Member State institutions.

II.1.2.6 Networking

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

The activity in this area mainly meets two needs:

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

Strategic and operational networking

The Agency's strategic and operational networking actions include the development and support of its key stakeholder networks: its governance and European networks as well as the focal points, and expert and international networks. The actions aim at reflecting the needs and priorities of the key stakeholders

in the Agency's activities, and cover both input to EU-OSHA's planning and the Agency's need to account for its actions, and to ensure that the Agency delivers on its objectives by relying on the networks' resources, as the Agency's own resources alone do not allow this. It is also an aim to share best practice and avoid duplication of effort.

These actions are particularly targeted at the Management Board and EU-OSHA's other key European stakeholders. The governance networks include the Agency's Board, Bureau and Advisory Groups. All these networks involve governments, unions and employers' associations, in addition to the European Commission. The European stakeholders include the EU institutions and the European-level social partners: special emphasis is given to maintaining close cooperation with the Directorate-General for Employment, Social Affairs and Inclusion (DG EMPL) and other agencies via the EU agencies' networks and via direct bilateral cooperation. The strategic networks represent a unique opportunity to engage key players across Europe in the work of the Agency.

Unique among EU Agencies, the focal points, with their national networks, represent the Agency's key operational network. Within the framework of an annual agreement, the focal points coordinate and transmit information to be supplied at national level to EU-OSHA, having taken into account the views of social partners. Thus, each Member State and European Economic Area (EEA) country have an EU-OSHA focal point that operates a national tripartite network reflecting national systems and structures. This allows the communication of information via the focal points to and from key stakeholders in the Member States. This is a two-way information flow that also ensures Agency activities reflect priorities in the Member States. A particular focus will be the further development and involvement of these national networks. The engagement of social partners at national level is seen as essential in ensuring the success of EU-OSHA activities.

The Agency will continue to cooperate with other European agencies, to create synergies. Agreements are already established with Eurofound, the European Institute for Gender Equality (EIGE) and the European Chemicals Agency (ECHA) as well as cooperation with the European Centre for the Development of Vocational Training (Cedefop). EU-OSHA has also started to cooperate with the European Labour Authority (ELA).

EU-OSHA also engages with international network partners, such as the International Labour Organisation (ILO), World Health Organisation (WHO), SLIC and other international organisations as well as specific countries. Concrete actions include the participation in the Steering Group of the Global Coalition on OSH together with the Commission and the collaboration with the WHO and ILO in the development of a costing model for the burden of work-related injury and disease in the EU. The Agency's international activities will be carried out within the framework of its strategy on international relations – see Annex XII. The strategy covers issues such as the different types of actors, reasons for engagement, limitations of engagement and the definition of priorities for international actions.

Finally, the continued development of cooperation with established communication networks such as the EEN will be a priority. The EEN provides a good vehicle for reaching the enterprise level. A similar approach is also being pursued with networks in the vocational education sector as part of the Agency's OSHVET initiative[12].

Specific programmes for countries outside the EU

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

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[12] https://osha.europa.eu/en/themes/mainstreaming-osh-education/oshvet-project-osh-vocational-education-and-training

II.1.2.7 Overview

Activity/year	2022	2023	2024
Anticipating future challenges to OSH – foresight on circular economy (ref 1.3)	■		
Anticipating future challenges to OSH – topic to be decided (ref 1.4)	■	■	■
ESENER (ref 2.1)	■	■	■
Worker exposure survey (ref 2.8)	■	■	■
EU OSH Information System (ref 2.9)	■	■	■
OSH overview: Digitalisation (ref 2.10)	■	■	
OSH overview: Supporting compliance (ref. 2.11)	■	■	■
OSH overview: Psycho-social risks and mental health at work (ref. 2.12)	■	■	■
OSH overview: Healthcare (2.13)	■	■	■
Online interactive Risk Assessment (OiRA) tool (ref 3.1)	■	■	■
Healthy Workplaces Campaign (HWC) 2020-2022: Work-related MSD (ref 4.6)	■	■	
Healthy Workplaces Campaign (HWC) 2023-2025: OSH and Digitalisation (ref 4.9)	■	■	■
Healthy Workplaces Campaign (HWC) 2025/2026 (ref 4.10)	■	■	■
Awareness raising actions and communication (ref 4.7)	■	■	■
Multilingualism (ref 4.8)	■	■	■
Networking knowledge actions (ref 5.3)	■	■	■
Strategic and operational networking (ref 6.4)	■	■	■

II.2 Human and Financial Resources Outlook 2022-2024

II.2.1 Overview of the past and the current situation

Staff population overview for N-1 (2020):

The Agency's staff resource as of 1 January 2020 totalled 65 posts, comprising 40 Temporary Agents (TAs) and 25 Contract Agents (CAs). The number is expected to remain rather stable for the period 2022-2024. Detailed data on different staff categories as of 31 December 2019 are provided in Table 1 of Annex IV.

Expenditure for N-1:

Detailed data are provided in Table 2 of Annex III.

II.2.2 Outlook for the years 2022-2024

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

Considering the forthcoming Cybersecurity regulation that introduces an urgent and priority need to strengthen the Agency's capabilities in terms of cybersecurity, the need for one additional CA in Function Group (FG) IV is essential. This will be reflected in data from 2023 onwards. In case the new regulation enters into force in early 2022, there may be a need to start the recruitment as early as 2022 to be able to comply with the new work requirements in that area within the imposed time limit (that is, 15 months after the entry into force of the regulation). As regards the new Strategy for the Rights of Persons with Disabilities 2021-2030 that calls on the Agency to designate a disability coordinator, the Agency will strive to allocate such responsibility to one of its current staff.

EU-OSHA works in close cooperation with its Staff Committee. The Agency consults the committee – among others – on implementing rules giving effect to the Staff Regulations.

   a) New tasks

No new tasks were included in the 2019 founding regulation of the Agency.

   b) Growth of existing tasks

The COVID-19 pandemic has led to new expectations of the Agency in terms of providing relevant knowledge on safe and healthy work during the pandemic. EU-OSHA has dealt with these new demands within existing resources. The COVID-19 pandemic will have consequences over the programming period, as a number of new projects have been initiated to address the new challenges in the workplace – such as teleworking. These new projects have also been programmed within the existing resources. Obviously, the additional projects cannot be implemented without any impact on the rest of the work programme, and it has been necessary to divert resources from other foreseen actions such as events and meetings that in some cases have been cancelled or research projects that will be finalised later than originally planned.

Furthermore, the Agency appreciates that the new EU OSH Strategic Framework includes a number of tasks for EU-OSHA, but these tasks have also had to be prioritised within existing resources.

EU-OSHA's relevance to EU policymaking – as the new EU OSH Strategic Framework confirms – has been growing, which has led to an increase in requests for support on various initiatives from, in particular, the European Commission. EU-OSHA welcomes this opportunity to provide knowledge for EU policy initiatives, but it leads to an increasing workload that has to be managed within the resources available and which in some cases may lead to foreseen actions being cancelled or postponed. In order

to be able to react to these needs within a reasonable period, a broad range of OSH specialist knowledge needs to be maintained among staff.

Finally, it should be mentioned that evaluations have concluded that the knowledge provided by EU-OSHA scores high on all quality parameters. However, it is also concluded that there is scope for additional impact of the research work by making more stakeholders aware of the knowledge provided. As a consequence, EU-OSHA has decided to increase its effort on communicating and promoting its policy-relevant research work. The resources for this effort partly come from extending the HWC cycle from two to three years. In addition, the Agency has developed a knowledge development procedure to ensure the quality of its research work and to make it transparent how its research work is done.

It general, it should be kept in mind that EU-OSHA is a highly efficient agency that has already implemented efficiency measures for a number of years in order to continue to deliver on its mission – also during the 10% staff reduction. It would therefore be wrong to assume that EU-OSHA's existing tasks can grow significantly without either additional resources or reduction of the activity level in other areas of its work programme.

II.2.3   Resource programming for the years 2022-2024

a) Financial resources

The resources of EU-OSHA comprise mainly contributions from the EU (96.8%), the EEA European Free Trade Association (EFTA) countries (2.6%) and local authorities (0.6%). The annual subsidy that EU-OSHA may receive as from 2021 has been dictated by the Multiannual Financial Framework 2021-2027 that aims to keep control over the evolution of the administrative expenditure and staffing levels of all EU institutions and bodies.

The Multiannual Financial Framework 2021-2027 currently considers an annual flat increase of +/- 2% for EU-OSHA.

The EU-OSHA financial perspective for the years 2022-2024 therefore anticipates an annual EU contribution of €15,912,000 (2022), €16,230,000 (2023) and €16,586,000 (2024). The EEA-EFTA contribution will correspond to a percentage of the annual EU subsidy voted by the Budgetary Authority. For 2022-2024, it is currently estimated at 2.5% whereas the local authorities are foreseen to contribute with an annual total of €100,100.

The 2.5% increase will be to compensate the potential indexation in prices for running costs, procurement contracts, salaries and yearly reclassification exercises.

b) Human resources

EU-OSHA anticipates that its staff resources will remain stable over the period 2022-2024 except for one additional FG IV CA from 2023 to allow the Agency to comply with the forthcoming Cybersecurity regulation.

EU-OSHA will make use of the opportunity for career development introduced by the Implementing Rule on recruitment of CAs and the newly adopted policy derived from it on exceptional internal selection procedures for CAs. The Agency will therefore launch internal selection procedures to match available skills with the evolving actual needs of the Agency starting in 2022 replacing one CA FG III post with a CA FG IV post.

In 2022, the Agency assumes to count on the stable number of staff resources totalling 65 staff (40 TAs and 25 CAs).

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

According to the Staff Screening Exercise based on 2020 data currently available, the distribution of staff is as follows: 68% operational, 19.7% overheads and 12.3% neutral staff.

II.2.4   Strategy for achieving efficiency gains

EU-OSHA is continuing to seek efficiency gains, building on the findings of the evaluation of its MSP and the work that followed it (particularly the revised version of the MSP) as well as the evaluation of

the four agencies in the employment and social affairs policy field commissioned by the Commission. The focus on fewer larger activities will continue over the programming period and this will lead to efficiency gains as regards procurement, contract management and production of publications. Furthermore, the Agency is seeking synergy across its activities by proposing HWC topics that are aligned with a preceding large-scale OSH Overview, thereby ensuring availability of high-quality content for the campaigns and the best possible impact for the overview through extensive promotion of the findings. Based on its experience of working with reduced human resources, the Agency is very conscious of the need to ensure the sustainability of its programmed activities at the same time as being able to respond in a timely manner to requests for additional support from the European Commission. This was a further factor in the Agency introducing the change to the HWC cycle that is being piloted for the 2020-2022 and 2023-2025 campaigns.

The Agency will continue to cooperate with other Agencies – sister agencies and beyond – on projects of shared interest. This includes the use of shared services where relevant. In addition, the Agency will continue to rely on its Activity Based Management and Activity Based Budgeting systems in order to maintain a close integration of its annual work programme and budget.

The Agency will also further develop its modernisation programme leveraging on the adoption of new systems and tools. This includes exploiting the functionalities of the document management system ARES, implementation of SYSPER for managing human resources processes, using e-procurement, paperless and e-Signature, seeking simplification of internal processes and digitalisation of workflows in the financial circuits and internal approvals.

EU-OSHA will maintain a strong focus on ensuring an efficient use of its human and financial resources while achieving the highest levels of quality in the performance of its work programme. It will do this through the application of modern management tools and through effective organisational development.

II.2.5   Negative priorities/Decrease of existing tasks

The main flexibility EU-OSHA has at its disposal is the extent of the time over which activities and projects are delivered. Extending the time for delivering a project or activity spreads the workload over more years. Obviously, this will ultimately lead to fewer activities and projects being delivered.

In light of the delay in the recruitment of the Executive Director, a reassessment of the plans for 2022 for the new OSH Overview on psychosocial risks has been carried out. The revised plans imply starting with a smaller project.

Section III – Annual Work Programme 2022

Executive Summary

For a general outline of the policy context in which EU-OSHA's work has been programmed, please go to Section I – General Context. In 2022, EU-OSHA will develop further activities initiated in previous years. In addition, a new OSH overview on the healthcare sector will be initiated. Relevant policy priorities such as the impact of digitalisation on OSH and OSH compliance by MSEs will be addressed by the work delivered in 2022 from two ongoing OSH overviews while ESENER secondary analyses on psychosocial risks and the healthcare sector will also become available. The HWC Lighten the Load will come to an end and an evaluation will be initiated to assess its results together with the efficiency and effectiveness of the revised campaign cycle.

Since the beginning of the COVID-19 outbreak in 2020 and continuing into 2021, EU-OSHA has played a key role, alone or in cooperation with others, in providing useful information and resources to intermediaries to assess the risks and the impact on the workplaces and mitigate them. It is expected that the pandemic will remain an important topic on the global agenda and EU-OSHA will continue to deliver as circumstances require. The Agency will be ready to contribute to the drawing of lessons from the pandemic and identifying areas that would require further assessment in light of such lessons in order to increase preparedness for future threats to workers' health and safety

EU-OSHA will continue collaborating closely with other agencies in 2022 – with those in the employment and social affairs policy field and beyond. On several operational activities, there is good cooperation to make the best use of the respective resources of each agency. This is, for example, the case for the collaboration on survey methods with Eurofound in relation to ESENER, the involvement of the European Union Agency for Fundamental Rights and Eurofound survey expertise in the development of the workers' exposure survey, and on seasonal workers collaboration exists with ELA. For the horizontal activities, a cooperation on several topics and in several ways takes place, from shared services to information exchange. This covers almost all topics, ranging from peer risk assessment reviews, over shared procurement actions to mutual support in development of performance measures.

Priority area 1: Anticipating Change

1.3 Anticipating future challenges to OSH

The nature of work, employment relationships, types of workplaces and technologies used for work are developing rapidly. At the same time, the workforce is getting more diverse and dispersed. Trends like these together with migration and climate change will bring new challenges to OSH in the future that need to be anticipated adequately to allow effective prevention. Anticipating and managing change in the world of work brought about by the green, digital and demographic transitions is one of the three cross-cutting objectives identified in the EU OSH Strategic Framework, which, in line with previous EU OSH strategy documents, has identified risk anticipation as a core task for EU-OSHA.

In 2022, the foresight activity on the impact of the circular economy on OSH will continue. The multi-annual study consists of a literature review, cooperation with other organisations carrying out foresight activities and future-oriented work at EU or national level implementing foresight to guide priority setting and strategic development (such as the STOA, EU-ANSA, PEROSH, Joint Research Centre (JRC), etc.) and consultation with the Agency's stakeholders. EU-OSHA collaborates in particular with the French National Research and Safety Institute (INRS) to benefit from its recent foresight work on this topic. In 2020-2021, existing future-oriented research and documentation as well as EU-OSHA's previous foresights were reviewed for the new topic, which led to macro-scenarios on the future of the circular economy and its effects on OSH. End of 2021 and continuing in 2022 the focus will be on dissemination and tailoring the scenarios via stakeholders' dialogue and workshops, addressing the needs of specific stakeholder groups.

This study has been built on the results of the ex post evaluation of the previous foresights in 2019 that supported EU-OSHA in selecting the method and instruments best suited for the next cycle of the activity. Recommendations ranged from ensuring more focused scenarios and continuing with a systematic engagement of stakeholders, while adapting and refining deliverables and communication to the end users. From a methodological viewpoint, the evaluation called on the Agency to reflect upon an integration of qualitative and quantitative methods. One important finding of the evaluation is that EU-OSHA clearly adds value to the work of others via this activity.

Further expert review articles will be commissioned for discussion and promotion in 2022.

Goal

To contribute to the setting of research and policy priorities and inform policymaking and research on the risks associated with the circular economy by developing knowledge and fostering quality debate.

Operational objectives

This activity will:

- Provide foresight information on the selected topic, the OSH implications of the circular economy that is of good quality and relevant to policymakers and researchers.
- Stimulate high-quality debate among selected stakeholder groups on new issues relevant to OSH.

Expected results and outcomes

Better informed policymakers and researchers on the consequences for OSH of the circular economy and uptake of the Agency's work on OSH-relevant policy, practice and research.

Indicators	Latest result (2019)[13]	Target (2022)	Means	Frequency
Usefulness	82%	80%	Surveys	Annually
Impact	82%	70%	Surveys	Annually
EU added value	86%	80%	Surveys	Annually
Relevance	75%	80%	Surveys	Annually

Main outputs and actions

Under this activity, expert knowledge on circular economy will be developed and presented via different publications such as reports and expert articles and disseminated via events (workshops, etc.).

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[13] Results relate to the previous foresight cycle related to new and emerging OSH risks associated with the impact of ICT and work location.

Priority area 2: Facts and Figures

2.1 ESENER

ESENER is a representative establishment survey looking at how safety and health risks are managed in European workplaces.

With this activity, EU-OSHA intends to contribute to improving statistical data and developing the necessary information for evidence-based policymaking, which is a precondition for evidence-informed policymaking, as stated in the new Strategic Framework.

Since the first edition in 2009, ESENER has played a key role in providing cross-nationally comparable information that can contribute to OSH policymaking. In 2020, 89% and 84% of the respondents of EU-OSHA's 2020 stakeholders' survey regarded ESENER as a valuable source for policymaking respectively at European and national levels and 46% considered that providing comparable data is its most valuable contribution to better OSH in Europe. It provides information on general OSH risks and how they are managed; psychosocial risks such as stress, bullying and harassment and drivers of and barriers to action in OSH management, and describes worker participation in OSH. By including psychosocial risks the survey sheds light on under-explored and increasingly important areas of OSH and which are a growing concern for European workplaces. In the development of all three editions of the survey to date, EU-OSHA has collaborated with Eurofound on the design of international telephone surveys at enterprise level.

Following completion of fieldwork for ESENER-3 in 2019, the first in-depth analyses were launched in 2020, with publication at the beginning of 2022 of the "Overview Report", shedding a special light on legislation and the appointment of health and safety representatives, and the "Human health and social work activities report". In the first quarter of 2022, the report on the in-depth study on psychosocial risk management will be published, as well as six country reports, based on qualitative research among micro and small establishments interviewed in ESENER-3.

Two more sectoral studies will be completed by end 2022: 'Education' and 'Accommodation and Food Service Activities'. Another sectoral study on 'Transport' and the ex post evaluation of ESENER-3 will start too, to be concluded in 2023, in time to inform the launch of ESENER-4 (2023-2024).

As in previous years, along with the publication and analysis of findings, dissemination of the results will take place, both at national events and scientific conferences, as much as the pandemic allows.

Goal

To contribute to the formulation of evidence-based policies by providing high-quality information on OSH (participation of workers, the practical management of OSH and the management of psychosocial risks) and comparable data across Europe.

Operational objectives

This activity will:

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

Expected results and outcomes

ESENER will have become a key data source for policymakers and researchers at national and EU levels on how enterprises manage OSH and it will be seen as an effective monitoring tool to track changes over time. ESENER data and publications will periodically feed relevant EU policy documents.

Indicators	Latest result (2020)	Target (2022)	Means	Frequency
Relevance to needs	93%	80%	Surveys	Annually
Usefulness	98%	80%	Surveys	Annually
Impact	77%	70%	Surveys	Annually
EU added value	89%	80%	Surveys	Annually
Relevance to needs: Number of countries that boosted samples sizes with own resources	3	2 countries per survey wave	Monitoring reports	Other
Usefulness: Number of downloads of ESENER data	75 downloads (baseline data)	10% increase from previous wave	Monitoring reports	Other

Main outputs and actions

In the framework of this activity, the Agency will produce the overview reports on the secondary analysis of the data from the survey's third wave on specific topics. Targeted communication and promotion actions at national and European levels will help ensure impact.

2.8 Worker Exposure Survey (WES)

The worker survey on exposure to cancer risk factors draws on the conclusions of the feasibility study from 2017 and the input from experts and builds on the experience of the Australian Work Exposures Study. The activity sets out to fill an important information gap that has been widely identified, most recently in the context of the revision of the Carcinogens and Mutagens Directive but also in the January 2017 European Commission Communication on modernisation of EU OSH legislation and policy. With this activity, the Agency aims to meet the challenge of improving statistical data collection and developing the necessary information for evidence-based policymaking. Furthermore, it aims to support one of the key objectives of the EU OSH Strategic Framework on improving prevention of work-related diseases, in particular cancer. It also seeks to provide information that could contribute to updating EU legislation, where appropriate, to improve the protection against dangerous substances and fight occupational cancer, in particular as regards the preparation of possible future amendment proposals of the Carcinogens and Mutagens Directive. The survey will also provide information on other relevant issues linked to physical and chemical exposures at work, such as solar radiation. In addition, this activity is expected to contribute to the OSH actions of Europe's Beating Cancer Plan. The survey will provide a reliable assessment of exposure related to jobs and tasks that complements existing sources of data on workplace carcinogens exposure, national surveys and information available from national administrative sources. EU-OSHA will carry out a survey with national samples of significant size in a selection of six countries (Germany, Ireland, Spain, France, Hungary and Finland). Fieldwork in the six Member States covered in this pilot edition will be carried out in 2022 and first results published in 2023.

International expert and advisory groups advise EU-OSHA on the project implementation and provide feedback on the survey. The advisory group (WESAG) provides strategic input and includes appointed members representing the three interest groups of the Management Board and the European Commission since 2020. The international expert group provides technical input and consists of researchers in the field of exposure to cancer risk factors, epidemiologists, OSH experts, occupational hygienists and worker survey experts from other agencies (Eurofound and European Union Agency for Fundamental Rights - FRA).

Goal

To contribute to the reduction of work-related cancer by providing data and information aimed at improving the understanding among policymakers, researchers and intermediaries about workers' exposure to cancer risk factors in order for them to be able to prioritise and target appropriate actions.

Operational objectives

This activity will:

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

Expected results and outcomes

The WES will become an important data source for policymakers and researchers at national and EU levels on workers' exposure to cancer risk factors, resulting in timely and appropriate actions aimed at reducing work-related cancer. It will be seen as an effective monitoring tool to track changes over time. Assuming a successful outcome of the activity, this would be a first step in a phased approach leading to full country coverage in subsequent years.

Indicators	Latest result	Target	Means	Frequency
Relevance to needs	N/A	80%	Surveys	Annually
Usefulness	N/A	80%	Surveys	Annually
Impact	N/A	70%	Surveys	Annually
Usefulness: Number of downloads of WES data	N/A	10% increase from previous wave	Monitoring reports	Other

Main outputs and actions

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

2.9 EU OSH Information System

With this activity, EU-OSHA intends to provide an up-to-date and comprehensive overview on basic data of important indicators that describe the OSH situation in Europe. In particular, this activity addresses the need for a comprehensive evidence base, this being a precondition for the prevention of work-related diseases and accidents, as highlighted in the EU OSH Strategic Framework 2021-2027. By developing a reliable and stable information system on OSH in Europe, based on data of the relevant national and European data providers, this activity is expected to provide a valuable input to support policymaking and research via a stable monitoring tool and periodic reports. This is done through a dashboard, the OSH barometer. With the information developed within this activity, the Agency will also be in a good position to provide support to the European Commission regarding the 2023 stocktaking OSH summit announced in the EU OSH Strategic Framework. Following the launch in 2018 of the Commission's pilot EU OSH Information System, which was developed in collaboration with EU-OSHA, this activity adds progressively to the collection of indicators and improves their presentation online through the data dashboard 'OSH Barometer'. The Agency will continue to work closely with the Commission, its network

of National Contact Points and with the corresponding Advisory Committee on Safety and Health at Work (ACSH) Working Party to consolidate the indicators and develop consensus on new indicators over time. The activity will include the publication in 2022 of a report (the 'State of OSH in the EU') at regular intervals so that developments over time or trends can be presented in a way that supports the policy cycle; in particular, the drafting of national and EU strategic documents on OSH. Furthermore, EU-OSHA will contribute to the work of the Global Coalition on OSH launched at the 2017 World Congress in the development and dissemination of indicators, particularly in support of the Commission as leader of the Task Group for the Construction of a Multiregional OSH Information System.

Goal

To contribute to improve evidence-based policymaking and research in the area of work-related diseases prevention by providing high-quality, comparable and timely data on relevant OSH indicators.

Operational objectives

This activity will:

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

Expected results and outcomes

The OSH Barometer dashboard and the State of OSH in the EU reports will have become an authoritative source of information that will support policymaking and research. The analysis of the data from the OSH Barometer will regularly feed relevant EU policy documents.

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

Main outputs and actions

With this activity, the Agency will further develop and refine the EU OSH Information System with the inclusion of new indicators, organise expert meetings and produce regular first analytical reports with qualitative analysis of the data from the indicators.

2.10 OSH and Digitalisation

Responding to the new risks linked to digitalisation and new technologies is one of the key objectives of the EU OSH Strategic Framework. This OSH overview will contribute to knowledge development on these risks and thus help anticipate and better prevent them. This activity addresses several challenges highlighted in the European Commission Communication on modernisation of the EU OSH legislation and policy from 2017. It will also support the implementation of the EPSR, in particular Chapter II 'Fair working conditions', Principles 5 on 'Secure and adaptable employment' and 10 'Healthy, safe and well-adapted work environment and data protection', and of the recent Action Plan of the EPSR that covers many of the aspects related to digitalisation and the future of work. It will also provide input to the review of OSH risks related to digitalisation announced by the Commission in its Communication 'A strong social Europe for just transitions'. It also shares the objectives of some crucial ongoing policy developments, such as contributing to the discussions related to the human and ethical implications of

AI at EU level, in particular in the context of the policy framework approved by the European Parliament,[14] the European Commission Proposal for a Regulation on a European approach for Artificial Intelligence[15] and the Communication on Fostering a European approach to Artificial Intelligence, and to the ongoing initiatives in the area of platform work such as the European initiative on 'Improving the working conditions of platform workers'.[16]

This OSH overview builds upon the issues identified in the Agency's large-scale foresight activity on new and emerging risks resulting from digitalisation (concluded in 2018). It provides insights into the consequences of digitalisation on workers' safety and health and the challenges it poses to prevention, policy and practice as well as the opportunities it offers. Based on the preparatory work in 2019 to define the scope and content, a number of projects will be undertaken in 2020-2023 comprising literature reviews, qualitative and quantitative research (for example, interviews/surveys/focus groups/case studies), and reviews of policy and practices. Considering that digitalisation refers to a large variety of technologies impacting on all sectors of the economy, the variety of workplaces, workers' groups, OSH situations, challenges and needs at stake is very large. However, there are common tendencies for 'digital' workplaces, mainly related to human–machine interfaces, ergonomics, organisational aspects and work-related psychosocial factors. These will receive particular attention, although other types of OSH risks and challenges will also be addressed. Furthermore, this OSH overview will look at production processes and services. Some projects within this OSH overview will look in more depth at the impact of digitalisation on OSH in a limited number of sectors or occupations. It will address cross-cutting themes as relevant, such as vulnerable groups, age and gender issues, or the self-employed (including pseudo self-employed). It will analyse the results from ESENER-3 related to the impacts of digitalisation in the workplace, and will survey workers to investigate the use of digital tools and its implications for OSH. Cooperation with key organisations working on the topic of digitalisation in the world of work has been established, in particular with Eurofound and the JRC (in particular exchanging information, participating in each other's projects and ensuring complementarities on the topics included in this activity).

Drawing on the scoping work and expert meeting that took place in 2019, four main areas of work will be addressed as part of the OSH overview: advanced robotics and automation of tasks (physical as well as cognitive tasks); new forms of worker management through AI-based systems (including people analytics, gamification, app-driven jobs, etc.); new monitoring systems for the improvement of workers' safety and health; and OSH and the digital platform economy. In 2022, the work will continue on the first three projects and the deliverables of their first work packages will be published. The final deliverables of the project on OSH in the digital platform economy will be published.

Goal

To contribute to policy and research related to digitalisation and its consequences on OSH by providing a comprehensive insight into new technologies and their application at work, existing policies and practices, an analysis of main cross-cutting themes and a focus on specific occupations.

Operational objectives

This activity will:

- Review the impact on OSH (challenges and opportunities), in terms of facts and figures, policies and initiatives, practices and management of OSH in the workplace. It will identify practical resources available, describe good practices, identify gaps, needs and priorities, and formulate recommendations for policy, research and practice in relation to advanced robotics and automation of (physical and cognitive) tasks. Part of the project will look specifically at the automation of tasks through the use of smart cobots.
- Investigate the types and use of AI-based systems for the management of workers, their impact on OSH (challenges and opportunities), identify gaps, needs and priorities, and formulate

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[14] Available at: https://www.europarl.europa.eu/doceo/document/TA-9-2020-0275_EN.html
[15] Available at: https://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1623335154975&uri=CELEX%3A52021PC0206
[16] Available at: https://ec.europa.eu/commission/presscorner/detail/en/qanda_21_656

recommendations for research, policy and practice.

- Review the types and uses of new monitoring systems for the improvement of workers' safety and health, and how they are implemented and managed, the impact on workers, weaknesses and strengths, and describe good practices, and identify gaps and needs for research and practice.
- Provide an up-to-date review of policy and regulatory developments in relation to OSH and the online platform economy.

Expected results and outcomes

To improve the understanding among researchers and policymakers of the consequences of digitalisation on workers' safety and health and the challenges it poses to prevention, policy and practice as well as the opportunities it offers. This OSH overview will also provide a solid knowledge base for the HWC on digitalisation starting in 2023.

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

Main outputs and actions

Under this activity, EU-OSHA will deliver research reports as well as a number of shorter publications on specific topics related to digitalisation and will organise events for exchange of knowledge and dissemination.

2.11 Supporting Compliance

Improving the extent and quality of compliance with OSH regulations and of preventive action in general is a long-standing objective at EU and national levels. Most recently, the Strategic Framework, aims to improve the application and enforcement of EU law by, for example, supporting the work of labour inspectors and developing tools and guidance for employers. However, meeting this objective is an increasing challenge given the rapidly evolving world of work, especially as regards changes in society and markets, new forms of employment, business models and the nature of work.

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

This activity aims to provide an insight on the environment or 'context' that incentivises and assists enterprises – including small and micro – to fulfil their obligations under OSH regulations. In so doing, it addresses one of the three main challenges identified in the European Commission Communication on modernisation of the EU OSH legislation and policy. The five themes identified as part of this OSH overview are: (1) innovation in enforcement, (2) prevention services, (3) social reporting, (4) supply chains, and (5) business incentives.

As a result of the diversity of national contexts and approaches on the one hand and the increasing availability of data and tools to analyse it on the other, many interesting initiatives are underway. The identification and analysis of such initiatives with the aim of sharing knowledge and stimulating further action is a key function of the Agency. Furthermore, the selected topics align with current EU policy on OSH and respond to interest expressed by the Agency's stakeholders and follow up to the Commission's ex post evaluation of the OSH acquis.

The COVID-19 pandemic has forced businesses to reconsider their priorities related to OSH risk assessment in an abrupt and unprecedented way. The way the risks of occupational exposure of workers to the risk of transmission of COVID-19 and how this is affected by contextual influences, such as national and global supply chains, will be included in this activity. The scale of the pandemic is unprecedented and measures to support compliance with best practice to reduce risks are therefore worthy of special attention.

Following the experts' and stakeholders' opinions, in 2020 EU-OSHA started with an overarching review, which set the scene regarding the topic and the research already done. The overarching review final report, literature review and executive summary were published in May 2021.

Based on the findings of the overarching review, EU-OSHA is pursuing two strands of research with in-depth projects. In the first place, the research is focusing on market influences on OSH compliance, such as the impact of supply chain relations, social reporting and business incentives. Considering the impact of the COVID-19 pandemic, this project will focus on the agri-food and construction sector.

Secondly, research will focus on regulatory influences and analyse the role of innovative inspection and enforcement practices and the role of preventive services in supporting compliance. The approach includes comparative case study analysis and survey data.

Goal

To contribute to formulating polices aiming at creating an environment or 'context' that incentivises and assists enterprises – including small and micro – to fulfil their obligations under OSH regulations.

Operational objectives

This activity will:

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

Expected results and outcomes

Policymakers will become acquainted with and take into account the information, data and good practices made available via this activity for the formulation of relevant policies and initiatives related to supporting enterprises in complying with their OSH obligations.

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

Main outputs and actions

The activity will produce publications based on research and analysis of the success factors for enterprises' compliance with OSH legislation.

2.12 Psychosocial Risks

The need to tackle work-related psychosocial risks, including stress, violence and harassment, has been highlighted in key EU and national policies and strategies. The previous EU Strategic Framework on Health and Safety at Work, the Communication of the European Commission on the Modernisation of EU OSH legislation from 2017, the EPSR in 2018 and finally the new EU Strategic Framework 2021-2027 acknowledge the need to protect workers' mental health by addressing the impacts of changes in work organisation and increasing workforce diversity. They highlight the need to identify and disseminate good practice on preventing mental health problems at work and raise awareness. Additionally, the Council has passed a decision authorising Member States to ratify, in the interest of the EU, the Violence and Harassment (in the world of work) Convention, 2019 (No. 190) of the ILO.

The importance of the issue has also been acknowledged at national level, with several countries implementing changes in the legislation highlighting more prominently the need to identify and prevent psychosocial risks as part of OSH management in the workplace.

The activity will build on the Agency's previous projects related to psychosocial risks and complement current activities that include psychosocial issues (such as ESENER and Digitalisation). It will also take into account activities carried out by other EU institutions and agencies, the ILO, the WHO and wider research community and will seek cooperation where appropriate, including with Horizon Europe research projects on mental health at work. The activity will contribute to this challenging issue by providing a comprehensive picture of the current challenges related to psychosocial risks and mental health at work in the EU countries and an overview of new research and good practices in terms of policies and workplace interventions. It will also generate new knowledge and improve understanding of how workers' mental health can be protected, and indeed boosted, in the modern workplace, including in MSEs. It will also take due account of emerging risks in specific sectors, such as healthcare and cross-cutting areas, such as the changes in the world of work brought about by digitalisation and as a result of the COVID-19 pandemic.

Goal

To contribute to improved knowledge of psychosocial risks at the workplace and their prevention among policymakers and researchers by providing a comprehensive picture of the phenomenon, and among intermediaries working with a close connection to workplaces, in terms of providing methods of identifying psychosocial risks and implementing effective preventive measures.

Operational objectives

This activity will:

- Carry out in-depth comparative research on the overall situation related to psychosocial risks and workers' mental health in European workplaces, taking into consideration national differences, sectoral and company size specificities, gender, age and vulnerable groups. It will explore new research and statistics, investigating the effectiveness of EU and national policies, strategies, approaches to prevention and workplace practices.
- Identify the main challenges and needs of workplaces – including MSEs – in terms of prevention and management of psychosocial risks and identify best practices in terms of policies, strategies and workplace interventions.
- Provide evidence-based support for policy recommendations and knowledge supporting effective psychosocial risk management in workplaces of different sizes and sectors.

Expected results and outcomes

Policymakers and researchers will have become acquainted with and taken account of the information, data and good practices made available via this activity for the formulation of relevant policies and

initiaves related to the assessment and management of psychosocial risks in the workplace. This includes a better understanding of the potential impact of different policies, such as strengthening regulation and enforcement, sectoral and social partner agreements, etc., and the key success factors.

Intermediaries working with a close connection to workplaces, and the workplaces themselves, will become better aware of the nature and impact of psychosocial risks in the workplace and more able to identify them and implement effective preventive measures.

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

Main outputs and actions

Under this activity, the Agency will produce overview reports and guidance/best practice documents, which will be delivered to the target audiences via tailored engagement, communication and promotion activities. The outputs will be defined as a result of the scoping phase during 2021 and work on a small-scale project and expert articles will commence in 2022.

2.13 OSH and Healthcare Sector

The European healthcare sector has a critical role in contributing to the overall health and well-being of the workforce and society as a whole. Better protection for workers in the health and care sectors is identified as a priority in the Strategic Framework, which specifically calls on the Agency to produce this OSH Overview. The human health and social work activities sector is one of the largest in Europe, employing around 11% of workers in the EU-27 countries (from 2020), with women accounting for 79% of the workforce. A significant proportion of healthcare workers are employed in hospitals; however, they can also be found in other workplaces, including nursing and care homes, medical practices and in other health-related activity areas. In addition, the significance of the human health and social work activities sector is likely to grow in the context of demographic change. Furthermore, the COVID-19 pandemic has highlighted how some sectors, occupations and groups of workers, such as healthcare staff, are crucial for the functioning of the whole society and deserve particular attention. They are in charge of protecting citizens' health and it is essential to ensure that they are adequately protected themselves, also as regards their mental health and well-being.

With this OSH overview, the Agency aims at providing a sound, evidence-based and comprehensive picture of the current challenges related to the healthcare sector in Europe, exploring new research and statistics, investigating the effectiveness of the EU and national policies, strategies, approaches to prevention and workplace practices. It will look to identify the main challenges and needs of workplaces, taking into account the diversity of health-related activities areas (such as hospital and residential care). At a more strategic level, the Agency intends to address the call for an OSH Overview on the topic set out in the EU Strategic Framework on Health and Safety at Work 2021-2027, by improving the prevention of work-related diseases in the sector, contributing to address the issues related to an ageing workforce in the sector, collecting reliable, timely and comparable statistical data, and promoting the identification and exchange of good practices on ways to improve OSH conditions for healthcare workers.

The improvement of working conditions in the sector and the well-being of health workers will also contribute to reaching other goals set by other EU policies areas: improving the quality of health and care services provided in the EU and ensuring the right functioning of a sector (services) that is essential for the whole society (in normal times and especially in times of crisis (economic, sanitary/pandemic)).

Goal

To contribute to the prevention of OSH-related problems and the promotion of good physical and mental health at work among the workers of the healthcare sector by providing policymakers, social partners and OSH practitioners at the workplaces with better understanding and a comprehensive, cross-national insight on the state of the art of the healthcare sector when it comes to OSH.

Operational objectives

This activity will:

- Carry out in-depth comparative research on the overall situation related to OSH in the healthcare sector with a special focus on the prevention and management of the main risks and the promotion of good musculoskeletal and mental health in European workplaces, taking into consideration national differences, gender, age and vulnerable groups' perspectives.
- Identify best practices in terms of policies, strategies and workplace interventions.
- Provide evidence-based support for policy recommendations and knowledge supporting effective OSH management in workplaces of different sizes and activities (nursing and care homes, hospitals and other health-related activities).

Expected results and outcomes

Policymakers and researchers will have become acquainted and taken account of the information, data and good practices made available via this activity for the formulation of relevant policies and initiatives related to the assessment and management of risks in the healthcare sector and better priority setting overall.

OSH intermediaries will have gained evidence-based support and practical solutions in terms of:

- OSH prevention/management in the healthcare sector in general.
- Prevention of the main existing risks in the sector (taking also into account that they act in combination).
- Practical tools/information intended for the workplace.
- Good practice examples, case studies (that can be transposed from one specific health-related activity to another or from one country to another).

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

Main outputs and actions

Under this activity, the Agency will produce overview reports and guidance/best practice documents that will be delivered to the target audiences via tailored engagement, communication and promotion activities. The outputs will be defined as a result of the scoping phase during 2022.

Priority area 3: Tools for OSH Management

3.1 OiRA

Digital tools are mentioned in the EU OSH Strategic Framework under all three key objectives (change, prevention and preparedness). In addition, OiRA is specifically mentioned under the preventive approach. Accordingly, the OiRA activity plays an important role in delivering on the framework. EU-OSHA will continue to adapt, improve and maintain the OiRA software, promote the development of OiRA tools among intermediaries stressing the importance of tripartism, and provide capacity building training and support to stakeholders.

In the midst of the COVID-19 outbreak, the Agency developed a dedicated 'risk-based' COVID-19 OiRA tool that has had good success among users. This proved how OiRA can be a useful and agile tool to help enterprises perform adequate risk assessment even in uncertain and unexpected times. Recognising the importance of facilitating exchange of knowledge in this rapidly evolving area and following the interim evaluation recommendations to keep emphasising the networking approach, EU-OSHA will encourage collaboration between the OiRA partners through the 'OiRA community' and among institutions promoting similar tools through the IRAT network through various meetings throughout the year. The OiRA website keeps playing an important part in helping exchange knowledge about OiRA/IRAT and is constantly updated in order to best fit this purpose. In 2022 a major update is foreseen.

In order to strengthen the promotion of OiRA and tools as suggested in the interim evaluation, the promotion programme to support national partners will continue in 2022. A high-level conference to promote OiRA and its successful approaches to policymakers, which had been postponed due to the pandemic, is now foreseen to take place in autumn 2022. The success of the COVID-19 tool in OiRA also suggests that more EU tools can be developed that can serve as models for partners. At the same time, the Agency is in regular contact with Sectoral Social Dialogue committees and receives requests to develop specific tools. EU-OSHA will continue to develop EU tools and to closely cooperate with and support social partners upon their request. OiRA software itself plays a crucial role to enable good promotion. A reliable functionality that suits end-user requirements and supports the OiRA partners in their approach to promoting their tools is key. Based on this principle and on the recommendations from the interim evaluation, technical developments of new features are foreseen.

Goal

To contribute to the challenge of improving OSH compliance in enterprises by increasing the number of enterprises carrying out their own, good-quality and up-to-date risk assessment via online tools.

Operational Objectives

Under this activity EU-OSHA will:

- Work with intermediaries to provide free-of-charge, easy-to-use, state-of-the-art OiRA tools adapted to the sectors in which the enterprises operate, in order to increase the number of (especially micro and small) enterprises carrying out their own risk assessment.
- Maintain and continuously improve the OiRA platform, facilitate development of more risk assessment tools at national and EU levels, encourage EU and national (sectorial) social partners and other organisations 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.

Expected results and outcomes

National strategies regarding the use of OiRA will have been encouraged. Intermediaries will have developed tools based on OiRA, adapted to national and sectoral situations, and exchanged OiRA tools and related promotional activities.

Increased awareness of OSH risks among MSEs, increased resources dedicated to online risk assessment, and increased number of MSEs carrying out their own risk assessment.

Indicators	Latest results (2020)	Target (2022)	Means	Frequency
Relevance to needs	93%	80%	Surveys	Annually
Usefulness	80%	80%	Surveys	Annually
Impact: Number of new risk assessments performed	45,500	30,000	Monitoring reports	Annually
EU added value	67%	80%	Surveys	Annually
Usefulness: Number of new tools created per year	61	20-25	Monitoring reports	Annually

Main outputs and actions

EU-OSHA, together with OiRA partners, will keep on publishing and updating OiRA tools. Community and networking actions will be carried out, including a high-level OiRA conference. Promotional support will be ongoing via the promotional pilots while at the same time OiRA partners will engage separately in a broad range of promotional activities at national level. A case study is foreseen to be published in addition to the ongoing OiRA news and OiRA EU-level promotion also supported by the website revamp. The first qualitative OiRA research study will be implemented during the year, in line with the results from the OiRA interim evaluation. Finally, the OiRA software will be kept up to date and new features will be implemented in order to best support partners in their promotional approaches at national level.

Priority area 4: Raising Awareness and Communication

4.6 HWC 2020-2022 on musculoskeletal disorders

EU-OSHA has already run two successful campaigns related to this issue, in 2000 (Turn your back on musculoskeletal disorders) and 2007 (Lighten the Load). The evaluations of these campaigns supported the choice of topic and highlighted the impact achieved. The HWC 2014-15 on stress also shows that a cross-cutting issue can be very effective for an EU-OSHA campaign.

Therefore, EU-OSHA focuses some of its main activities on MSDs, which remain the most common work-related health problem in Europe. The HWC 2020-2022 on MSDs builds on the research work done under the OSH overview on MSDs (2018-2021).

The 2020-2022 campaign focuses on the prevention of work-related MSDs and is providing an opportunity to improve the awareness and understanding of MSDs and their multifactorial causes. This means: improving awareness about work-related MSD risk factors and how to prevent and manage them (importance of risk assessment/management); and improving awareness about health outcomes related to MSDs, along with the impact of MSDs for enterprises and society as a whole. Work-related MSDs affect all work sectors and jobs carried out by both men and women. The topic therefore makes for a highly inclusive campaign that will contribute to the development of a positive health and safety culture and which is even more relevant in the context of the dramatic increase in teleworking brought about by the COVID-19 pandemic.

2022 will mark the final year of the campaign and will see the organisation of the closing event and the initiation of the ex post evaluation of the campaign.

Goal

To contribute to reducing the burden of work-related MSDs through better preventive action in European workplaces, especially micro and small-sized ones.

Operational objectives

The campaign will:

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

Expected results and outcomes

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

Indicators	Latest result (2018-2019)[17]	Target (2020-22)	Means	Frequency
Promotion: Number of promotion actions implemented by the Agency	724	300	Monitoring reports	Annually

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[17] The latest results refer to the HWC 2018-2020: Healthy Workplaces Manage Dangerous Substances.

Indicators	Latest result (2018-2019)[17]	Target (2020-22)	Means	Frequency
Promotion: Number of media partners	35	25-30	Monitoring reports	Other
Engagement: Number of campaign activities organised by official campaign partners, media partners, focal points and EEN OSH ambassadors	841	400	Monitoring reports	Other
Engagement: Key stakeholder groups represented at HWC flagship events	100%	100%	Monitoring reports	Other
Engagement: Number of official campaign partners	90	80-100	Monitoring reports	Other
Usefulness	82%	80%	Surveys	Annually
Usefulness of FAST events	93%	80%	Surveys	Annually
EU added value	96%	80%	Surveys	Annually
Impact	84%	80%	Surveys	Annually

Main outputs and actions

EU-OSHA provides publications and campaign products to support the campaign, undertakes campaigning actions, supports focal points for the development of campaign actions in the Member States via the Focal Point Assistance Tool (FAST) scheme, and undertakes overall coordination and management of the HWC 2020-2022. The ex post evaluation will also be initiated and will also cover the research work that has provided the knowledge base for the campaign.

4.9 HWC 2023-2025 Safe and healthy work in the digital age

In 2019, the Management Board decided on Digitalisation and OSH as the topic of the forthcoming HWC and in 2021 they agreed on a three-year cycle as well as on the campaign strategy. The campaign will together with the OSH Overview on digitalisation be an important contribution to the EU policy priority in relation to the digital transition. The campaign will draw on and help promote the findings of the OSH Overview on digitalisation. As in previous HWCs, actions will focus on providing state-of-the-art information, networking and good practice exchange opportunities regarding the chosen topic. In 2021, work on the campaign strategy, data collection, and cooperation with other international and EU institutions continued. The 2023-2025 HWC will build on the experiences from the previous campaigns and the lessons learnt through evaluations of these.

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

Goal

To ensure effective OSH risk prevention and management in the digital world of work.

Operational objectives

The campaign will:

- Raise awareness about the importance, relevance and implications for OSH of the digital transformation of work, including the business case by providing facts and figures.
- Increase target audience awareness and practical knowledge across all sectors, types of workplaces (including virtual and remote workplaces), and specific groups of workers (for example, women, migrants, disabled) about a safe and productive use of digital technologies at work.
- Improve 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: for example, good practice, checklists, tools and guidance.
- 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.

Expected results and outcomes

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

Main outputs and actions

EU-OSHA provides publications and campaign products to support the campaign, undertakes campaigning actions and supports focal points for the development of campaign actions in the Member States.

4.10 HWC 2026-2028

The Management Board is expected to select the topic of the forthcoming HWC 2026-2028 in 2022, based on the proposal made by EU-OSHA.

4.7 Awareness raising actions & communications

This activity is focused on communicating and raising awareness on OSH, the Agency and its projects, products and services by targeting and engaging intermediaries primarily among the OSH and policymaking communities and via our network communications approach reaching out to workplaces and EU citizens in general. For this purpose, the communication and promotion actions undertaken use both traditional channels and tools (website, publications, press office) as well as more innovative ones (such as data visualisation tools, Napo, social media,film screenings and debates). EU-OSHA is actively collaborating with other EU agencies (from DG EMPL and beyond), as well as with the European Commission and other institutions in co-promotion actions for topics of common interest, via our website(s), joint publications and social media channels. This cooperation includes a strategic partnership with the Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs (DG GROW) and the Executive Agency for Small and Medium-sized Enterprises (EASME) to better reach Europe's SMEs and MSEs. Keeping workplaces safe and healthy in the context of the COVID-19 pandemic will remain a particular focus of the Agency's information and communication actions, for as long as the situation still requires it. The Strategic Framework's Vision Zero approach to work-related deaths in the EU will be developed as a transversal theme across the Agency's communications, awareness raising and campaigning actions.

Via the FAST programme, EU-OSHA will continue to provide logistical support to focal points and their networks in implementing OSH-related awareness raising, communication and promotional activities and events related to EU-OSHA's work and context-relevant OSH themes at national level, thereby ensuring widespread coverage adapted to the needs. Participants' feedback has evidenced high satisfaction with such events. Starting in 2020 as a response to the COVID-19 pandemic, the Agency is

now offering focal points the possibility of organising online and hybrid (mix of online and physical) events for all FAST activities wherever possible.

With the piloting of a three-year HWC cycle until 2025, the Agency wants to increase its efforts on communicating and promoting its policy-facing activities, this need having been evidenced by several evaluations.

Goal

To raise awareness about the importance of OSH and the work of the Agency among the OSH community as well as among a wider set of beneficiaries and intermediaries beyond the Agency's primary audiences.

Operational objectives

The Agency will:

- Deliver effective communication actions for both policy-facing and workplace-facing activities, including further development of its website, management of its press office (and media partners), and delivery of publications and information to inform and raise awareness about OSH among selected audiences (intermediaries and beneficiaries).
- Carry out awareness raising actions and focused promotion and communication actions dealing with specific topics, making an increasing and more targeted use of social media channels.
- Participate in the development and promotion of Napo films and the Napo website and have an active presence at major events throughout the year.

Expected results and outcomes

Intermediaries continue implementing a high number of good-quality awareness raising actions (communicating and promoting OSH) among their networks and at workplace level, leading to a high level of OSH awareness. It is also expected that this activity will facilitate sharing of OSH knowledge among intermediaries and beneficiaries and building a critical mass of new partners/networks interested in OSH, ready to disseminate and communicate the Agency's messages.

Indicators	Latest results (2020)	Target (2022)	Means	Frequency
Promotion: Number of promotion and dissemination activities per year	991	600	Monitoring reports	Annually
Promotion: Number of events organised by the Agency (under the activity and under FAST)	212 (2020 target: 200-250)	140	Monitoring reports	Annually
Reach via websites	4,564,053 visits	2,500,000 visits	Web statistics reports	Annually
Usefulness of FAST events	97%	80%	Surveys	Annually

Main outputs and actions

Under this activity, external communication actions such as online promotion, website maintenance, publication programme and events implemented.

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

4.8 Multilingualism

As an EU OSH information agency running awareness raising campaigns in more than 30 countries, EU-OSHA subscribes to the language policy of the EU, especially the right of EU citizens to receive appropriate information in their language. The activity 'multilingualism' covers the planning and implementation of the multilingual aspect of EU-OSHA's communication approach. This includes the provision of translated texts as well as the review and revision of its multilingual practices. The Agency aims to maximise the effectiveness of its available budget for translations by involving its national focal points in the prioritisation of texts for translation (portfolio approach) and by working both with the CdT and the focal points to deliver high-quality translations and to manage its multilingual websites and products. Whereas focal points make large use of the portfolio offer (in 2020: 26 out of 27), there is also widespread consensus that translating the Agency's products into national languages is key to getting the OSH messages across.

Goal

To contribute to better reach of the intended target groups of the Agency's work by providing access to language versions of the Agency's materials taking into account national focal point needs and priorities.

Operational objectives

This activity will provide good-quality translations of Agency information based on needs and cost assessments. Focal points play a key role in assessing the needs for translations.

Expected results and outcomes

Translated products will have contributed to broadening the engagement in EU-OSHA activities and to a higher uptake of the work of the Agency.

Indicators	Latest result (2020)	Target (2022)	Means	Frequency
Relevance to needs – Focal points participating in the portfolio scheme	27 out of 28	22 out of 28	Monitoring reports	Annually
Usefulness – Focal points assessment: EU-OSHA's translated products are key to get the OSH messages across at national level	76%	80%	Surveys	Annually

Main outputs and actions

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

Priority area 5: Networking Knowledge

5.3 Networking knowledge

This activity complements the actions on exchange of information and good practice at policymaking level and concerning strategies, programmes and other interventions, and it aims at facilitating an informed debate on OSH. Under this activity, the Agency will continue to provide knowledge-based support to the Commission, other institutions and key stakeholders when requested, to strengthen the evidence base for their decision-making and to provide them with the input necessary for their policy work.

Particularly relevant will continue to be EU-OSHA's assistance to the Commission in its follow-up on the ex post evaluation of EU legislation on OSH, by providing relevant technical, scientific and economic information necessary for the preparation of possible legislative initiatives and follow-up actions. This will include contributions regarding occupational exposure limits, the amendments of the Carcinogens and Mutagens Directive, occupational biomonitoring, and the follow-up to the COVID-19 pandemic with regard to the Biological Agents Directive as well as the revision of the Workplaces and Display Screen Equipment Directives.

As from the early days of the COVID-19 pandemic outbreak, EU-OSHA has undertaken key initiatives, which are expected to continue. Cooperation with SLIC and the ACSH has developed positively. This has included the delivery in 2021 of a survey of labour inspectors on high-risk occupations developed jointly with SLIC. EU-OSHA has also been supporting the Commission in assessing the effects of the pandemic, in particular by organising expert discussions related to its recent research and publications. These have focused and will focus on those related to exposure to biological agents at work and pandemic preparedness at work as well as its COVID-19 prevention guidance and related information collected from its networks, in particular the national focal points, in 2020 and 2021. Cooperation was also enhanced with the European Centre for Disease Prevention and Control and with ELA, for instance on seasonal work.

During the COVID-19 pandemic, the OSHwiki platform proved useful to provide relevant and timely resources to workplaces to assess and mitigate the risks. Further to a systematic assessment of the tool, the Agency will launch a thoroughly renewed OSH wiki platform in 2022 and continue to update the current stock of English OSHwiki articles.

EU-OSHA will continue its liaison with (occupational) biomonitoring activities and networks: HBM4EU and follow-up initiatives (currently Partnership for the Assessment of Risk from Chemicals - PARC), and International Society of Exposure Science (ISES) and OECD initiatives.

Collaboration with the other parties of the Carcinogens Roadmap will continue. The Agency will furthermore liaise with the members of the IPChem initiative, such as DG EMPL, JRC and EEA, to explore the possibilities for incorporation of data on workplace chemicals exposure, as described in the Commission's HazChem@Work study.

Finally, the Agency will continue to foster research collaboration, exchange of information across policy areas, and support the development of e-tools and raise awareness about their use. The Agency will also continue to provide updated information on EU OSH legislation and on non-binding instruments, such as guidelines, as well as social dialogue initiatives, and contribute to providing an overview of new national OSH strategies following the new EU Strategic Framework on Safety and Health at Work. The expert exchange programme will further seek to stimulate knowledge transfer between OSH organisations in the Member States.

Goal

To foster an informed debate and decisions on relevant OSH themes by providing an information-based resource and platform for debate, facilitating the exchange of information on OSH research, policy and practice.

Operational objectives

This activity will:

- Foster research collaboration across Europe in order to coordinate/prioritise topics and exchange information across policy areas.
- Support the European Commission by mapping, gathering and disseminating information on Member State OSH strategies, providing support on the follow-up to the ex post evaluation of OSH legislation, and assisting in assessing the effects of the COVID-19 pandemic.
- Seek further cooperation with SLIC and the ACSH.
- Engage the OSH community through an enhanced interactive platform, OSHwiki, and ensure that the content is up to date.
- Maintain the e-guides that are available on the Agency's website and disseminate findings from past OSH Overviews.
- Contribute to a model for estimating the societal burden of occupational injury and disease in monetary terms.
- Support the development of e-tools for OSH management by facilitating the exchange of good practices between developers and national authorities and raising awareness about their use.

Expected results and outcomes

Through its support to the European Commission, EU-OSHA will continue to play a key role in contributing to the main policy and research priorities debate on OSH by direct contributions and by facilitating increased interaction across OSH professionals, institutes and other organisations. Via the OSHwiki, effective dissemination of the Agency's policy work is ensured as a complement to the main promotion and communication channels. This is expected to lead to better informed policymakers and researchers and to increased interaction among key actors, including exchange of good practice at policy level on OSH.

Indicators	Latest result (2019)	Target (2022)	Means	Frequency
Relevance to needs	N/A	80%	Surveys	Annually
Usefulness	83% (OSHwiki)	80%	Surveys	Annually
Impact	N/A	70%	Surveys	Annually
EU added value	N/A	80%	Surveys	Annually
Usefulness (OSHwiki)	N/A	80%	Surveys	Annually

Main outputs and actions

With this activity, the Agency will engage the research and OSH community via workshops and seminars and support the Commission in a variety of areas, including the follow-up work to the ex post evaluation of OSH directives, the mapping of national strategies and the assessment of the COVID-19 pandemic. The OSHwiki platform will be reviewed whereas articles will continue to be published and/or reviewed to ensure continued relevance. Expertise related to e-tools will be exchanged.

Priority area 6: Networking

6.4 Strategic and operational networking

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

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

On the other hand, the Agency's focal point network is the key operational network playing a decisive role in delivering the work programme. The focal point network is complemented by expert networks, and the international networks and organisations (including the ILO and the WHO) with which the Agency works. Established by the Agency's founding regulation and nominated by each Member State government as EU-OSHA's official representative in that country, the focal points are typically the competent national authority for safety and health at work and are primary contributors to the implementation of EU-OSHA's work programmes. Within the framework of an annual agreement, the focal points coordinate and transmit information to be supplied at national level to EU-OSHA, having taken into account the views of social partners. In addition to the Member States, EEA-EFTA states (Iceland, Liechtenstein, Norway) also have fully integrated focal points with the network complemented by a focal point from Switzerland and from the countries covered by the Instrument for Pre-accession Assistance (IPA). The national focal point coordinates a national tripartite network reflecting national systems and structures; this engagement of social partners at national level is essential in ensuring the success of EU-OSHA activities and the implementation of EU-OSHA's MSP. The network not only allows for knowledge transfer to and from national and EU levels, it also facilitates information sharing between states.

EU-OSHA will continue to build collaboration with the SLIC, providing support to their activities such as the inspection/enforcement campaign on MSDs and thematic days.

Close cooperation with other agencies where relevant will be continued and the Agency will interact with ELA to ensure synergies and avoid overlap between the work of the agencies, particularly at national level where labour inspectorates may have a role with both agencies.

Active participation in the various formalised networks between agencies will continue to be a priority in 2022. Via these networks, EU-OSHA has the possibility to contribute to the overall dialogue on agencies and also share knowledge with other agencies.

EU-OSHA continues to be on the Steering Committee of the Global Coalition on OSH, created at the 2017 World Congress in Singapore. Having completed its identified task of carrying out a pilot survey on the future of work, it is reviewing its role in the task group 'Occupational safety and health and the future of work' while continuing as a partner on the task groups on 'Global estimates on occupational accidents and work-related diseases' and 'Multiregional OSH Information System'. The International Commission on Occupational Health (ICOH) Conference 2022 will be held in February 2022 in a digital format, to which EU-OSHA will contribute as appropriate.

EU-OSHA will collaborate with the WHO to participate in the newly formed WHO Health in the World of Work Network.

Run by EU-OSHA, the OSHVET project aims to capitalise on the strengths and the synergies of the EU-OSHA focal points, the network of the European Association of Institutes for Vocational Training, and the network of the European Forum of Technical and Vocational Education and Training to raise awareness on the importance of OSH in EU vocational schools.

Finally, EU-OSHA will continue collaborating with the EEN as this network continues to be an effective vehicle for reaching businesses, and, in particular, SMEs.

Though it is expected that networking activities gradually will include in-person events in 2022, the Agency's Management Board has also decided to aim at a mix of virtual and physical events in order to reduce the environmental impact of the Agency's operations and to reduce travel time.

Goal

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

Operational objectives

This activity will:

- Implement networking actions (meetings, events, tools, etc.) targeted at all identified stakeholders and establish a channel for the stakeholders to communicate their priorities to the Agency as well as engage the stakeholders in the implementation of the Agency's work.
- Further develop tripartism in governance and implementation structures, which is seen as a key objective. Key stakeholders are those represented in the Management Board, EU level stakeholders (EU institutions, European Social Dialogue Committees, EU agencies), the focal point network and international organisations.

Expected results and outcomes

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

Indicators	Latest result (2020)	Target (2022)	Means	Frequency
Engagement	97%	80%	Surveys	Annually
Quality of meetings	90%	80%	Surveys	Annually

Main outputs and actions

EU-OSHA will deliver various networking actions under this activity to engage its strategic and operational network partners.

Horizontal area 1: Corporate Management

Management & control

Under this activity, the key priorities are the implementation of the 2022-2024 SPD and 2022 budget as adopted by the Management Board. The Management will monitor implementation closely and report to the Executive and Management Boards on a regular basis.

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

Goal

Ensure that the Agency can rely on an effective management and internal control system in place.

Operational objectives

Implement actions aimed at striking a fair balance between control and effective management and ensuring compliance with the regulatory framework.

Expected results

The Agency maintains its good relations with external and internal auditors and improves management and supervision systems.

Output statement

Under this activity, general management of the Agency as well as internal control, data protection, business continuity and risk management actions will be undertaken.

Indicators	Latest result (2020)	Target (2022)	Means and frequency of verification
Degree of implementation of the work programme[18]	96%	90%	Planned outputs delivery – all work programme/annually

Legal advice

The Legal Service continues to provide quality legal advice to the Agency in all its areas of activity.

Programming and evaluation

EU-OSHA aims at ensuring high quality in its programming, monitoring and evaluation systems. The programming systems ensure that the activities reflect the needs among the stakeholders and that resources are efficiently allocated. This is articulated in the SPD. Throughout the implementation phase, various monitoring systems provide information on progress in implementation of plans. Finally, the Agency implements its multi-annual evaluation plan within the scope of its evaluation policy to ensure accountability and learning in addition to standard annual reporting such as the Consolidated Annual Activity Report. The Agency will ensure the full implementation of the Commission guidelines from April 2020 for the SPD and the Consolidated Annual Activity Report.[19] Exchange with the other agencies (within the employment and social affairs area and beyond) will continue, in particular with regard to the

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[18] Percentage of outputs for the year delivered taking into account the degree of finalisation via a set of key milestones. If one output item in the programming document covers more outputs (for example, 'three articles'), each of the outputs is counted separately.
[19] Cf. C(2020) 2297 final Communication from the Commission on the strengthening of the governance of Union Bodies under Article 70 of the Financial Regulation 2018/1046 and on the guidelines for the Single Programming Document and the Consolidated Annual Activity Report.

area of performance management and measurement. Synergies will also continue to be ensured early in the programming phase.

A key piece of work under this activity has been the follow-up to the evaluation of the four agencies in the policy field of employment. The Management Board discussed the evaluation at a dedicated seminar and agreed on an action plan to ensure an effective follow-up to the evaluation. By the end of 2021, the action plan has been fully implemented. Some of the recent highlights have been the adoption of a knowledge development procedure and a tripartite agreement on the relations between Management Board members and focal points at the Member State level. A full overview of the implementation of the action plan can be found in Annex IX.

Goal

Provide good-quality programming, monitoring and evaluation information with the involvement of relevant stakeholders.

Operational objectives

Comply with the legal requirements, most notably the production of a SPD in line with the guidelines, an annual activity report, and ex ante and ex post evaluations as foreseen by the Financial Regulation.

Ensure accountability towards the Management Board and external stakeholders.

Expected results

- The Agency is regarded as an accountable organisation.
- The Agency implements activities reflecting the best use of available resources.
- The Agency has established an internal learning culture.

Output statement

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

Indicators	Latest result (2021)	Target (2022)	Means and frequency of verification
Timeliness of statutory documents	100%	100%	Single Programming Documents and Annual Activity Reports delivered within foreseen deadlines

Horizontal area 2: Administrative Support

Goal

Provide the services and goods that are necessary for EU-OSHA to deliver its mandate and work programme: human resources, finance/budget and accounts, building facilities, ICT and general services, and documentation management. Continue pursuing efficiency measures towards leaner and more effective processes. Continue modernising processes and tools for the provision of services and goods.

Operational objectives

Effective and efficient management of resources in compliance with the Agency's mission and objectives, Staff Regulation and Financial Regulation.

Organisational development actions together with talent management and workforce planning will focus on improving the effective development and deployment of its staff and optimising the work organisation and processes.

Expected results

The Agency is regarded as an accountable, efficient and effective organisation, making optimal use of all its resources in alignment with organisational needs.

Among others, recruitment and development activities provide and nurture talents and skills that allow EU-OSHA to carry out its mandate and allow staff to perform towards their potential effectively.

Output statement

Under this activity, various administrative services in the areas of ICT, human resources, finance, documentation and infrastructure will be provided.

Indicators	Latest result (2020)	Target (2022)	Means and frequency of verification
Budget implementation	96.8%	95%	Annual reporting
Staff capacity	97%	95%	Annual reporting

Annexes

Annex I – Organisation Chart

Organisation chart of the Agency as of 31 December 2020 (authorised posts under the EU budget).

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                    ┌──────────────────┐
                    │    Executive     │
                    │    Director       │
                    │     1 TA          │
                    └──────────────────┘
       ┌───────────────┬──────┴───────┬───────────────┐
┌─────────────┐ ┌─────────────┐ ┌─────────────┐ ┌─────────────┐
│Communication│ │ Prevention &│ │  Resource & │ │   Network   │
│& Promotion  │ │Research Unit│ │Service Centre│ │ Secretariat │
│    Unit     │ │  15 TA, 5 CA│ │  5 TA, 10 CA│ │  6 TA, 3 CA │
│ 13 TA, 7 CA │ └─────────────┘ └─────────────┘ └─────────────┘
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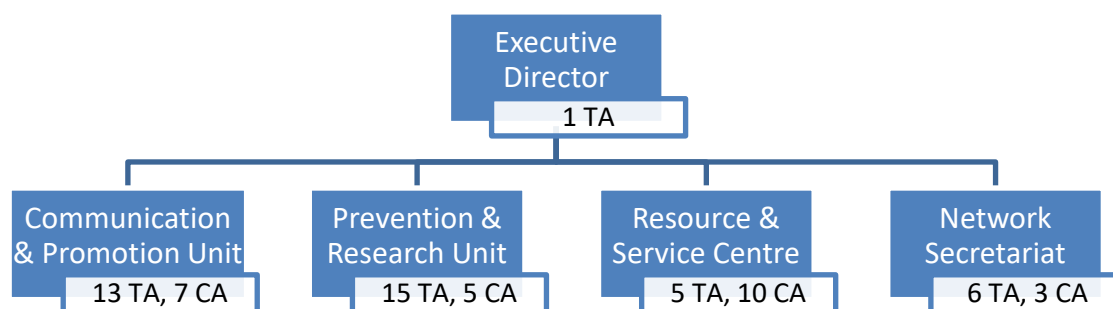
Annex II – Resource Allocation for 2022-2023-2024 by Priority Area

	2021			2022			2023			2024		
	TA	CA	Budget	TA	CA	Budget	TA	CA	Budget	TA	CA	Budget
Priority area 1 - Anticipating Change	1.6	0.7	546	1.1	0.6	408	1.2	0.7	439	1.2	0.7	476
Priority area 2 - Facts and figures	11.7	6.04	4,691	12.0	6.95	4,988	12.9	7.81	5,773	11.9	7.00	5,458
Priority area 3 - Tools for OSH management	2.4	2.4	976	3.3	1.9	993	3.3	1.9	1,035	3.3	2.0	1,083
Priority area 4 - Raising awareness and communication	15.2	11.33	7,015	14.5	10.86	7,328	13.7	11.05	6,806	14.6	11.63	7,236
Priority area 5 - Networking knowledge	2.1	1.1	980	1.7	1.2	635	1.8	1.1	613	1.8	1.2	645
Priority area 6 - Networking	7.0	3.4	1,906	7.4	3.5	2,054	7.1	3.5	2,071	7.1	3.5	2,172
Total	40.0	25.0	16,114	40.0	25.0	16,405	40.0	26.0	16,737	40.0	26.0	17,070

Annex III – Financial Resources 2022-2024

Table 1 – Revenue

General revenues

REVENUES	2021	2022
	Revenues estimated by the Agency	**Budget forecast**
EU contribution	15,600,000	15,912,000
Other revenue	514,100	493,100
TOTAL REVENUES	**16,114,100**	**16,405,100**

REVENUES	General revenues						
	Executed 2020	**Estimated by the Agency 2021**	**2022**		**VAR 2022/2021 (%)**	**Envisaged 2023**	**Envisaged 2024**
			Agency request	**Budget forecast**			
1 REVENUE FROM FEES AND CHARGES							
2 EU CONTRIBUTION	**15,144,229**	**15,600,000**	**15,912,000**	**15,912,000**	2.0%	**16,230,240**	**16,554,845**
- Of which assigned revenues deriving from previous years' surpluses	*71,928*	*253,232*	*252,175*	*252,175*	*-0.4%*	*p.m.*	*p.m.*

| REVENUES | General revenues | | | | | | |
| | Executed 2020 | Estimated by the Agency 2021 | 2022 | | VAR 2022/2021 (%) | Envisaged 2023 | Envisaged 2024 |
			Agency request	Budget forecast			
3 THIRD COUNTRIES CONTRIBUTION (incl. EEA/EFTA and candidate countries)	**369,271**	**414,000**	**393,000**	**393,000**	-5,1%	**407,000**	**415,500**
- Of which EEA/EFTA (excl. Switzerland)	*369,271*	*414,000*	*393,000*	*393,000*	*-5,1%*	*407,000*	*415,500*
- Of which candidate countries							
4 OTHER CONTRIBUTIONS	**100,100**	**100,100**	**100,100**	**100,100**	0.0%	**100,100**	**100,100**
5 ADMINISTRATIVE OPERATIONS	**5,144**	**p.m.**	**p.m.**	**p.m.**		**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.**		**p.m.**	**p.m.**
7 CORRECTION OF BUDGETARY IMBALANCES							
TOTAL	**15,618,744**	**16,114,100**	**16,405,100**	**16,405,100**	**1.8%**	**16,737,340**	**17,070,445**

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

REVENUES	2021	2022
	Revenues estimated by the Agency	**Budget forecast**
TOTAL REVENUES	-	-

REVENUES	Additional EU funding: grant, contribution and service-level agreements						
	Executed 2020	**Estimated by the Agency 2021**	**2022**		**VAR 2022/2021 (%)**	**Envisaged 2023**	**Envisaged 2024**
			Agency request	**Budget forecast**			
ADDITIONAL EU FUNDING STEMMING FROM GRANTS (FFR Art.7)							
ADDITIONAL EU FUNDING STEMMING FROM CONTRIBUTION AGREEMENTS (FFR Art.7)	-	p.m.	p.m.	p.m.		p.m.	p.m.
ADDITIONAL EU FUNDING STEMMING FROM SERVICE-LEVEL AGREEMENTS (FFR Art. 43.2)							
TOTAL	-	**p.m.**	**p.m.**	**p.m.**		**p.m.**	**p.m.**

Table 2 – Expenditure

Expenditure	2021		2022	
	Commitment appropriations	Commitment appropriations	Payment appropriations	Payment appropriations
Title 1 – Staff expenditure	7,094,000	7,094,000	7,396,700	7,396,700
Title 2 – Infrastructure and operating expenditure	1,540,200	1,540,200	1,555,300	1,555,300
Title 3 – Operational expenditure	7,479,900	7,479,900	7,453,100	7,453,100
Title 4 – Specific projects ad hoc grants, delegation agreement (R0)	p.m.	p.m.	p.m.	p.m.
TOTAL EXPENDITURE	16,114,100	16,114,100	16,405,100	16,405,100

EXPENDITURE	Commitment appropriations						
	Executed Budget 2020	Budget 2021	Draft Budget 2022		VAR 2022/2021 (%)	Envisaged 2023	Envisaged 2024
			Agency request	Budget forecast			
Title 1 – Staff expenditure	6,765,155	7,094,000	7,396,700	7,396,700	4.3%	7,934,000	8,400,000
Salaries & allowances	6,031,086	6,554,525	6,872,400	6,872,400	4.8%	7,346,500	7,812,000
- Of which establishment plan posts	4,621,150	4,848,000	4,948,900	4,948,900	2.1%	5,229,000	5,760,000
- Of which external personnel	1,409,936	1,706,525	1,923,500	1,923,500	12.7%	1,765,000	2,052,000

EXPENDITURE	Commitment appropriations						
	Executed Budget 2020	Budget 2021	Draft Budget 2022		VAR 2022/2021 (%)	Envisaged 2023	Envisaged 2024
			Agency request	Budget forecast			
Expenditure relating to staff recruitment	25,080	100,725	15,000	15,000	-85.1%	75,500	75,500
Employer's pension contributions							
Mission expenses							
Socio-medical infrastructure	18,429	27,000	28,500	28,500	5.6%	30,000	30,500
Training	314,329	120,000	140,000	140,000	16.7%	140,000	140,000
External services	341,231	261,750	310,800	310,800	18.7%	312,000	312,000
Receptions, events and representation							
Social welfare	35,000	30,000	30,000	30,000	0.0%	30,000	30,000
Other staff-related expenditure							
Title 2 – Infrastructure and operating expenditure	**1,563,296**	**1,540,200**	**1,555,300**	**1,555,300**	**1.0%**	**1,600,500**	**1,616,550**
Rental of buildings and associated costs	592,962	632,200	634,500	634,500	0.4%	645,700	659,500
Information, communication technology and data processing	785,281	725,000	744,500	744,500	2.7%	777,000	775,000

EXPENDITURE	Commitment appropriations						
	Executed Budget 2020	Budget 2021	Draft Budget 2022		VAR 2022/2021 (%)	Envisaged 2023	Envisaged 2024
			Agency request	Budget forecast			
Movable property and associated costs	12,151	37,000	35,300	35,300	-4.6%	35,300	35,800
Current administrative expenditure	59,704	64,000	68,000	68,000	6.3%	69,000	72,250
Postage / Telecommunications	112,838	82,000	73,000	73,000	-11.0%	73,500	74,000
Meeting expenses							
Running costs in connection with operational activities							
Information and publishing							
Studies							
Other infrastructure and operating expenditure							
Title 3 – Operational expenditure	**7,215,421**	**7,479,900**	**7,453,100**	**7,453,100**	**-0.4%**	**7,202,840**	**7,053,895**
Priority areas & operational activities	7,155,905	7,404,300	7,375,600	7,375,600	-0.4%	7,145,340	6,971,995
Support to operational activities	59,516	75,600	77,500	77,500	2.5%	57,500	81,900

EXPENDITURE	Commitment appropriations						
	Executed Budget 2020	Budget 2021	Draft Budget 2022		VAR 2022/2021 (%)	Envisaged 2023	Envisaged 2024
			Agency request	Budget forecast			
Title 4 – Specific projects ad hoc grants, delegation agreement (R0)	**92,671**	**p.m.**	**p.m.**	**p.m.**		**p.m.**	**p.m.**
IPA II 2016 programme	7,320	p.m.	p.m.	p.m.		p.m.	p.m.
IPA II 2018 programme	85,352	p.m.	p.m.	p.m.		p.m.	p.m.
TOTAL	**15,636,543**	**16,114,100**	**16,405,100**	**16,405,100**	**1.8%**	**16,737,100**	**17,070,445**

EXPENDITURE	Payment appropriations						
	Executed Budget 2020	Budget 2021	Draft Budget 2022		VAR 2022/2021 (%)	Envisaged 2023	Envisaged 2024
			Agency request	Budget forecast			
Title 1 – Staff expenditure	**6,317,483**	**7,094,000**	**7,396,700**	**7,396,700**	**4.3%**	**7,934,000**	**8,400,000**
Salaries & allowances	6,031,086	6,554,525	6,872,400	6,872,400	4.8%	7,346,500	7,812,000
- Of which establishment plan posts	4,621,150	4,848,000	4,948,900	4,948,900	2.1%	5,229,000	5,760,000
- Of which external personnel	1,409,936	1,706,525	1,923,500	1,923,500	12.7%	1,765,000	2,052,000
Expenditure relating to staff recruitment	17,211	100,725	15,000	15,000	-85.1%	75,500	75,500

EXPENDITURE	Payment appropriations						
	Executed Budget 2020	Budget 2021	Draft Budget 2022		VAR 2022/2021 (%)	Envisaged 2023	Envisaged 2024
			Agency request	Budget forecast			
Employer's pension contributions							
Mission expenses							
Socio-medical infrastructure	4,710	27,000	28,500	28,500	5.6%	30,000	30,500
Training	55,245	120,000	140,000	140,000	16.7%	140,000	140,000
External services	185,170	261,750	310,800	310,800	18.7%	312,000	312,000
Receptions, events and representation							
Social welfare	24,062	30,000	30,000	30,000	0.0%	30,000	30,000
Other staff-related expenditure							
Title 2 – Infrastructure and operating expenditure	954,013	1,540,200	1,555,300	1,555,300	1.0%	1,600,500	1,616,550
Rental of buildings and associated costs	490,027	632,200	634,500	634,500	0.4%	645,700	659,500
Information, communication technology and data processing	405,669	725,000	744,500	744,500	2.7%	777,000	775,000
Movable property and associated costs	8,000	37,000	35,300	35,300	-4.6%	35,300	35,800

EXPENDITURE	Payment appropriations						
	Executed Budget 2020	Budget 2021	Draft Budget 2022		VAR 2022/2021 (%)	Envisaged 2023	Envisaged 2024
			Agency request	Budget forecast			
Current administrative expenditure	2,831	64,000	68,000	68,000	6.3%	69,000	72,250
Postage / Telecommunications	47,488	82,000	73,000	73,000	-11.0%	73,500	74,000
Meeting expenses							
Running costs in connection with operational activities							
Information and publishing							
Studies							
Other infrastructure and operating expenditure							
Title 3 – Operational expenditure	2,708,284	7,479,900	7,453,100	7,453,100	-0.4%	7,202,840	7,053,895
Priority areas & operational activities	7,648,768	7,404,300	7,375,600	7,375,600	-0.4%	7,145,340	6,971,995
Support to operational activities	59,516	75,600	77,500	77,500	2.5%	57,500	81,900
Title 4 – Specific projects ad hoc grants, delegation agreement (R0)	86,266	p.m.	p.m.	p.m.		p.m.	p.m.
IPA II 2016 programme	7,320	p.m.	p.m.	p.m.		p.m.	p.m.
IPA II 2018 programme	78,946	p.m.	p.m.	p.m.		p.m.	p.m.
TOTAL	10,066,046	16,114,100	16,405,100	16,405,100	1.8%	16,737,100	17,070,445

Table 3 – Budget outturn and cancellation of appropriations

Budget outturn	2018	2019	2020
Revenue actually received (+)	15,256,837	15,519,894	15,618,699
Payments made (-)	-10,460,185	-12,013,105	-9,979,780
Carry-over of appropriations (-)	-4,900,529	-3,386,293	-5,564,092
Cancellation of appropriations carried over (+)	175,804	131,844	177,303
Adjustment for carry-over of assigned revenue appropriations from previous year (+)			
Exchange rate differences (+/-)		892	45
Adjustment for negative balance from previous year (-)			
Total	71,927	253,232	252,175

Descriptive information and justification on:

1. Budget outturn 2020

EU-OSHA has in place a monthly budget reporting that makes possible tight management of the Agency's needs in budget appropriations and cash management. Every time the Agency calls on EU funds, EU-OSHA submits to the European Commission budget forecasts considering the actuals needs in appropriations (C1) and the cancellation of carry-forward (C8). Based on a last forecast calculated in early December considering the needs in C1 appropriations for the year 2020, the cancellation of payment appropriations for legal obligations raised in 2019 (C8) and all recorded budgetary incomes, EU-OSHA managed to get a budget outturn of 1.6% of total C1 appropriations. Budget outturn 2020 is €252,175.

2. Cancellation of commitment/payment appropriations 2020

Final budget implementation (commitments) for the appropriations of the year 2020 (C1) is 96.8% whereas the final execution (payments) is 62.1%. Remaining payments were to be made in 2021. The general level of cancellation (3.6%) for appropriations is low and directly related to the high implementation of its annual appropriations for both administrative and operational budget (96.8%) and a cancellation rate of 5.2% 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 Seconded National Experts (SNEs)

Staff	Year N-1 (2020)			Year N (2021)	Year N+1 (2022)	Year N+2 (2023)	Year N+3 (2024)
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)	24	23	96%	24	24	24	24
Assistants (AST)	16	16	100%	16	16	16	16
Assistants/Secretaries (AST/SC)	0	0	-	0	0	0	0
TOTAL ESTABLISHMENT PLAN POSTS	40	39	98%	40	40	40	40
EXTERNAL STAFF	FTE corresponding to the authorised budget	Executed FTE as of 31/12/N-1[20]	Execution Rate %	Headcount as of 31/12/N-1	FTE corresponding to the authorised budget[21]	Envisaged FTE[22]	Envisaged FTE
Contract Agents (CAs)	25	24	96%	25	25	26	26
Seconded National Experts (SNEs)	0	0	-	-	-	-	-
TOTAL EXTERNAL STAFF	25	24	96%	25	25	26	26
TOTAL STAFF	65	63	97%	65	65	66	66

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[20] While not included in the total: (1) one FG IV post has been authorised under the IPA Programme, funded under Title IV, and subsequently filled in 2020; (2) one FG IV has been engaged on a short-term one-year contract based on full-time equivalent (FTE) offset; and (3) one FG IV has been engaged on a short-term one-year contract based on FTE offset.

[21] While not included in the total: (1) one FG IV post has been authorised under the IPA Programme, funded under Title IV, and (2) 2 FG IV on a short-term contract based on FTE offset.

[22] One additional Contract Agent needed from 2023 onwards linked to the implementation of the forthcoming Cybersecurity regulation. In case the new regulation enters into force in early 2022, there may be the need to start the recruitment in 2022 to be able to comply with the new work requirements in that area within the imposed time limit (that is, 15 months after the entry into force of the regulation).

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

Human Resources	Year N (2021)	Year N+1 (2022)	Year N+2 (2023)	Year N+3 (2024)
Envisaged FTE	Envisaged FTE	Envisaged FTE	Envisaged FTE	Envisaged FTE
Contract Agents (CAs)	1	1	0	0
Seconded National Experts (SNEs)	0	0	0	0
TOTAL	**1**	**1**	**0**	**0**

C. Other Human Resources

- Structural service providers

	Actually in place as of 31/12/N-1 (2020)
Security	1
IT	1
Other (specify) Cleaning	1

- Interim workers

	Total FTEs in year N-1 (2020)
Number	2.5

Annex V – Human Resources (qualitative)

Table1– Multi-annual staff policy plan Year N+1, Year N+2, Year N+3

Function group and grade	Year N-1 (2020)				Year N (2021)		Year N+1 (2022)		Year N+2 (2023)		Year N+3 (2024)	
	Authorised budget		Actually filled as of 31/12/2020		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	-	1	-	1	-	1	-	-	-	-
AD 14	-	1	-	1	-	2	-	2	-	3	-	3
AD 13	-	1	-	1	-	-	-	-	-	-	-	-
AD 12	-	2	-	1	-	3	-	3	-	4	-	4
AD 11	-	2	-	2	-	2	-	3	-	2	-	4
AD 10	-	4	-	2	-	3	-	4	-	6	-	6
AD 9	-	7	-	10	-	9	-	7	-	5	-	3
AD 8	-	4	-	2	-	2	-	2	-	2	-	3
AD 7	-	2	-	1	-	2	-	2	-	2	-	1
AD 6	-	-	-	2	-	-	-	-	-	-	-	-
AD 5	-	-	-	-	-	-	-	-	-	-	-	-
AD TOTAL	0	24	0	23	0	24	0	24	0	24	0	24
AST 11	-	-	-	-	-	-	-	-	-	-	-	-
AST 10	-	-	-	-	-	-	-	-	-	-	-	-
AST 9	-	1	-	1	-	1	-	1	-	1	-	1
AST 8	-	-	-	-	-	-	-	-	-	1	-	3

| Function group and grade | Year N-1 (2020) | | | | Year N (2021) | | Year N+1 (2022) | | Year N+2 (2023) | | Year N+3 (2024) | |
| | Authorised budget | | Actually filled as of 31/12/2020 | | 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 7	-	2	-	1	-	3	-	3	-	6	-	7
AST 6	-	6	-	7	-	6	-	7	-	4	-	3
AST 5	-	4	-	3	-	3	-	4	-	4	-	2
AST 4	-	3	-	4	-	3	-	1	-	-	-	-
AST 3	-	-	-	-	-	-	-	-	-	-	-	-
AST 2	-	-	-	-	-	-	-	-	-	-	-	-
AST 1	-	-	-	-	-	-	-	-	-	-	-	-
AST TOTAL	0	16	0	16	0	16	0	16	0	16	0	16
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	39	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 (2020)	Executed FTE as of 31/12/N-1 (2020)[23]	Headcount as of 31/12/N-1 (2020)	FTE corresponding to the authorised budget N (2021)	FTE corresponding to the authorised budget N+1 (2022)	FTE corresponding to the authorised budget N+2 (2023)	FTE corresponding to the authorised budget N+3 (2024)
Function Group IV	3	3	3	4	5	7	8
Function Group III	14	12	12	14	13	14	14
Function Group II	8	9	9	7	7	5	4
Function Group I	-	-	-	-	-	-	-
TOTAL	25	24	24	25	25	26	26

Seconded National Experts

Seconded National Experts	FTE corresponding to the authorised budget N-1 (2020)	Executed FTE as of 31/12/N-1 (2020)	Headcount as of 31/12/N-1 (2020)	FTE corresponding to the authorised budget N (2021)	FTE corresponding to the authorised budget N+1 (2022)	FTE corresponding to the authorised budget N+2 (2023)	FTE corresponding to the authorised budget N+3 (2024)
TOTAL	0	0	0	0	0	0	0

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[23] While not included in the total, it shall be noted that: (1) one FG IV post has been authorised under the IPA Programme, funded under Title III, and subsequently filled in 2020; (2) one FG IV has been engaged on a short-term one-year contract based on FTE offset; and (3) one FG IV has been engaged on a short-term one-year contract based on FTE offset.

Table 2 – Recruitment forecasts N+1 following retirement/mobility or new requested posts (information on the entry level for each type of post: 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 (brackets)	
Senior Project Manager	01/09/2022	-	-	AD 8	

Annex V – Human Resources (qualitative) / contd.

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						
	Year N-4 (2017)	Year N-3 (2018)	Year N-2 (2019)	Year N-1 (2020)	Year N (2021) – to be added later	Actual average over 5 years	Average over 5 years (According to Governing Board Decision 2016/11)
AD05	3.5	-	-	-	-	3.5	2.8
AD06	3.7	-	-	3.9	3.5	3.7	2.8
AD07	3.2	2.8	3	3	-	3.1	2.8
AD08	4.5	3.3	3	3.2	-	3.6	3
AD09	-	-	-	4	4	4	4
AD10	-	3.8	3	-	-	3.4	4
AD11	-	-	-	-	-	-	4
AD12	-	-	-	-	-	-	6.7
AD13	-	-	-	8.8	5.8	7.3	6.7
AST1	-	-	-	-	-	-	3
AST2	2.8	-	-	-	-	2.8	3
AST3	-	-	3	-	-	3	3
AST4	-	3.8	3	3	-	3.4	3
AST5	-	3.8	-	4	5	4.1	4
AST6	-	3.8	3.8	-	3	3.6	4
AST7	-	-	-	-	-	-	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

Table 2 – Reclassification of contract staff

Function Group	Grade	Staff in activity at 1.01.Year N-2 (2019)	How many staff members were reclassified in Year N-1 (2020)	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	-	-	-	Between 6 and 10 years
	16	-	-	-	Between 5 and 7 years
	15	2	-	-	Between 4 and 6 years
	14	-	-	-	Between 3 and 5 years
	13	-	-	-	Between 3 and 5 years
CA III	11	1	-	-	Between 6 and 10 years
	10	3	1	3	Between 5 and 7 years
	9	1	1	3	Between 4 and 6 years
	8	-	-	-	Between 3 and 5 years
CA II	6	4	3	4	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 (2020) / statutory staff (only officials, TA and CA)

		Official		Temporary Agents		Contract Agents		Grand Total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator level	-	-	11	28%	2	8%	13	21%
	Assistant level (AST & AST/SC)	-	-	13	33%	18	75%	31	49%
	Total	**0**	**0%**	**24**	**62%**	**20**	**83%**	**44**	**70%**
Male	Administrator level	-	-	12	31%	1	4%	13	21%
	Assistant level (AST & AST/SC)	-	-	3	8%	3	13%	6	10%
	Total	**0**	**0%**	**15**	**38%**	**4**	**17%**	**19**	**30%**
Grand Total		**0**	**0%**	**39**	**100%**	**24**	**100%**	**63**	**100%**

Table 2 – Data regarding gender evolution over 5 years of the middle and senior management

	N-5 (2016)		N-1 (2020)	
	Number	%	Number	%
Female Managers	2	50%	1	25%
Male Managers	2	50%	3	75%

With respect to gender balance, women comprise 71% of the total staff. Since September 2011 and until September 2021, a female Executive Director has been leading the Agency. Statistics need to be read in light of the very low number of middle/senior management posts (four in total).

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[24]	AD + CA FG IV		AST/SC- AST + CA FG I/CA FG II/CA FG III		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	3	12%	1	3%	4	6%
BELGIUM	-	-	2	5%	2	3%
BULGARIA	-	-	1	3%	1	2%
DENMARK	1	4%	-	-	1	2%
ESTONIA	-	-	1	3%	1	2%
FRANCE	5	19%	3	8%	8	13%
GERMANY	3	12%	1	3%	4	6%
GREECE	1	4%	-	-	1	2%
IRELAND	1	4%	1	3%	2	3%
ITALY	2	8%	3	8%	5	8%
NETHERLANDS	1	4%	-	-	1	2%
POLAND	1	4%	-	-	1	2%
ROMANIA	-	-	1	3%	1	2%
SPAIN	6	23%	23	62%	29	46%
UNITED KINGDOM	2	8%	-	-	2	3%
TOTAL	**26**	**100%**	**37**	**100%**	**63**	**100%**

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[24] 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 (2016)		N-1 (2020)	
	Number	%	Number	%
SPAIN	27	43%	29	46%

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

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

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

With regard to the increase between 2016 and 2020, it has to be noted that it does not derive from any recruitment of long-term contracts but from changes of nationality from British (United Kingdom) to Spanish.

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. Consequently, the Agency reimburses the education allowance in line with the provisions of the Staff Regulations. No extra allowance is allocated to its staff in this regard. In addition to local schools in Spanish and Basque languages, 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. The Agency is currently studying and looking to implement possible measures and actions similar to what is being done in other agencies (that is, additional financial support as a social measure to compensate for the extremely high cost of international schools).				

Annex VI – Environment Management

EU-OSHA always aims to improve its environmental performance and lower the impact of its operations on the environment. In this context, EU-OSHA is strongly committed to the development and application/adoption of specific measures/practices regarding environmental management that contribute to ensuring cost-effective and environment-friendly workplaces.

As EU-OSHA does not own and operate its own building and facilities but instead occupies rented office space, the scope for environmental improvements is comparatively limited. Nevertheless, a lot of measures have been – and will continue to be implemented to ensure the Agency reduces its footprint on the environment. The Agency also maintains regular exchanges with the landlord to identify and pursue opportunities for the further environmental improvement of the building infrastructure.

Within the remit of EU-OSHA's own office, facility, and staff policies and processes, the Agency continues to implement actions to reduce the impact of its administrative operations on the environment. On a regular basis EU-OSHA raises awareness among its population (for example, staff, contractors, visitors,) on the measures developed and to be implemented. The Agency monitors, to the extent possible, also the related data in order to set goals for improvement.

During the course of the years, several steps have already been taken to ensure the Agency continues to move in the right direction towards limiting its footprint. The Agency will continue in this direction by encouraging and sensibilising staff, contractors and visitors on environment management measures, such as:

- A responsible and efficient use of resources (for example, water, electricity, paper).
- Encourage use of video conference facilities instead of travelling. The Management Board adopted a decision in June 2021 on reducing the number of physical meetings and making better use of virtual and hybrid options.
- Recycle waste management in the premises in a responsible, efficient and 'green' way.
- Continue with the implementation of teleworking, contributing to a substantial reduction of commuting.
- The use of environmental requirements/criteria at procurement level to ensure green solutions as far as possible (for example, cleaning products, stationery, supplies).
- The active contribution to the 'circular economy' by giving as many uses as possible to its assets through, among other aspects, donation exercises.
- The implementation of e-tools for a quick progress towards the e-culture such as e-Procurement and paperless, e-Signature and e-workflows.

The Agency will also continue to be an active member of the Green Network where environmental issues are discussed and related experience and best practices shared. It is also a place where views are shared on how to deploy environmental awareness and responsibility, as well as present issues and practical cases related to the Eco-Management and Audit Scheme (EMAS) implementation.

Annex VII – Building Policy

Current building(s): as of 31 December 2020

	Name, location and type of building	Other comment
Information to be provided per building:	Miribilla Building Santiago de Compostela 12, -1st / 5th floors E-48003 Bilbao – Spain	5th floor (EU-OSHA seat): As from 01/12/2013 -1st floor (2 storage spaces): As from 01/12/2017
Surface area (in square metres) Of which office space Of which non-office space	-1st floor: built (94.16 m^2) - net: 73.89 m^2 5th 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)	€287,989.97 (rent of office space, one parking slot and two storage spaces) €60,782.44 (communal charges)	2021 figures
Type and duration of rental contract	-1st floor: 5 years 5th floor: 8 years (mandatory); then, automatic renewals of 12 months	
Host country grant or support	€100,100	2021 figures
Present value of the building	N/A	
	Name, location and type of building	**Other Comment**
Information to be provided per building:	Multiburo – NCI, SA Square de Meeûs 38/40 B-1000 Brussels, Belgium	
Surface area (in square metres) Of which office space Of which non-office space	30 m^2 30 m^2	
Annual rent (in EUR)	Around €51,000.00 (fully serviced)	2021 figures
Type and duration of rental contract	Renewal on a yearly basis	
Host country grant or support	N/A	
Present value of the building	N/A	

Annex 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

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

Monitoring system

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

Performance indicators are defined at three levels by the Management Board (activity, priority area, and the Agency). Indicators for the activities are adopted by the Management Board as part of the SPD (annual work programme). Revised indicators for the priority areas linked to the strategic objectives (cf. Chapter II.2) and for the Agency linked to the mission and vision (cf. the chapter 'Mission and vision statements') were formulated by the Management Board in 2018 and have been used as from 2019. The basis for EU-OSHA's performance indicators is a clear logic model linking inputs, activities, outputs, outcomes and impacts.

Evaluation system

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

Follow-up to evaluation findings

In April 2019, the Commission published its Staff Working Document (SWD)[25] on the evaluation of the four agencies (EU-OSHA, Eurofound, European Training Foundation - 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 evaluation and the SWD. However, the SWD includes a number of recommendations – most of them directed at the four agencies in common, and a few directly targeted at the individual agencies. The Management Board of EU-OSHA adopted the following action plan in January 2020, which was amended in June 2020. The action plan has been fully implemented. The detailed status as of December 2021 is included.

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[25] Commission Staff Working Document, Evaluation of the EU Commission Agencies working in the employment and social affairs policy field: Eurofound, Cedefop, ETF and EU-OSHA, SWD(2019)160final.

UPDATE OF ACTION PLAN ON FOUR AGENCIES' EVALUATION, NOVEMBER 2021

Common recommendations

Recommendation number	Recommendation in Staff Working Document	Response by EU-OSHA	NEW actions by EU-OSHA	Time frame	Status
	Service-level innovation (effectiveness and impact)				
1-2	1/ Improve the quality and relevance of research/monitoring reports and activities by:	1/ EU-OSHA's products score high on readability and focus, and the quality (including the relevance) of EU-OSHA's research and monitoring reports has been confirmed on several occasions via evaluations and stakeholder surveys.	1/ Develop quality procedure for development of knowledge.	1/ 30/06/2021	Finalised – knowledge development framework and procedure adopted.
	Improving the readability and policy focus of publications, in particular for non-academic users and policymakers; and basing the activities on a robust quality assurance process.				
	2/ Improve the research/monitoring reports and activities by making use of the most effective means of communication/dissemination. In particular:	2/ EU-OSHA has invested in the development of innovative data visualisations and dashboards. The key group for the Agency's communication efforts at the national level is the focal point group. EU-OSHA is among the leading agencies on social media activities and the social media efforts were evaluated in 2018.	2a/ Review the Agency's social media approach and develop a policy for EU-OSHA's social media actions.	2a/ 31/07/2020	Finalised – social media policy in place.

Recommendation number	Recommendation in Staff Working Document	Response by EU-OSHA	NEW actions by EU-OSHA	Time frame	Status
	Continue to explore and utilise innovative communication channels; further adapt communication activities to different target groups, and identify intermediaries who could support the dissemination of outputs; and better disseminate and use results at national level, in particular by encouraging Management Board (MB) members to take a more proactive role in disseminating and using results.		2b/ Strengthen communication efforts on OSH overview activities during the 3-year pilot Healthy Workplaces Campaign.	2b/ 31/12/2020	Finalised. The 3-year pilot is under implementation, including the strengthened communication efforts on OSH overview activities.
			2c/ Encourage close relations between the focal points and the national MB members.	2c/ Ongoing	To be seen together with the follow-up to recommendation 7.
	Agency-level innovation (efficiency)				
3-5	3/ Revisit internal structures to better balance operational and administrative functions within the organisation.	3/ EU-OSHA is continuously looking into its internal structure and work processes to identify efficiency gains.	3/ EU-OSHA will continue to look for efficiency measures, in particular paperless workflows, e-processes, business process re-engineering and simplification which will be part of the efficiency strategy.	3/ 31/12/2020 (efficiency strategy).	Finalised. A number of measures – incl. e-signature – has been implemented and an efficiency strategy was included in the final version of the SPD 2021-2023.
	4/ Transparency in decision-making based on results of performance measuring systems could be introduced.	4/ Results against performance indicators adopted by the MB are provided to the MB as input to decisions. Results are also included in Annual Activity Reports and communicated via the website.	4/ No further action suggested.		

Recommendation number	Recommendation in Staff Working Document	Response by EU-OSHA	NEW actions by EU-OSHA	Time frame	Status
	5/ The agencies' performance measuring systems can be further aligned and made more comparable. They are advised to consider developing a more systematic approach to measuring use of their outputs at national level.	5/ The four agencies have launched a joint project to explore the possibilities for aligning performance indicators.	5/ Take decision on proposal on common indicators.	5/ 31/12/2020	Finalised.
	Governance				
6-8	6/ In cooperation with the Commission, to clarify the roles of the various institutional actors involved and provide training MB members on the more technical issues within the Boards' remit, such as the programming cycle.	6/ EU-OSHA has a well-established practice of providing training once every year to new (and anyone else interested) MB members.	6/ Update EU-OSHA governance paper from 2017.	6/ 31/12/2020	Finalised. Governance paper adopted at January 2021 MB meeting.
	7/ MB members could brief national stakeholder networks about the agencies' work, and the feedback received could inform members' work in the Board.	7/ The MB discussed how to take this recommendation forward at the MB meeting 23-24 January 2020. It should be recalled that EU-OSHA has focal points in Member States' running national networks.	7/ The MB will decide whether to recommend MB members to be part of national focal point networks.	7/ 30/06/2021	Finalised at 2021 MB June meeting.
	8/ Electronic decision-making and, where appropriate, virtual meetings of the MBs could be further explored as a way to achieve more efficient and quicker decision-making.	8/ Good conditions for an informed dialogue is essential for good decisions. Therefore, the general rule will continue to be that decisions are taken in physical meetings. However, when necessary, written procedures will continue to be an option.	8/ MB to decide on the use of virtual meetings as a complement to physical meetings.	8/ 30/06/2021	Finalised at 2021 MB June meeting.

Recommendation number	Recommendation in Staff Working Document	Response by EU-OSHA	NEW actions by EU-OSHA	Time frame	Status
	Reinforced cooperation				
9-14	9/ Corporate functions, such as strategy, human resources, legal and financial management, coordination and support services such as ICT could be shared. Logistical arrangements could also be shared as regards the Brussels Liaison Offices.	9/ Shared framework contracts and services is one of the key efficiency measures in the area of horizontal functions, e.g. the shared evaluation framework contract. EU-OSHA also greatly benefits from sharing experiences and good practices with other agencies through the EU Agencies Network (EUAN) and its sub networks.	9 and 10/ Together with the other agencies, EU-OSHA will continue to explore possibilities for sharing corporate services and expertise, where it makes sense.	9 and 10/ Ongoing.	Ongoing collaboration with EUAN and other agencies to share contracts, expertise and services where feasible and economically advantageous.
	10/ On performance management, common or coordinated systems among the agencies would lead to cost savings, as detailed in 2, while respecting each agency's specific objectives.	10/ The most resource intensive elements of performance management are provided via shared services (framework contracts, ICT systems, networks). However, some other elements are not feasible to share –- e.g. stakeholder surveys as the stakeholders are different.			
	11/ Mutual learning and sharing of services with decentralised agencies outside DG EMPL or with the Commission, and other forms of cooperation through the EUAN.	11/ EU-OSHA participates actively in – and benefits from – the EUAN and its sub networks. This is an important source of good practice for corporate functions.	11 and 12/ No further action suggested.		
	12/ Joint delivery where common tools and approaches exist, for example, managing expert networks and running surveys. Agencies may join efforts and resources without substituting specific targeted surveys carried out by the EMPL agencies.	12/ EU-OSHA has collaborated closely with Eurofound and Cedefop on enterprise survey methods and with Eurofound on the OSH content of the EWCS. This collaboration will continue.			
	13/ Joint programming and planning could be put in place, but focused	13 and 14/ So far cooperation in the programming phase has focused on the annual work programmes.	13 and 14/ Agree with the other agencies and the	13 and 14/ 31/12/2020	Finalised. Agencies discussed further cooperation on this topic

Recommendation number	Recommendation in Staff Working Document	Response by EU-OSHA	NEW actions by EU-OSHA	Time frame	Status
	exclusively on areas suitable for cooperation and/or joint delivery.		Commission on the way forward.		and outcome was presented to MB at meeting in January 2021.
	14/ In practical terms, such reinforced inter-agency cooperation could be reflected by broadening and aligning the time frames of the agencies' multi-annual programming documents, since the annual work programmes will continue to be agency-specific.				
	Policy support for the EU				
15-17	15/ The four agencies could aim to better align with and support EU policymaking. Work programmes must be flexible enough to allow for changes in the case of sudden reconfigurations of EU priorities.	15/ EU-OSHA will continue to aim at bringing its activities into line with EU policy priorities. However, the requirements re. planning limits flexibility. EU-OSHA and the Commission have a well-established structure for communication and identification of upcoming priorities.	15, 16 and 17/ No further action suggested.		
		That this is effective has been confirmed on several occasions, most recently with the Commission's opinion on EU-OSHA's 2020-2022 SPD.			
	16/ Negative priorities could continue to be a tool for addressing ad hoc requests. The agencies may consider introducing a more structured and formalised reprioritisation mechanism and embedding a certain room for manoeuvre in its programming document to allow for unforeseen activities of high policy relevance.	16/ Negative priorities cannot be identified in advance. EU-OSHA identifies necessary resources when requests come up taking into account the stage in the activity cycle of the different activities. The experience with these measures has been positive and has up to now allowed the Agency to			

Recommendation number	Recommendation in Staff Working Document	Response by EU-OSHA	NEW actions by EU-OSHA	Time frame	Status
		accommodate new requests from the Institutions.			
	17/ Other adaptability instruments could be used, such as: a. adjusting the aims of tasks or projects at the implementation stage; b. designing intermediate project outputs to feed into policy discussions rather than waiting until the project ends; c. producing short-term deliverables and updates and further recalibrating ad hoc procedures so that they can be deployed relatively quickly.	17/ The main flexibility measure EU-OSHA has available is stretching the time over which activities are implemented. EU-OSHA has adapted its OSH Overview approach so that deliverables are provided faster and in new formats.			
Policy support for Member States					
18	18/ Cedefop, Eurofound and EU-OSHA could broaden the scope of demand-driven support to the Member States on policy issues and initiatives high on the EU agenda, while striving to maintain the balance with their research function, which is a prerequisite for successful delivery of the direct support.	18/ EU-OSHA will continue to support Member States within the areas of competence to the extent resources allow. Since 2011, the support to Member States has been mainly demand-driven through EU-OSHA's portfolio programme.	18/ No further action suggested.		
		Via its focal point network the Agency has an ongoing and effective dialogue with the Member States about needs and priorities.			

EU-OSHA recommendations

Recommendation number	Recommendation in Staff Working Document	Response by EU-OSHA	NEW actions by EU-OSHA	Time-frame	Status
24	EU-OSHA's practical approach, e.g. in developing tools for risk assessment or for tackling specific risks, could be emphasised over the general academic/policy research approach.	EU-OSHA distinguishes between its workplace-facing work and its policy/research-facing work. Its founding regulation makes clear it is supposed to address both. In addition, the 2016 evaluation of EU-OSHA's strategy confirmed that its strategic goals continued to be relevant, which was later confirmed in the 2018 stakeholder survey concluding that EU-OSHA has got the balance between different priorities right. This opinion is also confirmed in the Commission's feedback on EU-OSHA 2020-2022 Programming Document which 'recommends keeping such [current] prioritisation over the whole 2020-2022 programming period'.	No further action suggested.		
25	To effectively reach employers at workplace level, especially in SMEs, the Agency is advised to continue to provide tools for information and communication so as to support national focal points in reaching relevant intermediaries.	EU-OSHA will continue the HWC and OiRA – both highly successful in reaching towards the workplaces, including SMEs.	No further action suggested.		
		Focal points will continue to receive support via the EEN – the EC's largest initiative aimed at providing support to SMEs in the EU. Further products specifically targeted at the needs of SMEs are and will continue to be provided.			

Recommendation number	Recommendation in Staff Working Document	Response by EU-OSHA	NEW actions by EU-OSHA	Time-frame	Status
26	A specific strategy, including adapted tools, could be developed to better reach SMEs as these are not always covered by intermediaries such as industry associations.	EU-OSHA has a number of approaches to better reach SMEs covering dissemination, Official Campaign Partners (OCP) s' communication to their supply chains, e-guides, the EEN partnership.	1/ Develop a specific SME strategy.	1/ 31/12/2020	Finalised. MSE strategic approach presented to MB in January 2021.
27	To improve the EU added value of its specific thematic knowledge, the Agency could explore further opportunities for collaboration with the ILO and national OSH research institutes.	EU-OSHA is committed to the Global Coalition on OSH and has collaborated recently with the WHO/ILO on development of the estimation methodology for economic costs of OSH.	1a/ EU-OSHA is Steering Committee member of the Global Occupational Safety and Health Coalition launched in 2017 at the XXI World Congress on Occupational Safety and Health at Work in Singapore.	1a/ Ongoing	Ongoing. The Agency helped disseminate the new WHO/ILO joint estimates on burden of work-related injury and disease.
		The collaboration with national OSH research institutes will continue – including with PEROSH.	Task Group leader OSH and the future of work.		Ongoing.
		The Agency has launched an expert exchange programme open to OSH experts in Europe, including from national OSH institutes.	Joint leader with EC and ICOH on Task Group for a Multiregional OSH Information System.		
		The possibility of signing memoranda with Eurostat and the JRC is being explored.	1b/ Meeting with the International Social Security Association (ISSA) Section on trade, examining synergies particularly on global supply chains and EU-OSHA project on 'supporting compliance'.	1b/ April 2020	Finalised. Cooperation established with ISSA.

Recommendation number	Recommendation in Staff Working Document	Response by EU-OSHA	NEW actions by EU-OSHA	Time- frame	Status
			1c/ Participation in OSH World Congress, supporting the ILO and ISSA in the dissemination of EU information in a global framework.	1c/ October 2020	Finalised. World Congress 2020 cancelled. EU-OSHA actively participated in the 2021 edition online.
			1d/ Cooperation with the ILO and the WHO on a joint project to develop a costing model for the estimation of burden from work-related injury and disease (pending approval from MB and EC).	1d/ Pending decision.	Cancelled. Following investigation it has been concluded that EU-OSHA cannot commit resources to this project. However, in the framework of the global coalition EU-OSHA collaborates with the ILO and the WHO on the topic.
			1e/ Annual review of strategy for international collaboration (annex to Programming Document).	1e/ Recurrent	Finalised. This is a recurrent annual exercise.
			2/ EU-OSHA will continue collaborating with national OSH research institutes where synergies are possible.	2/ Ongoing	Ongoing. EU-OSHA continues to collaborate actively with PEROSH and national research institutes.

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 risk register implementation action plan.

The Executive Director decides on the list of prioritised actions for the reporting year and allocates coordinators to the action plans. 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 'Internal Control Action Plan' and 'Corporate Risk Register' mapped to the Internal Control Framework are subject to regular reviews by senior management.

During the course of the year, the risk register and related reporting are regularly reviewed with feedback provided to 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.

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 1 January 2019. The framework comprises of 5 internal control components and 17 principles and is based on the internal control framework of the European Commission.[26] Key performance indicators (KPIs) 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.

Non-conformity procedure

At the beginning of each year, the Executive Director also adopts the 'Non-conformity report' for 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 non-conformity procedure shall be implemented.

Fraud prevention and detection

The implementation of the Anti-Fraud Strategy 2019-2021 is overseen by the Management Board by a regular monitoring of the action plan. It is based on a risk assessment focused on fraud risks as part of the broader risk assessment carried out by the Agency. For the year 2022 onwards, a new anti-fraud strategy will be developed to address the challenges of the years ahead and strengthen the Agency's measures and controls related to anti-fraud.

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 satisfactorily the identified fraud risks, the new strategy will further develop an anti-fraud culture in the organisation and enhance existing internal procedures for the purpose of fraud prevention and improved fraud detection techniques. Furthermore, an internal procedure for reporting and handling potential fraud cases and their outcomes – already in place – will continue to be made available to the staff on the Intranet. Raising awareness on ethics, integrity and fraud prevention and detection among staff is a standing priority

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[26] Available at: https://ec.europa.eu/budget/library/biblio/documents/control/C_2017_2373_Revision_ICF_en.pdf

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. Fraud risks are regularly assessed during the annual risk assessment exercise performed by the Agency.

Conflict of interest, transparency, accountability and integrity

The Agency will continue 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 from all Management Board members, Advisory Group members as well as the Executive Director and senior management staff are also available online.

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 that it can implement its work programme. Furthermore, extensive consultation is an important contribution to ensuring that what the Agency does is relevant to their 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

	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		2021	2022	2023	2024
	General information					Financial and HR Impact				
Grant agreements										
1.						Amount				
						Number of TA				
						Number of CA/SNE				
2.						Amount				
						Number of TA				
						Number of CA/SNE				
Total grant agreements						Amount				
						Number of TA				
						Number of CA/SNE				
Contribution agreements										
1. IPA/2019/412-828	17-Dec-19	399,584 €	36 months	European Commission DG NEAR - DG for Neighbourhood and Enlargement Negotiations	Preparatory measures for the future participation of IPA II beneficiaries in the network of the European agency for safety and health at work	Amount	320,638 €	p.m.	p.m.	p.m.
						Number of TA	-	-	-	-
						Number of CA/SNE	1	1	-	-
2.						Amount				
						Number of TA				
						Number of CA/SNE				
Total contribution agreements		399,584 €				Amount	320,638 €	p.m.	p.m.	p.m.
						Number of TA	-	-	-	-
						Number of CA/SNE	1	1	-	-
Service-level agreements										
1.						Amount				
						Number of TA				
						Number of CA/SNE				
2.						Amount				
						Number of TA				
						Number of CA/SNE				
Total service-level agreements						Amount				
						Number of TA				
						Number of CA/SNE				
TOTAL						**Amount**	**320,638 €**	**p.m.**	**p.m.**	**p.m.**
						Number of TA	-	-	-	-
						Number of CA/SNE	1	1	-	-

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

1   Legal base and policy base

The objective of EU-OSHA 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 regulation[27] 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 2011-2027* identifies the need to reinforce coordination with engagement with partner countries, regional and international organisations, and other international fora to raise OSH standards globally.

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 EU.

2.1   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 OSH;
- 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;
- 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 OSH goals.

2.2   Priorities for EU-OSHA

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

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[27] 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).

The Agency will continue to participate in EU programmes such as the IPA and the ENP actions where available and as foreseen in the EU Strategic Framework. EU-OSHA has been running IPA projects since 2011, and participated in ENP actions between 2013 and 2015.

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 the WHO.
- Interact with key non-intergovernmental organisations, particularly professional and social partner organisations such as ICOH and the International Association of Labour Inspectors.
- Interaction with identified regional organisations and networks that obviate the need for more direct action with non-Member States (for example, Northern Dimension, Baltic Sea Network, Association of Southeast Asian Nations).
- 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 OSH goals (for example, the Global OSH Coalition, 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 (for example, 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, the United States, and international organisations via the International Chemical Safety Cards Project.
- Provide access to EU-OSHA material by non-Member States. For example, where third countries have requested to use Agency publications with appropriate acknowledgements.

2.3 Limitations on engagement

When engaging with third-country competent authorities and international organisations, EU-OSHA must have the authorisation of the Management Board, and approval of the European Commission, must include the activities in the relevant planning documents, and must not create legal obligations on the EU 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 activities such as 'Strategic and operational networking' or 'Awareness raising' and are included in the planning and reporting documentation accordingly.

Coordination of international activities is carried out by the Network Secretariat reporting to the Executive Director.

4 Associated actions: Current and planned activities (2022-2024)

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 (for example, through provision of speakers to online events).
- Support to EU activities on border security (health and safety of border personnel) with Southern Neighbourhood Countries.
- Speakers at course at the ILO Training Centre, Turin.

In addition to these reactive actions that 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. In particular, there are the activities associated with the Global Coalition for Safety and Health at Work.

4.1   The Global Coalition for Safety and Health at Work

Proposed at the XXI World Congress in 2017 and launched on 12 November 2019 at the Vision Zero Summit, Finland, the Global OSH Coalition is a multi-stakeholder partnership to promote the critical contribution that safe and healthy working environments make to decent work, global health and sustainable development. Its founding partners are:

- International Labour Organisation (ILO)
- International Commission on Occupational Health (ICOH)
- European Commission
- European Agency for Safety and Health at Work (EU-OSHA)
- Ministry of Manpower, Singapore
- World Health Organisation (WHO) as an observer.

The aim of the coalition is to introduce practical solutions to improve working conditions around the world by implementing the commitments of the United Nations, the G7 and the G20 countries and the EU on improving OSH. EU-OSHA, alongside the European Commission, is on the Steering Committee.

The priority is the recording, collection and compilation of reliable and comparable OSH data and statistics at enterprise, national and global levels. A number of task groups have been created, with each task group having an estimated lifespan of two years:

- Occupational safety and health and the future of decent work (Lead organisation: EU-OSHA)
- Introduction of the Vision Zero Concept at enterprises (Finnish Institute of Occupational Health (FIOH))
- Global estimates of Occupational Accidents and Work-related diseases (ICOH)
- Construction of a Multiregional OSH Information System (European Commission)

EU-OSHA engagement in this action is under activities including Strategic and operational networking (coordination), Networking knowledge, and where relevant other project activities (for example, EU OSH Information System).

4.2   Occupational safety and health and the future of decent work

As an initial step for the task group on OSH and the future of decent work, EU-OSHA carried out an initial mapping exercise via a survey to national focal points. This has been reported back to the ILO and focal points.

4.3   Global estimates of occupational accidents and work-related diseases

The purpose of this task group is to obtain a regular update of the knowledge and magnitude of major problems caused or partially caused by work-related factors, including fatal outcomes, disabilities, lost years of worklife and whole life.

The task group consists of the ILO, WHO, European Commission, EU-OSHA, ICOH, the Finnish Ministry of Social Affairs and Health, FIOH and the Singapore Ministry of Manpower. There is also a subgroup on the economic costs arising from occupational accidents and work-related diseases with FIOH, ICOH, EU-OSHA, and Singapore as members. The work of this group ties in closely with ongoing EU-OSHA work on the costs and benefits of OSH.

4.4   Participation in OSH World Congress

EU-OSHA participated in the online sessions held as part of the 2020 World Congress in Toronto and in the 2021 event. The congresses are organised by the ILO, ISSA and a national partner. In previous years EU-OSHA has participated in the world congresses in Frankfurt and Istanbul.
At world congresses, EU-OSHA promotes awareness of the EU approach to OSH, the work of EU-OSHA, and looks to establish collaboration opportunities. Additionally, it supports activities by the ILO, WHO, European Commission and other established partners.
Participation in the OSH World Congress is under the activities Strategic and operational networking (for example, coordination and keynote activities), Networking knowledge (for example, Global OSH Coalition), and Awareness raising (for example, stand and promotional actions).

4.5   Participation at the ICOH International Congress

EU-OSHA participates in ICOH congresses, and anticipates (virtual) participation in the 33rd international congress in Melbourne in February 2022. EU-OSHA was active at the 32nd congress in Dublin in 2018. Participation at the congress not only promotes the work of EU-OSHA, it also provides training opportunities for staff.

4.6   Participation in the WHO's Health in the World of Work Network

EU-OSHA will participate in the 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 well-being within the world of work. The COVID-19 pandemic has reiterated the critical need for all people and organisations to have timely access to accurate information to make decisions to protect their health and the health of their communities. Stakeholders include leaders in the world of work such as government agencies for health, labour and social protection, business leaders, employers and trade unions, associations of occupational health professionals and others.

5   Annex: Risks in engagement with international actors and mitigating actions

- Failure to collaborate effectively (for example, 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 (for example, low-value contracts for translation into local languages), there is a risk that some of those with whom EU-OSHA would engage would not follow the financial norms anticipated and associated with European-funded projects.
- In engaging in Grant contracts with the Directorate-General for European Neighbourhood and Enlargement Negotiations (DG NEAR) and DG INTPA to support enlargement and ENP country activity, there is a risk that some countries would not participate in activities as foreseen, leading to a budget imbalance.

Such risks can be mitigated by:

- ongoing dialogue with informed EU bodies (for example, DG EMPL, DG NEAR), 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, and 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 (for example, by purchase of flight tickets on behalf of participants in a seminar);
- also involving the relevant department of the ministries of foreign affairs and the representations to Brussels of the countries when establishing cooperation; and
- using the experience of and cooperating with existing global networks such as the ILO and the WHO, which have already established offices or are involved in EU-funded projects in these countries.

Annex XIII – Planned Outputs under the 2022 work programme

Title	Output Type	Output Subtype	Start date	End date
1.3 Anticipating future challenges to OSH				
2021 Expert Article 1 (2022)	Publication	Discussion paper/article	2021 Q1	2022 Q2
2021 Expert article 2 (2022)	Publication	Discussion paper/article	2021 Q1	2022 Q2
2021 Foresight 3 – report phase 2 (2022)	Publication	Report: methodology	2021 Q2	2022 Q4
2022 Expert Article 1 (2023)	Publication	Discussion paper/article	2022 Q1	2023 Q2
2022 Expert article 2 (2023)	Publication	Discussion paper/article	2022 Q1	2023 Q2
2022 FOP seminar on 2021 articles	Events	Conference	2021 Q4	2022 Q1
2022 Foresight 3 – phase 3 (2023)	Publication	Report: methodology	2022 Q3	2023 Q3
2022 Policy brief 1 – Foresight 3 (2022)	Publication	Report: infosheets	2022 Q3	2023 Q1
2022 Policy brief 2 – Foresight 3 (2022)	Publication	Report: infosheets	2022 Q3	2023 Q1
2022 Policy brief 3 – Foresight 3 (2022)	Publication	Report: infosheets	2022 Q3	2023 Q1
2022 Policy brief 4 – Foresight 3 (2022)	Publication	Report: infosheets	2022 Q3	2023 Q1
2023 FOP seminar on 2022 articles (2023)	Events	Conference	2022 Q4	2023 Q2
2.1 ESENER				
ESENER-3 Accommodation and food service sector study – main overview report	Publication	Report: literature review	2021 Q4	2023 Q1
ESENER-3 Education sector study – main overview report	Publication	Report: literature review	2021 Q2	2022 Q4
ESENER-3 ex post evaluation	Publication	Report: technical analysis	2021 Q4	2023 Q2
ESENER-3 Overview report (traditional)	Publication	Report: literature review	2020 Q2	2022 Q1
ESENER-3 Psychosocial risks – 6 country reports	Publication	Report: literature review	2020 Q2	2022 Q1
ESENER-3 Psychosocial risks – main overview report	Publication	Report: literature review	2020 Q2	2022 Q1
ESENER-3 Healthcare sector study – main overview report	Publication	Report: literature review	2020 Q2	2022 Q1
Final in-depth study of ESENER-3 (2022) – main overview report (transport sector)	Publication	Report: literature review	2020 Q4	2023 Q3

Title	Output Type	Output Subtype	Start date	End date
ESENER-4 dataset	Publication	Database	2022 Q4	2024 Q4
2.8 Worker Exposure Survey				
Final report, tbc	Publication	Report: technical analysis	2020 Q1	2024 Q1
First findings report (2023)	Publication	Report: technical analysis	2020 Q1	2023 Q3
Overview report (2023)	Publication	Report: technical analysis	2020 Q1	2023 Q4
Publication of dataset	Publication	Database	2020 Q1	2024 Q1
Visualisation of data: infographics and/or infosheets (format to be confirmed)	Publication	Infographic/PPTs for publication	2020 Q1	2024 Q1
WESAG meeting (3rd)	Events	Network meeting	2022 Q1	2022 Q3
Methodological report	Publication	Report: methodology	2020 Q1	2024 Q1
2.9 EU OSH Information System				
Collaboration agreements	Actions	Cooperation agreement	2022 Q1	2022 Q4
Improved visualisation tool	Publication	Data visualisation/dataset	2022 Q1	2022 Q4
State of OSH in the EU – analytical report	Publication	Report: technical analysis	2020 Q4	2022 Q1
2.10 OSH and Digitalisation				
10 case studies reports Advanced robotics and automation of tasks in the workplace WP2T2	Publication	Case study/good practice example	2021 Q3	2023 Q1
10 case studies reports New monitoring systems for workers' safety and health WP2	Publication	Case study/good practice example	2022 Q1	2023 Q3
Case example on digital platform work (1)	Publication	Case study/good practice example	2020 Q4	2022 Q1
Case example on digital platform work (2)	Publication	Case study/good practice example	2020 Q4	2022 Q1
Case example on digital platform work (4)	Publication	Case study/good practice example	2020 Q4	2022 Q1
Case example on digital platform work (3)	Publication	Case study/good practice example	2020 Q4	2022 Q1
Comparative report case studies on new monitoring systems for workers' safety and health	Publication	Report: literature review	2022 Q1	2023 Q4
Comparative report case studies Advanced robotics and automation of tasks in the workplace WP2T3	Publication	Report: technical analysis	2021 Q3	2023 Q1

Title	Output Type	Output Subtype	Start date	End date
Infosheet 1 New monitoring systems for worker safety and health WP1	Publication	Report: infosheets	2021 Q3	2023 Q1
Infosheet 2 New monitoring systems for worker safety and health WP1	Publication	Report: infosheets	2021 Q3	2023 Q1
Infosheet 3 New monitoring systems for worker safety and health WP1	Publication	Report: infosheets	2021 Q3	2023 Q1
Infosheet 4 New monitoring systems for worker safety and health WP2	Publication	Report: infosheets	2022 Q1	2023 Q4
Infosheet 5 New monitoring systems for worker safety and health WP2	Publication	Report: infosheets	2022 Q1	2023 Q4
Infosheet 6 New monitoring systems for worker safety and health WP2	Publication	Report: infosheets	2022 Q1	2023 Q4
Infosheet 7 New monitoring systems for worker safety and health WP2	Publication	Report: infosheets	2022 Q1	2023 Q4
Policy brief (1) Definitions, mapping and policy overview Exploratory review Management of workers through AI-based systems WP1 T1	Publication	Report: infosheets	2020 Q4	2022 Q2
Policy brief (2) Definitions, mapping and policy overview on Management of workers through AI-based systems WP1T1	Publication	Report: infosheets	2020 Q4	2022 Q2
Policy brief (3) Assessment of OSH challenges and opportunities of Management of workers through AI-based systems WP1T2	Publication	Report: infosheets	2020 Q4	2022 Q2
Policy brief (4) Management of workers through AI-based systems (based on empirical evidence)	Publication	Report: infosheets	2020 Q4	2022 Q4
Policy brief 10 Advanced robotics and automation of tasks in the workplace WP2T3	Publication	Report: infosheets	2021 Q3	2023 Q1
Policy brief 11 Advanced robotics and automation of tasks in the workplace WP2T3	Publication	Report: infosheets	2021 Q3	2023 Q1
Policy brief 5 Management of workers though AI (based on empirical evidence)	Publication	Report: infosheets	2022 Q4	2023 Q4
Policy brief 6 Management of workers though AI	Publication	Report: infosheets	2022 Q4	2023 Q4
Policy brief 7 Case studies Advanced robotics and automation of tasks in the workplace WP2T2	Publication	Report: infosheets	2021 Q3	2023 Q1
Policy brief 8 Case studies Advanced robotics and automation of tasks in the workplace WP2T2	Publication	Report: infosheets	2021 Q3	2023 Q1
Policy brief 9 Case studies Advanced robotics and automation of tasks in the workplace WP2T2	Publication	Report: infosheets	2021 Q3	2023 Q1
Policy brief Cobots WP1T3 (4)	Publication	Report: infosheets	2020 Q4	2022 Q1

Title	Output Type	Output Subtype	Start date	End date
Policy brief on cobots WP1T3 (5)	Publication	Report: infosheets	2020 Q4	2022 Q1
Policy brief on cobots WP1T3 (6)	Publication	Report: infosheets	2020 Q4	2022 Q1
Policy brief on digital platform work (2)	Publication	Report: infosheets	2020 Q4	2022 Q1
Policy case example on digital platform work (1)	Publication	Case study/good practice example	2020 Q4	2022 Q1
Policy case example on digital platform work (2)	Publication	Case study/good practice example	2020 Q4	2022 Q1
Policy case example on digital platform work (3)	Publication	Case study/good practice example	2020 Q4	2022 Q1
Policy case example on digital platform work (4)	Publication	Case study/good practice example	2020 Q4	2022 Q1
Report Assessment of OSH challenges and opportunities of Management of workers through AI-based systems WP1T2	Publication	Report: literature review	2020 Q4	2022 Q2
Report Definition, mapping and policy overview on Management of workers through AI-based systems	Publication	Report: literature review	2020 Q4	2022 Q2
Report overview of policy, research and practices on OSH and digital platform work (2021)	Publication	Report: literature review	2020 Q4	2022 Q1
Review of OSH challenges and opportunities associated with intelligent cobots (2021)	Publication	Report: literature review	2020 Q4	2022 Q1
Review on new monitoring systems for workers' safety and health	Publication	Report: literature review	2021 Q3	2022 Q4
Country reports on Management of workers through AI	Publication	Report: country report	2021 Q4	2023 Q4
Overarching report Management of workers through AI-based systems	Publication	Report: technical analysis	2023 Q1	2023 Q4
Report on overview of policy, research and practices on OSH and digital platform work	Publication	Report: literature review	2020 Q4	2022 Q1
Report Assessment of OSH challenges and opportunities of AI-based systems for the automation of tasks	Publication	Report: literature review	2020 Q4	2022 Q1
Policy brief WP1T1 Definition, mapping & overview of policies, strategies and initiatives on advanced robotics and automation of tasks	Publication	Infosheet	2020 Q4	2022 Q1
Policy brief OSH challenges and opportunities of advanced robotics automation of tasks WP1T2 (2)	Publication	Infosheet	2020 Q4	2022 Q1
Policy brief on advanced robotics and automation of tasks WP1T2 (3)	Publication	Infosheet	2020 Q4	2022 Q1
Overview of definitions, uses and policies, strategies and initiatives related to advanced robotics and automation of tasks	Publication	Report: literature review	2020 Q3	2022 Q1

Title	Output Type	Output Subtype	Start date	End date
2.11 Supporting Compliance				
SuCo market influence WP1 policy brief 1	Publication	Report: literature review	2020 Q1	2023 Q3
SuCo market influence WP1 policy brief 2	Publication	Report: literature review	2020 Q1	2023 Q3
Suco expert articles State Influence	Publication	Discussion paper/article	2021 Q2	2022 Q4
Discussion paper on the 'Health and Safety in the Titres Services Sector in Belgium'	Publication	Discussion paper/article	2021 Q4	2022 Q1
OSHwiki article on the 'Health and Safety in the Titres Services Sector in Belgium'	Publication	OSHwiki article	2021 Q4	2022 Q1
SuCo market influence WP2 outputs	Publication	Case study/good practice example	2022 Q1	2024 Q2
State influence: Innovative inspection, prevention services - Suco in-depth project	Publication	Case study/good practice example	2022 Q1	2023 Q4
2.12 Psychosocial risks				
Expert articles/meeting (1)	Publication	Discussion paper/article	2022 Q1	2023 Q4
Expert articles/meeting (2)	Publication	Discussion paper/article	2022 Q1	2023 Q4
Research review	Publication	Report: literature review	2022 Q1	2024 Q1
2.13 OSH and Healthcare				
Research Facts and Figures report 1	Publication	Report: technical analysis	2022 Q4	2023 Q4
Research Literature Review	Publication	Report: literature review	2022 Q4	2023 Q4
3.1 OiRA				
20-30 new/updated OiRA tools	Publication	e-tools	2022 Q1	2022 Q4
Case study for OiRA - 2022	Publication	Case study/good practice example	2022 Q2	2022 Q4
EU-OSHA tool publication	Publication	e-tools	2022 Q2	2022 Q4
High-level conference 2022	Events	Conference	2022 Q1	2022 Q4
Publication report qualitative OiRA/risk assessment research	Publication	Report: technical analysis	2022 Q2	2023 Q1
Tool software improvements	Actions	Coordination of relations with key stakeholders	2022 Q1	2022 Q4
4.6 HWC 2020-2022 on musculoskeletal disorders				
Better schools by promoting good musculoskeletal health	Publication	Report: literature review	2021 Q1	2022 Q1

Title	Output Type	Output Subtype	Start date	End date
European Week for Safety and Health (2022)	Events	External event	2022 Q3	2022 Q4
FAST/HWC implementation 2022	Events	Other agency events	2022 Q1	2022 Q4
Final Campaign overview report	Publication	Report: summary	2022 Q3	2023 Q2
Healthy Workplaces Summit - promotion	Communication output	Online promotion	2022 Q2	2022 Q4
Healthy Workplaces Summit + HW GPA ceremony	Events	External event	2021 Q4	2022 Q4
HWC Evaluation Report	Publication	Report: summary	2022 Q2	2023 Q2
HWC Infosheets	Publication	Report: infosheets	2022 Q1	2022 Q4
Implementation of Campaign promotion plan (2022)	Communication output	Online promotion	2022 Q1	2022 Q4
Info stand at EC premises (Berlaymont)	Events	External event	2022 Q1	2022 Q2
OCP GP Exchange event - content	Events	Conference	2021 Q4	2022 Q2
OCP Steering Group Meeting (2022. 2nd semester)	Events	Network meeting	2022 Q2	2022 Q4
OCP Steering Group Meetings (2022. 1st semester)	Events	Network meeting	2021 Q4	2022 Q3
Official Campaign Partners Good practices exchange event	Events	External event	2021 Q4	2022 Q1
OSHwiki articles - HWC related	Publication	OSHwiki article	2022 Q1	2022 Q4
Production of potential additional HWC 2020-2022 products	Publication	Infographic/PPTs for publication	2022 Q1	2022 Q4
Regularly updated HWC website	Communication output	Website	2022 Q1	2022 Q4
Servicing of OCPs/MPs (Results 2022)	Actions	Coordination of relations with key stakeholders	2022 Q1	2022 Q4
4.9 HWC 2023-2025				
Core HWC promotional material (campaign guide, flyer, GPA leaflet)	Publication	Infographic/PPTs for publication	2022 Q1	2023 Q3
Final tools & resources database (tbc)	Publication	Database	2021 Q3	2022 Q4
Final HWC website (website and back-end)	Communication output	Website	2021 Q4	2023 Q3
Updated Campaign Toolkit	Communication output	Website	2022 Q2	2023 Q4
4.7 Awareness Raising Actions & Communications				
15 news releases/short messages	Communication output	Online promotion	2022 Q1	2022 Q4

Title	Output Type	Output Subtype	Start date	End date
50-80 events over Europe with Agency participation	Events	External event	2022 Q1	2022 Q4
70 media requests/articles	Communication output	Online promotion	2022 Q1	2022 Q4
Europe Day: info stand or other communication actions	Events	Other Agency events	2022 Q1	2022 Q2
Film award 2022 - ceremony	Communication output	Online promotion	2022 Q4	2022 Q4
Implementation of FAST AR activities	Events	Other Agency events	2022 Q1	2022 Q4
Implementation of the Agency's distribution programme - 1st semester	Actions	Coordination of relations with key stakeholders	2022 Q1	2022 Q2
Implementation of the Agency's distribution programme - 2nd semester	Actions	Coordination of relations with key stakeholders	2022 Q3	2022 Q4
Implementation of the Agency's publications programme - 1st semester	Publication	Corporate	2022 Q1	2022 Q2
Implementation of the Agency's publications programme - 2nd semester	Publication	Corporate	2022 Q3	2022 Q4
Napo new film (topic TBD) - initiated in 2022 - delivered in 2023	Communication output	Videos and other visuals	2022 Q4	2023 Q4
Online programme management, maintenance and hosting - 1st semester	Communication output	Website	2022 Q1	2022 Q2
Online programme management, maintenance and hosting - 2nd semester	Communication output	Website	2022 Q3	2022 Q4
Overall promotion programme implemented - 1st semester	Actions	Coordination of relations with key stakeholders	2022 Q1	2022 Q2
Overall promotion programme implemented - 2nd semester	Actions	Coordination of relations with key stakeholders	2022 Q3	2022 Q4
Stakeholders' newsroom for FAST/AR activities - online items	Communication output	Online promotion	2022 Q1	2022 Q4
Media partners support - promotion and engagement actions	Actions	Coordination of relations with key stakeholders	2022 Q1	2022 Q4
4.8 Multilingualism				
Implementation of Agency's translation plan year 2022	Publication	Corporate	2022 Q1	2022 Q4
5.3 Networking Knowledge				
Ad hoc Support to Commission (2022)	Actions	Coordination of relations with key stakeholders	2022 Q1	2022 Q4
Biomonitoring Review practice in the EU (2021)	Publication	Report: literature review	2019 Q2	2022 Q2

Title	Output Type	Output Subtype	Start date	End date
Biomonitoring Review – expert exchange	Events	Expert meeting	2022 Q1	2022 Q2
COVID-19 – discussion paper - Long Covid	Publication	Discussion paper/article	2021 Q4	2022 Q1
COVID-19 – OSHwiki article - Long Covid	Publication	OSHwiki article	2021 Q4	2022 Q1
COVID-19 and biological agents Directive – three workshops (2022)	Events	Expert meeting	2021 Q1	2022 Q4
COVID-19 and biological agents Directive – actions (2022)	Actions	Coordination of relations with key stakeholders	2022 Q1	2022 Q4
Cooperation with European Centre for Disease Prevention and Control?	Actions	Coordination of relations with key stakeholders	2022 Q1	2022 Q4
Dangerous substances resources e-tools update	Communication output	Website	2022 Q1	2022 Q4
Dangerous substances resources e-tools update	Communication output	Website	2022 Q1	2022 Q4
E-tools SEMINAR (2022)	Events	Conference	2022 Q1	2022 Q4
Expert Exchange programme Visits (2022)	Events	Visit	2022 Q1	2022 Q4
HazChem@Work - cooperation with IPChem/EEA - 2022 outputs and results	Communication output	Website	2022 Q1	2022 Q4
HazChem@Work - cooperation with IPChem/EEA (2022)	Actions	Coordination of relations with key stakeholders	2022 Q1	2022 Q4
OSHwiki articles 30 reviewed (2022)	Publication	OSHwiki article	2022 Q4	2023 Q2
Research Coordination Meeting (2022)	Events	Expert meeting	2022 Q1	2022 Q4
Roadmap on Carcinogens – cooperation with EU Presidencies countries	Actions	Coordination of relations with key stakeholders	2022 Q1	2022 Q4
Roadmap on Carcinogens – cooperation with Roadmap partners	Actions	Coordination of relations with key stakeholders	2022 Q1	2022 Q4
Roadmap on Carcinogens – event	Events	Other Agency's event	2022 Q1	2022 Q4
Updated web section on EU legislation and Strategies (2022)	Communication output	Website	2022 Q1	2022 Q4
Updated information on strategy – OSHwiki article	Publication	OSHwiki article	2022 Q1	2022 Q4
SLIC/EU-OSHA labour inspectors survey – follow-up	Actions	Coordination of relations with key stakeholders	2022 Q1	2022 Q4
Update of Vesafe	Communication output	Website	2022 Q1	2022 Q4

Title	Output Type	Output Subtype	Start date	End date
6.4 Strategic and Operational Networking				
Active engagement in the Heads of Agencies' network	Actions	Coordination of relations with key stakeholders	2022 Q1	2022 Q4
Active participation in EEN annual conference	Events	External event	2022 Q1	2022 Q4
Annual EEN OSH Ambassador meeting	Events	Other agency events	2022 Q1	2022 Q2
Director or other staff's visit 1	Actions	Coordination of relations with key stakeholders	2022 Q1	2022 Q1
Director or other staff's visit 2	Actions	Coordination of relations with key stakeholders	2022 Q1	2022 Q2
Director or other staff's visit 3	Actions	Coordination of relations with key stakeholders	2022 Q1	2022 Q4
Director or other staff's visit 4	Actions	Coordination of relations with key stakeholders	2022 Q1	2022 Q4
EB meeting III 2022	Events	Network meeting	2022 Q1	2022 Q4
EB meeting I 2022	Events	Network meeting	2022 Q1	2022 Q1
EB meeting II 2022	Events	Network meeting	2022 Q1	2022 Q2
FOP-01 2022	Events	Network meeting	2021 Q4	2022 Q1
FOP-01 2023	Events	Network meeting	2022 Q4	2023 Q1
FOP-02 2022	Events	Network meeting	2022 Q2	2022 Q2
FOP-03 2022	Events	Network meeting	2022 Q1	2022 Q4
MB meeting I 2022	Events	Network meeting	2021 Q4	2022 Q1
MB meeting I 2023	Events	Network meeting	2022 Q4	2023 Q1
MB meeting II 2022	Events	Network meeting	2022 Q1	2022 Q2
MB meeting III (SPD and Budget)	Events	Network meeting	2022 Q4	2022 Q4
MB seminar I 2023	Events	Network meeting	2022 Q4	2023 Q1
OKAG I 2022	Events	Network meeting	2022 Q1	2022 Q1
OKAG II 2022	Events	Network meeting	2022 Q4	2022 Q4
Ongoing coordination and liaison with European institutions and social partners	Actions	Coordination of relations with key stakeholders	2022 Q1	2022 Q4

Title	Output Type	Output Subtype	Start date	End date
Strengthened cooperation with other agencies, in particular those within the employment and social affairs area	Actions	Coordination of relations with key stakeholders	2022 Q1	2022 Q4
TARAG I 2022	Events	Network meeting	2022 Q1	2022 Q1
TARAG II 2022	Events	Network meeting	2022 Q1	2022 Q4
Visits to Agency 1-5 - general issues	Actions	Coordination of relations with key stakeholders	2022 Q1	2022 Q2
Visits to Agency 6-10 - general issues	Actions	Coordination of relations with key stakeholders	2022 Q3	2022 Q4
C.3 Programming and Evaluation				
Programming Document N+1-N+3	Publication	Corporate	2021 Q3	2022 Q4
Stakeholder Survey 2022	Publication	Corporate	2022 Q1	2022 Q2

Annex XIV – Planning for Commitments/Payments 2022

Commitments in 2022

Priority area	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Anticipating change	5,500	20,000	-	148,500	**174,000**
Facts and figures	760,720	289,500	961,700	284,735	**2,296,655**
Tools for OSH management	-	50,000	45,000	209,900	**304,900**
Raising awareness and communication	3,597,645	230,000	97,000	41,400	**3,966,045**
Networking knowledge	18,800	-	38,000	164,000	**220,800**
Networking	76,200	247,000	15,000	75,000	**413,200**
Support to operational activities	20,500	50,000	7,000	-	**77,500**
Total	**4,479,365**	**886,500**	**1,163,700**	**923,535**	**7,453,100**

Payments in 2022

Priority area	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Anticipating change	-	20,000	-	28,500	**48,500**
Facts and figures	4,510	63,090	316,680	220,360	**604,640**
Tools for OSH management	2,970	32,500	62,470	130,710	**228,650**
Raising awareness and communication	609,495	434,095	1,188,655	1,047,130	**3,279,375**
Networking knowledge	-	2,200	10,000	30,000	**42,200**
Networking	-	32,300	241,300	40,300	**313,900**
Support to operational activities	2,500	-	2,500	35,000	**40,000**
Total	**619,475**	**584,185**	**1,821,605**	**1,532,000**	**4,557,265**

Annex XV – ICT Expenditure 2022

Due to limitations in appropriations, all requests for ICT expenditure are not met in the budget 2022.

Should appropriations be made available in the course of the budget year, the following ICT items might be committed:

- Development of an application to manage the FAST process (€400,000)
- Financial dashboards EC solution (€20,000)
- ICT Advice (€95,000)
- Security and infrastructure audits (€100,000)
- Website and DVTs convergence (€400,000)
- Artificial intelligence (€300,000)
- Security (€100,000)