

European Agency for Safety and Health at Work

European Agency for Safety and Health at Work

SINGLE PROGRAMMING DOCUMENT 2025-2027

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Foreword

2025 will be the first year of EU-OSHA's new Strategy covering the years 2025-2034. This Strategy has been developed during 2024 in close cooperation with EU-OSHA's Management Board and defines three strategic priorities for the Agency:

- Providing evidence and knowledge for policymaking, including legislation, and research on occupational safety and health.
- Promoting and facilitating the development of tools and resources to improve the prevention of safety and health risks
- Raising awareness and networking to foster a positive occupational safety and health prevention culture at workplaces and in society

The Strategy provides a good basis for EU-OSHA to continue to contribute to the protection of the safety and health of workers in Europe. It will also put EU-OSHA in a strong position to deliver on important EU priorities such as the green and digital transitions as well as demographic change. More specifically, EU-OSHA will contribute to the realisation of the EU Strategic Frameworks on Health and Safety at Work and priorities of the new European Commission such as the Quality Jobs Roadmap and the new Action Plan on the Implementation of the European Pillar of Social Rights.

2025 will be a transition year where the new Strategy will gradually be reflected in EU-OSHA's work. As is clear from the Strategy, its successful implementation requires close and constructive collaboration with a wide range of network partners, in particular the Focal Points and their national tripartite networks. I look forward to continuing this cooperation under the new Strategy.

William Cockburn
Executive Director

List of acronyms

CA:	Contract Agent
CEDEFOP:	The European Centre for the Development of Vocational Training
DG EMPL:	European Commission Directorate-General for Employment, Social Affairs and 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 RTD:	European Commission Directorate-General for Research and Innovation
EISMEA:	European Innovation Council and Small and Medium-sized Enterprises Agency
EC:	European Commission
ECHA:	European Chemicals Agency
EEA:	European Economic Area
EEN:	Enterprise Europe Network
EFTA:	European Free Trade Association
EIGE:	European Institute for Gender Equality
ENP:	European Neighbourhood Programme
EPSO:	European Personnel Selection Office
ESENER:	European Survey of Enterprises on New and Emerging Risks
EU:	European Union
EU-ANSA:	EU Agencies' Network on Scientific Advice
EU-OSHA:	European Agency for Safety and Health at Work
EUR:	Euro
EUROFOUND:	European Foundation for the Improvement of Living and Working Condition
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
MSD:	Musculoskeletal Disorders
MSE:	Micro and Small Enterprises
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
PEROSH:	Partnership for European Research on Occupation Safety and Health
SC/FWC:	Specific Contract/Framework Contract
SLA:	Service Level Agreement
SNE:	Seconded National Expert
SLIC:	Senior Labour Inspectors Committee
SMEs:	Small and medium 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:	Workers' exposure survey on cancer risk factors in Europe
WESAG:	Workers' Exposure Survey Advisory Group
WHO:	World Health Organisation

Vision and values

When EU-OSHA was established, with the adoption of its first founding regulation in 1994¹, 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 EU-OSHA's Strategy and the SPD. The continued relevance of the aim set for EU-OSHA in 1994 was confirmed in 2019 with a new founding regulation, which kept the original mandate that had proved a very effective framework for responding to OSH needs in the EU while strengthening the emphasis on supporting policy-making.

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

After an extensive consultation and dialogue with key stakeholders, the Management Board adopted² a new 10-year Strategy at the end of 2024. The new Strategy builds on the experience accumulated and defines the strategic priorities for the years 2025-2034. While the new Strategy will only be fully reflected in the final SPD 2026-2028, some key elements such as the vision and the values are included here.

The **vision** directing EU-OSHA's work over the years 2025-2034 is:

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

While the vision statement defines the purpose of the Agency's work, the **values** set out the way the Strategy is implemented:

Relevant and targeted

EU-OSHA aims at having a significant impact on workers' occupational safety and health in Europe. To achieve that, the Agency will direct its efforts towards activities that address the most important needs in the EU while also provide deliverables that are relevant and useful for its target audiences. Making this happen in a fast-changing environment will require innovative approaches and continued close dialogue with our stakeholders. Tripartism is of particular importance to EU-OSHA in order to achieve this, both in its governance arrangements and in its operational work.

Responsive and proactive

EU-OSHA will work closely with external stakeholders and networks. It aims at being proactive and responsive to upcoming and developing needs and requests, while taking due account of the resources available. The Agency will strive to provide knowledge and expertise in a timely manner which will require foresight, flexibility, innovation and adaptability.

Reliable and transparent

EU-OSHA will continue to be seen as a trusted partner. To achieve this, EU-OSHA will aim at providing deliverables which are regarded as credible and based on sound evidence and research. The Agency will also aim at inspiring trust by being transparent about its working methods and about how it spends its resources.

Responsible and professional

EU-OSHA wants to be exemplary in occupational safety and health and manage its staff in a way that respects their physical and mental wellbeing while fostering professional development. Towards the external world, EU-OSHA will aim at having a sustainable impact, particularly by reducing its environmental footprint and endeavouring to be a responsible organisation by promoting principles such as inclusion, diversity and equity.

¹ Council Regulation (EC) No 2062/94 of 18 July 1994

² Pending adoption by the Management Board at the meeting on 4-5 December 2024.

Section I – General context

I.1 General Context

Role of EU-OSHA

EU-OSHA works to protect European workers' safety and health. To do this, the Agency carries out research to support policymaking, facilitates tools and resources for strengthening the prevention of occupational safety and health risks and promotes a positive culture of risk prevention to improve working conditions in Europe. Through its diverse networks, EU-OSHA collects, develops and communicates data, information, and knowledge to the various stakeholders. The range of stakeholders is wide – covering policymakers, social partners, OSH professionals, authorities and others.

Policy context

The work of EU-OSHA contributes strongly to the realisation of EU policy objectives.³ The role played by EU-OSHA in the past has been documented on several occasions and it continues to be a key aim of the SPD to make sure that the work of EU-OSHA addresses the most important EU policy priorities.

Workers' right to a high level of protection of their health and safety at work as well as well-adapted work environments is made clear in Principle 10 of the European Pillar of Social Rights and OSH is defined as one of the key elements in ensuring fair working conditions⁴. The Pillar of Social Rights has been followed by an action plan⁵ which turns the 20 principles into concrete actions. The action plan highlights the importance of digitalisation for occupational safety and health. The most significant output from the action plan in this context is the EU strategic framework on health and safety at work ('the Strategic Framework') from 2021.⁶ The Strategic Framework sets the EU OSH priorities for the years 2021-2027 and therefore fully covers the current SPD. Three key priorities are identified:

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

The Strategic Framework requires the cooperation of everybody concerned, but EU-OSHA is one of the main actors in realising the framework.

A cross-cutting priority is improving OSH in micro, small and medium-sized enterprises (MSMEs). The need to address the specific needs of MSMEs is a theme in the Strategic Framework and the role of EU-OSHA in providing tools and guidance to, particularly, MSMEs is highlighted. The needs of MSMEs are integrated across EU-OSHA's activities where relevant, but the Online Interactive Risk Assessment Tool (OIRA) is one of the main examples of a tool that directly supports MSMEs in improving OSH.

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 will continue to provide evidence and raise awareness about these issues based on the research work carried out under the OSH Overview on digitalisation which provides research-based information for the 2023-2025 Healthy Workplaces Campaign 'Safe and Healthy Work in the Digital Age'.

The key challenge of psychosocial risks is being addressed via an OSH Overview which will be followed by a campaign on the topic in 2026-2028, "Together for mental health at work". With these activities,

³ A recent and important example of this is the Commission evaluation of EU-OSHA. See SWD(2024)222, Evaluation of EU Agencies: Eurofound, Cedefop, ETF and EU-OSHA, 27 September 2024.

⁴ <https://ec.europa.eu/social/main.jsp?catId=1606&langId=en>

⁵ <https://op.europa.eu/webpub/empl/european-pillar-of-social-rights/en/>

⁶ <https://ec.europa.eu/social/BlobServlet?docId=24122&langId=en>

EU-OSHA also contributes to the Commission Communication on a Comprehensive Approach to Mental Health from June 2023.⁷

Other OSH overviews deal with the health and social care sectors and with cardiovascular diseases (CVD). The OSH Overviews will provide research information for, inter alia, policy-makers and researchers on the OSH issues at stake. For the OSH overview on CVD a scoping exercise together with the stakeholders was carried out in 2024. In 2025 two further OSH overviews are initiated: one on climate change and one on occupational cancer. A third overview will be initiated in 2026 on the topic of work-related accidents.

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. Having finalised a foresight study on the circular economy addressing some of the OSH issues related to the green transition, the Management Board decided in June 2023 that the next foresight study would focus on climate change.

EU-OSHA has implemented a Workers' Exposure Survey on cancer risk factors which contributes to establishing the amount of workplace exposure to cancer risk factors in Europe. First results were made available in 2023 and were followed by further analysis and reports in 2024. A comprehensive evaluation is to be carried out in 2025 and following this it will be decided whether to repeat the survey. With the survey and the OSH overview on occupational cancer, EU-OSHA supports the objective of reducing cancer as a cause of work-related illness and deaths.

Following data collection in 2024 for the fourth wave of the ESENER activity, results and secondary analysis are published in 2025 and subsequent years. ESENER is already established as the main source for information on how OSH is managed in European workplaces and with each wave more data become available for time-series studies.

The Flash Eurobarometer OSH Pulse survey will offer valuable insights on workers' safety and health and related workplace measures, also in combination with the increasing use of digital technologies in the workplace and the impact of climate change. The data will feed various research projects at EU-OSHA, complementing other data, including input to the upcoming campaign on psychosocial risks and mental health.

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 SMEs. OiRA is explicitly mentioned in different policy documents and is an activity that will be continued throughout the programming period.

EU-OSHA will continue to be involved together with other relevant Institutions and bodies in improving preparedness for future emergencies based on the lessons learned from the Covid-19 pandemic as foreseen in the Strategic Framework.

A stocktaking exercise took place in May 2023 to assess the implementation of the Strategic Framework and EU-OSHA contributed significantly to the exercise. In particular via its OSH Barometer and its report "Occupational Safety and Health in Europe – State and Trends 2023". The report will be repeated at regular intervals.

Via its Focal Points network and the national tripartite networks, EU-OSHA has a strong link to the Member State level allowing information to be collected and disseminated at the national level.⁸ Each Focal Point manages a national tripartite network involving the main stakeholders. The Focal Point network is complemented by other networks at European and international levels and leveraging these networks allows EU-OSHA to have an impact beyond the size of the Agency.

⁷ https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/promoting-our-european-way-life/european-health-union/comprehensive-approach-mental-health_en

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.

To ensure the effectiveness of the network, an active network strategy is required. 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 Member State on the activities where the biggest impact can be achieved. It should be noted, however, that all activities always have a strong European dimension. A reflection on how to best develop the Focal Point network to meet the challenges after the pandemic was followed up by an action plan which has been implemented in close cooperation with the Focal Points. Meeting the different needs of Member States and target audiences has been clearly addressed during the discussion around the new EU-OSHA Strategy.

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 for the concerned agencies. This is both the case for operational and horizontal activities.

The SPD is based on the resources anticipated in the 2025 budget and the foreseen development in the Multi-annual Financial Framework. Should the final resources available deviate substantially from what has been assumed, there may be a need to revise the SPD.

2024 saw elections to the European Parliament and a new Commission. The European Commission's political guidelines for 2024-2029 propose important measures with significant relevance for occupational safety and health. One of these is the Quality Jobs Roadmap that will be developed together with the social partners to, among other issues, support good working conditions. Another important element is the fair transition where EU-OSHA's research on climate change and digitalisation can provide evidence. A new action plan for the implementation of the European Pillar of Social Rights has also been announced. The political guidelines also put a focus on preventive health, including mental health at work and cardiovascular diseases, and on the working conditions for the workforce in the health care sector. EU-OSHA will carefully analyse how it can contribute to the various priorities of both the Commission and the European Parliament.

The results from the evaluation of four of the five agencies under the remit of DG Employment and Social Affairs (EU-OSHA, Eurofound, Cedefop and ETF) are very positive for EU-OSHA, particularly on EU-OSHA's impact on OSH and contribution to EU policy priorities. This positive outcome provides a solid basis for the implementation of EU-OSHA's Strategy 2025-2034, which also takes into account the areas for improvement identified in the evaluation.

Rationale for the Single Programming Document

The SPD is prepared in accordance with article 6 of EU-OSHA's founding regulation⁹ and with articles 32 and 33 of the Agency's Financial Regulation¹⁰ 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.¹¹ The SPD is the key planning document for EU-OSHA.

⁹ 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

¹⁰ Available here: <https://osha.europa.eu/en/about-eu-osha/what-we-do/how-we-work/finance>

¹¹ 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.

Section II – Multi-annual programming 2025-2027

II.1 Multi-annual Work Programme

II.1.1 Multi-annual objectives

The new EU-OSHA Strategy 2025-2034 sets clear priorities for the coming years.

2025 is a transition year and the new Strategy will be properly reflected in the final version of the Single Programming Document 2026-2028. The multi-annual work programme and the annual work programme in the current document are organised under the six strategic objectives defined in EU-OSHA's Strategy 2022-2027.

Six strategic objectives under EU-OSHA's Strategy 2022-2027

Anticipating Change

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

Facts and Figures

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

Tools for OSH management

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

Raising Awareness and Communication

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

Networking Knowledge

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

Networking

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

Performance indicators are in place to ensure that that high quality information is available to monitor the progress of EU-OSHA's work. The indicators are presented in the tables below for the 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.

A new indicators framework will be developed as part of the new Strategy and reflected in the final SPD 2026-2028.

Vision indicators

Input/output indicators

Indicators	Target	Measurement and frequency	Latest Results (2023)
Implementation of commitment appropriations	95%	Final committed amount aggregated across all three titles as percentage of total budget/Annually	2023: 97%
Fulfilment of payment appropriations	95%	Total amount of payment appropriations in the budget as percentage of total budget/Annually	2023: 96.5%
Staff capacity	95%	Posts occupied converted into Full Time Equivalents for the reference period as a percentage of available posts in budget/Annually	2023: 98%
Work programme delivery	90%	Share of outputs delivered in the programming year vs planned outputs, calculated on the basis of completion status/Annually	2023: 100% ¹²
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	2023: 227
Perceived performance	80%	Stakeholders' assessment: survey to Board and Focal Point members – share of respondents who find that the Agency is performing well/Annually	2023: 98%

Quality indicators

Indicators	Target	Measurement, means and frequency	Latest Results (2023)
Relevance to needs	80%	Stakeholders' assessment: Aggregate of: a) data from stakeholders' survey and b) data from after meeting and other surveys (aggregate of all activities) who find the Agency's work relevant/Annually	87%
EU added value	80%	Stakeholders' assessment: Aggregate of: a) data from stakeholders' survey and b) data from after meeting and other surveys (aggregate of all activities) who find that the Agency's work provide information not available at the national level or developed by others/Annually	81%
Usefulness	80%	Stakeholders' assessment: Aggregate of: a) data from stakeholders' survey and b) data from after meeting and other surveys (aggregate of all activities) who find the Agency's work useful/Annually	80%

¹² The work programme implementation score takes into account the delivered unplanned work as a result of upcoming needs and opportunities for collaboration.

Impact indicators

Indicators	Target	Measurement, means and frequency	Latest Results (2023)
Impact on policy	80%	Stakeholders' assessment: Agency's work has been actively used at least for one purpose by policymakers and researchers	89%
Impact on workplace practice	80%	Stakeholders' assessment: Agency's work has been actively used at least for one purpose by workplace intermediaries	84%

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.



II.1.2.1 Anticipating change

The nature of work, employment relationships, types of workplaces, and technologies used for work are developing rapidly, and the workforce is getting more diverse and dispersed. At the same time, major societal transitions are taken place, which require a more anticipatory and transdisciplinary approach. The combined impact of these trends will affect jobs and working conditions and so bring new challenges to OSH in the future that need to be anticipated and managed adequately to allow effective prevention.

Anticipating and managing change in the world of work brought about by the green, digital and demographic transitions, as well as increasing preparedness to respond to current and future health crises, are 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.

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 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 and the Green Deal foster jobs that are sustainable and promote wellbeing by offering healthy and safe working conditions. Also, the European Pillar of Social Rights expresses principles and rights essential for fair and well-functioning labour markets and welfare systems in 21st century Europe, such as fostering innovative forms of work that ensure good quality working conditions. The European Commission's Communication 'A Strong Social Europe for Just Transitions' addresses the multiple challenges Europe faces: 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.

Foresight activities

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. EU-OSHA's foresights 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 and key experts from various disciplines and backgrounds 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.

The Agency will continue to contribute to the European Commission's Strategic Foresight and to the foresight cluster of the EU Agencies' Network on Scientific Advice (EU-ANSA). 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 Commission's DG for Research and Innovation, the Joint Research Centre, 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 highlights its importance for evidence-informed policymaking.

Instruments such as the Agency's OSH Overviews, four-to-five-year research-led topic-focused activities, or ESENER, EU-OSHA's workplace-level survey on management of OSH, the Workers'

Exposure Survey on cancer risk factors or OSH Pulse, aim to contribute to such an evidence base for policy-makers 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 and its OSH Barometer. Such technical, scientific and economic information can also show the value of OSH to society, by developing for example, estimates of the occupational burden of disease and injury, or the economic benefits of investing in OSH, or highlight opportunities for learning from successful policies, practices and interventions.

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

The European Survey of Enterprises on New and Emerging Risks (ESENER) is a representative establishment survey looking at how safety and health risks are managed in European workplaces. With this activity, EU-OSHA intends to contribute to improving statistical data and developing the necessary information for evidence-based policymaking, as highlighted in the Strategic Framework.

Since the first edition in 2009, ESENER has played a key role in helping EU-OSHA to provide cross-country comparable information that can contribute to OSH policymaking.

ESENER provides information on general OSH risk factors and how they are managed; psychosocial risks such as stress, bullying and harassment; 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. Digitalisation and its impact on OSH were included as new topics in ESENER 2019. In the development of all editions of the survey to date, EU-OSHA has collaborated fruitfully with Eurofound on the design of international telephone (and online) surveys at enterprise level.

Operating on a five-year cycle, 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. Since its third edition in 2019, ESENER set up a time series, enabling the detection of trends in the period since the 2014 edition. A fourth edition was carried out in 2024.

Insights into how European workplaces manage OSH and how this is influenced by policy 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 Eurostat's EU Labour Force Survey and Eurofound's European Working Conditions Survey.

OSH overviews

The aim of the OSH overviews is to provide policy makers, 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 to better guide decision-making and prioritise resources at policy, research and company level.

The large-scale OSH overview activities of four to five years' duration address different risks, sectors and worker groups. They focus on key OSH issues that may have been identified as EU priorities, such as psychosocial risks, factors affecting compliance with OSH regulations, OSH in the health and social care sector, cardiovascular diseases, occupational cancer and climate change and its effects on OSH. In 2026 the OSH Overview on accidents is planned to start. The scope of these activities is determined in consultation with EU-OSHA's stakeholders, and some provide content for a subsequent Healthy

Workplaces Campaign on the same topic ensuring a solid knowledge base for the campaigns and a good communication of the research results. OSH overview activities include the collection, analysis and dissemination of comprehensive information regarding facts and figures, 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.

EU OSH Information System

With this activity, developed since 2020 in collaboration with DG Employment and Social Affairs, EU-OSHA wants to provide an up-to-date and comprehensive overview on basic data of important indicators that describes the OSH situation in Europe. This activity addresses the need for a comprehensive data and evidence base, being this a pre-condition for the prevention of work-related diseases and accidents, as highlighted in the Strategic Framework. By developing a reliable and stable information system on OSH in Europe, based on data from the relevant national and European data providers, this activity provides a valuable input to support policymaking and research via a consistent monitoring tool and periodic reports. The data is presented in a dashboard, the OSH Barometer, which provides an up-to-date and comprehensive overview of basic data on important indicators that describe the OSH situation in Europe. With the information developed within this activity, the Agency is in a good position to provide support to the European Commission to help monitor progress in implementation of the Strategic Framework.

In 2023, based on the indicators' data and the further analysis, EU-OSHA published the first edition of the report "Occupational Safety and Health in Europe – state and trends 2023". Further editions of this report will be produced 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.

The fact that in 2023 there were more than 16.000 distinct visitors from 156 distinct countries accessing the OSH Barometer, provides evidence that it is becoming a point of reference for OSH at a global level.

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: data¹³ shows that there are major shortcomings in complying with essential elements of EU health and safety legislation, particularly among SMEs and especially in micro- and small enterprises. The Strategic Framework emphasises the importance of developing tools for improving the application of EU legislation, 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 Online interactive Risk Assessment (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 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 management of risks – 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.

¹³ [EU-OSHA](#) 2018, "Safety and health in micro and small enterprises in the EU: Final report from the 3-year SESAME project". See also ESENER, e.g. ESENER 2019.

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 strengthen efforts to promote the use of the tools available.

Through the activities of its IRAT¹⁴ network, the Agency continues 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 also facilitates 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 health care 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. 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 micro- and small enterprises.

The outcome at workplace level should be an increase in (especially micro- and small) enterprises carrying out their own, good quality and up-to-date risk assessments. This will help them manage OSH efficiently and reduce administrative burdens, 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 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 occupational safety and health information and messages across to multiple target groups and beneficiaries¹⁵, 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 positive prevention culture which 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 Healthy Workplaces Campaigns 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

¹⁴ Interactive Risk Assessment Tool

¹⁵ **Beneficiaries** are those whom an activity is designed to support or help. The Agency, in most cases, does not work directly with beneficiaries but with others (**target groups or intermediaries**) who are in contact with or can influence the beneficiaries. The Agency, in most cases, aims at increasing the capacity and understanding of target groups (e.g. by providing them with tools) for them to better help and support beneficiaries.

implementing campaign and awareness raising activities at the national level through the FAST programme. Agency's 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 deaths in the EU has been 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 requested the Agency to carry out awareness-raising actions, and in particular to target these at micro, small and medium-sized enterprises.

All Healthy Workplaces Campaigns 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 which would not have been pushed if it was dealt with at the national level alone. The fact that campaign activities take place across all of Europe on the same topic helps to create a European identity in OSH.

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

The Agency develops and strengthens the network-based approach of the campaigns, 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 in partnership with their tripartite networks;
- the European social partners, representing the interests of workers and employers at the European level;
- the Agency's networks of official Campaign partners, consisting of pan-European or international organisations, and media partners;
- the European institutions and their networks, in particular the incumbent Presidencies of the European Council, and;
- the Enterprise Europe Network, which reinforces the Agency's link with Europe's micro, small and medium-sized enterprises.

Awareness raising actions and communication

Effective communication has a key role to play in the delivery of the Agency's vision, 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 places 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 communications 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 annual activity report will remain the main vehicle for corporate reporting.

The Agency's 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. Online and hybrid meetings will continue to complement the Agency's communication and networking activities in the years ahead.

In addition, and alongside its Healthy Workplaces campaigns, EU-OSHA carries out additional awareness raising actions in cooperation with its network of national Focal Points as well as more focused promotion and communication activities dealing with specific topics. The latter can be linked to actions by other stakeholders (e.g. the European Commission, SLIC, the EU social partners, and sister agencies). 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.

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 language policy of the European Union, especially the right of EU citizens to receive appropriate information in their language, is of great importance for EU-OSHA as an information agency running awareness raising campaigns in more than 30 countries. The Agency is committed to supporting multilingualism and will continue to work with the Translation Centre for the Bodies of the European Union and its national Focal Points to provide translations of its information and campaign material in up to 25 languages.

National OSH professionals and intermediaries are the Agency's main target groups for multilingual communications. However, to maximise the effectiveness of its translation budget and as part of a portfolio approach, the Agency offers its Focal Points the possibility to prioritise other Agency publications for translation into their respective languages according to their national needs. These publications normally consist of shorter documents such as executive summaries of reports and target audiences may include national policy makers.

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 outreach strategy of 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 occupational safety and health. This represents a very broad remit which – 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

This activity complements other EU-OSHA actions on exchange of information and good practice at policy-making level. It facilitates an informed debate on OSH by supporting exchange on strategies, programmes, legislation and other interventions. 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, strategy, policymaking and implementation by providing relevant evidence and knowledge exchange.

Actions will contribute to the agendas of the key stakeholders and for this reason the scope of the work in this area is rather flexible within the resources available.

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 particularly in its follow-up to the ex-post evaluation of the EU legislation on health and safety at work, such as the update and revision of OSH Directives, and the "One Substance, one assessment" and "One-health approach" initiatives. EU-OSHA will also step up its cooperation with partners related to its climate change activities, in particular with the [European Climate and Health Observatory](#) and also related to crisis preparedness

The OSHwiki is maintained under this activity and is a comprehensive source of reliable up-to-date information integrated in the corporate website and as a way to collaborate with the OSH community.

In order to strengthen support to intermediaries working with micro-enterprises and SMEs, in particular in the implementation of prevention measures following the risk assessment process, EU-OSHA will continue to facilitate exchanges on tools and other resources. They can be web-based, or running on a computer or mobile device, as 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.

Under this activity, EU-OSHA gathers specific OSH data via the workers' survey OSH pulse, which provide relevant input to OSH Overviews and HWC campaign.

Furthermore, EU-OSHA will strengthen cooperation with other bodies, 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 and OSH Group.

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:

- Pooling OSH resources and stimulating an effective exchange of information and experiences across Europe. This is clearly recognised in the preamble to the Agency's founding regulation and is expected to contribute to greater efficiency and add value to the national dimension.

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

These actions are particularly targeted at the Management Board, and EU-OSHA's other key European stakeholders. The governance networks include the Agency's Management Board, Executive Board and Advisory Groups. All these networks involve governments, unions and employers' associations, in addition to the European Commission. The European stakeholders include the EU Institutions and the European level social partners: special emphasis is given to maintaining close cooperation with the Commission's Directorate General for Employment and Social Affairs, the Parliament's Employment and Social Affairs Committee and other EU 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 Agency's Focal Point network – together with their national tripartite networks - is the key operational network playing a decisive role in delivering the work programme. Established by the Agency's founding regulation and nominated by each Member State government as EU-OSHA's reference point 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 the EU-OSHA's work programmes. Within the framework of an annual agreement, the Focal Points coordinate and transmit information to be supplied from the national level to EU-OSHA, having taken into account the views of social partners. In addition to the Member States, EEA-EFTA States (Norway, Iceland, Liechtenstein) 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. 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 Strategy. The network not only allows for the knowledge transfer to and from national and EU levels, it also facilitates information sharing between States.

The Agency cooperates with other European agencies, to create synergies. Agreements are in place with Eurofound, EIGE, ECHA, Cedefop and ELA.¹⁶ Additionally, EU-OSHA collaborates with the Senior Labour Inspectors' Committee (SLIC).

EU-OSHA also engages with international network partners, such as the ILO, WHO, and other international organisations as well as specific countries. 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 cooperation with established communication networks such as the Enterprise Europe Network (EEN) and OSHVET will be further developed and mainstreamed into the Agency's activities. 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.

¹⁶ The agreements are available here : <https://osha.europa.eu/en/about-eu-osha/what-we-do/corporate-strategy-and-work-programmes/cooperation-with-other-agencies>

Specific programmes for countries outside the EU

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

II.1.2.7 Overview

Activity/year	2025	2026	2027
Anticipating future challenges to OSH – climate change preparedness (ref 1.4)			
ESENER (ref 2.1)			
EU OSH Information System (ref 2.9)			
OSH overview: Supporting compliance (ref. 2.11)			
OSH overview: Psycho-social risks and mental health at work (ref. 2.12)			
OSH overview: Health and social care (2.13)			
OSH overview: Circulatory diseases (2.14)			
OSH overview: Climate change (2.15)			
OSH overview: Occupational exposure to cancer risks factors (2.16)			
OSH overview: Work-related accidents (2.17)			
OSH overview: Theme to be decided (2.18)			
Online interactive Risk Assessment (OiRA) tool (ref 3.1)			
Healthy Workplaces Campaign (HWC) 2023-2025: OSH and Digitalisation (ref 4.9)			
Healthy Workplaces Campaign (HWC) 2026-2028: Together for mental health at work (ref 4.10)			
Healthy Workplaces Campaign (HWC) starting in 2029 (ref 4.11)			
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 2025-2027

II.2.1 Overview of the past and the current situation

Staff population overview for 2024:

The Agency's staff resource as of 1/1/2024 totals 65 posts, comprising 40 Temporary Agents (TA) and 25 Contract Agents (CA).

Financial resources for 2024:

Detailed data are provided in Table 1 of Annex III.

II.2.2 Outlook for the years 2025-2027

The Agency is focused on maintaining efficiency gains while continuing to deliver its work programmes with the limited 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. A strategic approach to workforce planning will be particularly relevant in the context of the implementation of the new Strategy.

EU-OSHA works in close cooperation with its Staff Committee. The Agency consults the committee – amongst 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

In addition, the new Cybersecurity Regulation, which entered into force as of 2024, foresees the mandatory implementation of a set of baseline cybersecurity measures by all EU Institutions, Bodies and Agencies (EUIBA) within 24 months from its adoption, as well as their regular review. The new regulation increases the compliance requirements imposed on the Agency significantly and has a strong impact on the resources to be allocated to this growing task. EU-OSHA cannot make the resources required available on its own and has for some time been investigating different shared solutions with other agencies, support from CERT-EU and initiated a dialogue with the European Commission.

EU-OSHA's relevance to EU policy-making – as the Strategic Framework confirms - has been growing beyond the pandemic and its consequences, which has led to an increase in requests for support on various initiatives from, in particular, the European Commission, such as the "One Substance, one assessment" and "One-health approach" initiatives and update and revision on OSH key directives. Cooperation with other agencies has also grown in scope and intensity. EU-OSHA welcomes the opportunity to provide knowledge for EU policy initiatives, but it leads to an increasing workload and increasing request for expertise which have to be managed and which in some cases may lead to planned actions being cancelled or postponed. In order to be able to react to these needs within a reasonable period, a broad range of high-level 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 was also concluded that there is scope for additional impact of the research work by making more stakeholders aware of the knowledge available. This potential for a higher impact of EU-OSHA's work was also identified in the 2024 SWD on the evaluation of EU-OSHA and three other employment agencies. EU-OSHA decided to increase its effort on communicating and promoting its policy relevant research work and its new Strategy further emphasises the importance of engaging networks in the uptake of its work. The resources for this effort

partly come from extending the HWC cycle from two to three years. In June 2023 it was decided to continue with the three years cycle for the HWC on psychosocial risks starting 2026. No decision has been taken for subsequent campaigns. 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 which has already implemented efficiency measures for a number of years in order to continue to deliver on its vision. It would therefore be wrong to assume that EU-OSHA's tasks can continue to grow without either additional resources or a reduction of the activity level in other areas of its work programme. EU-OSHA has therefore included a solution to the need for high-level technical expertise below, see under II.2.3 point (c) – Human Resources.

II.2.3 Resource Programming for the years 2025-2027

a) Financial Resources

The financial resources of EU-OSHA comprise mainly contributions from the European Union (96.8%), the EEA-EFTA countries (2.6%) and local authorities (0.6%). The annual subsidy which EU-OSHA may receive as from 2021 is dictated by the Multiannual Financial Framework 2021-2027 which establishes a ceiling of the expenditure and staffing levels of all EU institutions and bodies.

The EU-OSHA financial perspective for the years 2025-2027 therefore anticipates an annual EU contribution of 17,316,571 EUR (2025), 17,662,000 EUR (2026) and 18,015,000 EUR (2027). The EEA-EFTA contribution will correspond to a percentage of the annual EU subsidy voted by the Budgetary Authority. For 2025-2027, it is estimated at 2.8% whereas the local authorities are foreseen to contribute with an annual total of 100,100 EUR.

The annual EU contributions for 2025, 2026 and 2027 are in line with the proposal of the European commission to revise in November 2024 the EU budgets 2024 and 2025 in order to factor in the salary adjustments expected in 2024 and 2025. Similar to the practice of 2023, it is anticipated that the Financial Framework 2021-2027 will also be amended for 2026 and 2027 considering an annual flat increase of +/- 2% (stable budget in real terms) for EU-OSHA.

b) Procurement

In order to acquire the necessary services for the outputs defined in the Annex XIII and as described in Section III ("Annual Work Programme 2025"), a global budgetary envelope of 6,463,800 € is foreseen for operational activities procurement in 2025. In summary, the procurement actions will provide research, communication and networking services.

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

Operational services to be procured through new procurement procedures will be defined in the annual procurement plan and published, for the information of potential tenderers, on EU-OSHA's website during Q1-2025 and/or through ad hoc ex-ante publicity.

c) Human Resources

EU-OSHA anticipates that its staffing levels will remain stable during the 2025-2027 period with 65 staff members (40 TA and 25 CA).

In order to be able to contribute to EU policy priorities, particularly requests from the European Commission and in relation to cooperation with other agencies, EU-OSHA has included two SNEs in this SPD 2025-2027 as from 2026. The SNE option provides the sufficient flexibility to get inhouse access to high-level technical expertise from experienced experts, which is necessary in order to effectively deliver on the Commission's requests and to cooperate effectively with other agencies on highly technical issues.

The Agency will continue to leverage the career development opportunities introduced by the 2019 Implementing Rule on recruitment of Contract Agents, alongside its policy on exceptional internal selection procedures. Between 2019 and 2024, EU-OSHA only conducted two such procedures and

plans to implement additional ones on an ad-hoc basis to align staff skills with evolving organisational needs.

The combination of increased digitalised processes widely implemented at the Agency (cf under “II.2.4 Strategy for achieving efficiency gains”) evolving staff skills and competencies as well as needs stemming from the new EU-OSHA Strategy result in a reduced demand of basic administrative support in general. In addition, in its strategic workforce planning, the Agency considers both potential retirement and evolving job profile needs. All this results inevitably in an increased number of higher function groups and relative decrease of lower ones, as evidenced in Annex IV.

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

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

II.2.4 Strategy for achieving efficiency gains

EU-OSHA continues to seek efficiency gains, building on the findings and recommendations of its own evaluations as well as of the 2019 and 2024 Commission’s evaluation of four of the five Agencies under the EMPL remit.

EU-OSHA’s new Strategy aims at supporting the Agency and its stakeholder setting the right priorities and focus resources on the most impactful activities. EU-OSHA is generally seen as getting its priorities right (e.g. various stakeholder surveys) and this will continue to be the key element in ensuring the biggest impact for the resources available. Following in-depth dialogue with EU-OSHA’s Management Board, the new EU-OSHA Strategy 2025-2034 defines three strategic priorities for the Agency which will guide the work over the coming years.

The focus on a limited number of larger activities will contribute to higher efficiency as regards procurement, contract management, production of publications and communication. Furthermore, the Agency is seeking synergies across its activities by proposing Healthy Workplaces Campaign topics that are aligned with a preceding large-scale OSH Overview, thereby ensuring availability of high-quality content for the campaign and the best possible impact for the overview through extensive promotion of the findings. Based on its 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.

The Agency will continue to cooperate with other Agencies – EMPL agencies and beyond - on projects of shared interest through the European Union Agencies Network (EUAN) and its Shared Support Office (SSO). This includes the use of shared services where relevant, such as sharing recruitment reserve lists, interinstitutional procurements and continue to share best practices in all horizontal areas. In particular, EU-OSHA shares the accounting services role with ETF (European Training Foundation) through a Service Level Agreement.

Artificial Intelligence and technological developments in general are likely to have an impact on EU-OSHA’s work. While taking responsibility for the Agency’s performance, the Agency has started exploring the potential of AI and new technologies both in the context of the operational and administrative work. This is done both through interagency collaboration, the appointment of an AI correspondent in charge of providing advice on the implementation of the AI Act as well as and internal reflection with a dedicated working group.

As from 2025, the Agency’s Brussels Liaison Office will move to DG Employment’s premises, further to an offer made by the Commission extended to EU agencies under DG EMPL’s remit. This entails a significant saving under Title II of the budget as well as increased opportunities for networking and engaging with relevant stakeholders.

The Agency is also planning to move its internet connectivity through the Spanish state-supported research network, Red-IRIS. This upgrade will enhance internet access performance considerably thanks to a major bandwidth increase while resulting in significant savings as compared to market supply. 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.

This includes to continue exploiting all the functionalities of the already implemented systems like the document management system ARES, of SYSPER modules for managing HR processes, systems under the e-procurement platform (PPMT, tendering portals), paperless and e-Signature, and MIPS for management of missions. During 2025 and 2026, EU-OSHA will be onboarding SUMMA (the new financial management system), e-contracting (corporate contract management tool of the EC) and adopting and using AGM for experts' reimbursement. Further than that, it will pursue new ways of working, seeking simplification of internal processes and digitalisation of workflows in the financial circuits and internal approvals.

A number of these efficiency measures will also contribute to EU-OSHA's efforts to reduce its impact on climate change. The efficiency measures are not, however, the only initiatives in this respect. More details can be found in Annex VI.

II.2.5 Negative Priorities/Decrease of Existing Tasks

In order to be able to allocate the necessary resources for the growth of existing tasks, the tasks under the Strategic Framework, and the need for strengthened communication of EU-OSHA's research work (see above under Growth of existing tasks), EU-OSHA has taken a number of measures that will remain valid for the programming period 2025-2027:

- 1) The cycle for the Healthy Workplaces Campaigns has been extended from two to three years meaning that the average resource needs for the campaign per year will be lower. This will allow stronger promotion of the research work and engagement of networks in general. For the moment the decision on extending the campaign cycle covers the campaign ending in 2028.
- 2) EU-OSHA is a networking organisation and meetings and missions are an important part of its operational activities. It has been decided from 2022 to reduce the number of physical meetings and missions organised by EU-OSHA and instead make better use of the technological possibilities for virtual and hybrid meetings. This will, obviously, also strongly contribute to reducing the Agency's carbon footprint. However, it is also clear that this objective has to be balanced against the benefits of face-to-face interactions.
- 3) The cycle for initiating new OSH Overviews will depend on the availability of resources. Two new OSH Overviews are foreseen to start in 2025, one in 2026 and one in 2028.

The new Strategy will also ensure a clear focus and effective priority setting for the Agency's work, while reinforcing existing measures to meet the growing demands in occupational safety and health.

As described under II.2.3.c, EU-OSHA aims at recruiting two SNEs in 2026. However, these positions will not be available in 2025, and EU-OSHA has therefore postponed some of the research work under the OSH Overview on Climate Change in order to be able to provide the requested expertise and knowledge.

Section III – Annual Work Programme 2025

Executive Summary

EU-OSHA will further develop activities initiated in previous years in the framework of the policy context outlined in the multi-annual programme. Work on policy relevant topics such as OSH and psychosocial risks and OSH in the health and social care sector will provide the knowledge base for the Healthy Workplaces Campaign “Together for mental health at work” starting in 2026. In 2025 two new OSH overview activities will be initiated – one on Climate change and OSH, and one on Occupational exposure to cancer risks factors and work will continue on the OSH Overview on OSH and cardiovascular diseases. 2025 will also see the closing of the HWC 2023-2025 on digitalisation and the outcome of the Supporting Compliance activity as well as the first findings from the new wave of ESENER. In 2026 a new OSH Overview on Accidents at work will start up.

The Agency will keep on contributing to crisis preparedness for future threats to workers’ health and safety through its foresight work and in collaboration with other agencies. As a central resource for OSH research, EU-OSHA will keep supporting key stakeholders, including the Commission, by providing data and expertise for informed policy and decision-making.

EU-OSHA will continue collaborating closely with other agencies. The improvement actions identified in the Commission’s Staff working Document related to the evaluation of EU-OSHA, Eurofound, Cedefop and ETF from 2024 have been taken into account for the development of the new EU-OSHA Strategy and will be reflected in the implementation of the work programme. Cooperation with ELA will continue and be adjusted as necessary, also taking into account the results of ELA’s evaluation, which is ongoing. On several operational as well as horizontal activities, there is good cooperation with other agencies to make the best use of the respective resources of each agency.

This document takes into account the outcome of the external consultation with the Commission and other agencies.

Priority area 1: Anticipating Change

1.4 Anticipating future challenges to OSH – OSH implications of future climate change-related developments and crises

In 2023 the Management Board selected as the topic for the ongoing foresight cycle 'OSH implications of future climate change-related developments and crises'.

Under this foresight, the principal research question will be how the world of work is going to adjust to the possible permanent changes and disruptions that will be regularly triggered by extreme future climate events (continuous droughts and forest fire, intense rainfall, severe flooding, lack of water availability, heat waves, changes in disease vector distribution, prevalence of infectious diseases and pandemics, disabled supply chains etc¹⁷) and to the new ways of working brought as a human response to those changes (e.g. adaptation needs in the agriculture/forestry, tourism, and energy sectors) and how this impacts safety and health at work. Associated phenomena such as forced migration waves, geopolitical and economic instability are also likely to impact workplaces and OSH.

Given the uncertainty of the scope, range and extent of future climate change impacts on OSH, a foresight methodology for anticipating future disruptions (crises and structural changes) is a particularly well-suited and a useful approach.

The new foresight is based on the methodology refined based on evaluation recommendations from previous foresight cycles and a scoping exercise. In 2025 an analysis via foresight methodology will take place of key climate change-related trends and disruptions that might challenge the future of OSH, leading to scenarios which will be discussed, involving OSH specialists from different sectors. This will result in a presentation of the scenarios, including a mapping of potential disruptions for OSH (for OSH overall and per key sector / stakeholder group) and adaptation needs to improve health and safety. Further research addressing specific sectors, occupations or worker groups may be undertaken to provide more in-depth knowledge on specific aspects.

With the aim to stimulate debate on the future world of work, Future of Work Seminars will be organised with the Focal Points, where expert articles on specific topics or aspects will be discussed. Furthermore, the Agency will foster capacity building on foresight among its stakeholders and networks by engaging them in scenario exploration workshops and providing tools to work with.

In order to maximise coherence and effectiveness, the foresight study will feed the work on the OSH overview on Climate change.

Goal

To contribute to anticipating new and emerging risks, providing a basis for priority-setting in OSH research and policy actions and improving the timeliness and effectiveness of preventive measure within the changing context of the world of work as a result of climate change.

Operational Objectives

This activity will:

- Provide insight as to how OSH related policies and practices can be adapted to the new circumstances of work emerging as a consequence of the climate change;
- Stimulate high quality debate amongst selected stakeholders on the possible long-term OSH impacts of the climate change-related developments and crises

Expected results and outcomes

Better informed policy-makers and researchers on the consequences for OSH of future climate change developments and uptake of the Agency's work on OSH-relevant policy, practice and research.

¹⁷ see also EU-OSHA recent OSH wiki on Climate change and OSH

Indicators	Latest result (2023) ¹⁸	Target (2025)	Means	Frequency
Usefulness	70%	80%	Surveys	Annually
Impact	87%	70%	Surveys	Annually
EU added value	79%	80%	Surveys	Annually
Relevance	85%	80%	Surveys	Annually

Main outputs and actions

Under this activity, expert knowledge on future climate change development and their impact on OSH will be developed and presented via different publications such as reports and expert articles and disseminated via events (workshops etc.).

¹⁸ EU-OSHA Stakeholders' survey 2024 – results refer to the last foresight activity on OSH in the Circular economy.

Priority area 2: Facts and figures

2.1 ESENER

The ex-post evaluation of ESENER's third wave has informed the development of ESENER 2024, the fourth wave. The methodological approach of the survey was to remain the same to ensure comparability across waves but an in-depth review of the questionnaire took place to ensure its relevance, particularly on topics such as digitalisation and the impact of Covid-19 on the management of OSH. Following the cognitive and pilot tests, fieldwork for ESENER 2024 took place between May and October 2024.

In 2025, the Agency will publish the first findings report of the ESENER 2024 survey, looking at trends, when possible, since 2014. Additionally, work will start on two secondary analyses: (1) a qualitative follow-up with a selection of ESENER 2024 respondents on mental health and digitalisation and (2) the ESENER 2024 Overview report. By the end of 2025, the dataset will be available for researchers at the UKDA and GESIS data archives. Regarding promotion and communication, a launch event is planned for 2025 as well as a joint event with Eurofound focusing on the EWCS and ESENER, as data for both surveys were collected in 2024. At the Member States level, national events will be organised by the Focal Points. Support will be provided as requested to the Polish and Danish EU Presidencies in 2025. Work on the Data Visualisation is also expected to start in 2025.

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:

- Present and describe, based on solid methods and data, the comparative situation across Europe regarding preventive measures, workers' exposure to OSH risks. Present tracking of changes over time. Provide analytical information on workplace management of OSH, particularly on psychosocial risks and digitalization as well as 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 has grown as a key data source for policy-makers and researchers at national and EU level on how enterprises manage OSH and is seen as an effective monitoring tool to track changes over time, making an important contribution to the EU OSH Information System. ESENER data and publications will periodically feed relevant EU policy documents.

Indicators	Latest result (2023) ¹⁹	Target (2025)	Means	Frequency
Relevance to needs	99%	80%	Surveys	Annually
Usefulness	85%	80%	Surveys	Annually
Impact	84%	70%	Surveys	Annually
EU added value	81%	80%	Surveys	Annually

¹⁹ EU-OSHA Stakeholders' survey 2024 – results refer to ESENER-3

Indicators	Latest result (2023) ¹⁹	Target (2025)	Means	Frequency
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	15%	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 OSH management in workplaces. On that basis, reports with secondary analysis will be developed in the following years and data visualisation tools and factsheets will be published to help users navigate through the data.

2.9 EU OSH Information System

In 2025, the Agency will continue to work closely with the Commission (especially consulting Eurostat on the identified data needs), its network of National Contact Points and with the corresponding ACSH Working Party to consolidate the indicators and develop consensus on new indicators over time. The Agency started to work closely with Cedefop and has included indicators based on Cedefop's Skills Forecast covering the period up to 2035 and relating to occupations, sectors, and employment. This information along with the inclusion of specific indicators could allow effective targeting of sectors and identification of training needs.

Furthermore, several improvements are planned.

The enforcement section is planned to be strengthened, by adding a number of additional indicators providing information on the Labour Inspectorates' capacity and activities. These data will be made available by SLIC/National Labour Inspectorates and will be regularly updated as new data become available.

The Social Dialogue section will also be improved, through the addition of a composite indicator of industrial relations in the field of OSH, supported by the corresponding methodology. The methodology used for building this OSH-IR index draws on the Handbook on Constructing Composite Indicators, developed by the OECD and the European Commission's Joint Research Centre (JRC) and will be calculated based mostly on currently available Eurostat data.

A number of indicators and data coming from the OSH Pulse 2022 survey are also considered for inclusion during 2025. Such indicators could be a selection from the reported health outcomes, psychosocial risk factors or digitalisation and use of digital technologies.

At the moment, ILO/WHO as well as ICOH estimates on the burden of work-related diseases are presented through the OSH Barometer expressed in DALYs (Disability Adjusted Life Years). Further research will be conducted in 2025 as with regards to methods that will allow a rough cost estimation based on DALYs, as well as other indicators and tools that could be used for that purpose.

A tool for wrapping up information included in the barometer is considered for development, in addition to the country reports that are currently available.

Finally, development of at least one case study is considered, which could showcase how the OSH Barometer could be used by different stakeholders and demonstrate OSH in Europe through the last few years, current state and trends on specific topics. This study could shed light on possible ways to overcome the stagnation to the numbers of occupational accidents reported in the report "OSH in Europe: State and Trends 2023".

Goal

To contribute to improved evidence-based policy-making 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:

- Provide high quality data by engaging and collaborating with key data providers and stakeholders.
- Further define and develop the EU-OSH info system, in particular with regard to data collection and visualisation.
- Maintain the OSH Barometer and ensure up-to-date provision of information and relative indicators
- Establish a stable collaboration with the National Contact Points and EU-Institutions and committees to organise a stable, reliable and continuous data transfer.
- Provide comprehensive trend analysis to support EU and national policy cycle.
- Provide a single entry point for validated data, that would be used to define the state and trends of OSH in Europe.

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 policy-making and research. The analysis of the data from the OSH Barometer will regular feed relevant EU policy documents.

Indicators	Latest result (2023) ²⁰	Target (2025)	Means	Frequency
Relevance to needs	88%	80%	Surveys	Annually
Usefulness	73%	80%	Surveys	Annually
Impact	77%	70%	Surveys	Annually
EU added value	77%	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 analytical report with qualitative analysis of the data from the indicators. With the data and analysis developed under the activity, EU-OSHA will keep on contributing to support policy debate, research and policy making.

2.11 Supporting Compliance

With this activity on supporting compliance, EU-OSHA has aimed to provide an insight into the environment or 'context' that incentivises and assists enterprises – including small and micro – to fulfil their obligations under OSH regulations.

The five themes identified as part of this OSH overview were: (1) innovation in enforcement, (2) prevention services, (3) social reporting, (4) supply chains and (5) business incentives. The selected themes aligned 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.

EU-OSHA has pursued two strands of research with in-depth projects, i.e. on market influence and on state influence, which finalised in 2024.

²⁰ EU-OSHA Stakeholders' survey 2024

In 2025 the activity is planned to be closed with the publication of the comparative analysis and an activity evaluation. In addition, several expert articles will be published to support specific areas of interest in supporting compliance, such as ESG reporting, economic incentives, occupational physicians and construction social id-cards.

Goal

To contribute to formulating policies 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 (i.e. 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

Policy makers will become acquainted 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 (2023)	Target (2025)	Means	Frequency
Usefulness	88%	80%	Surveys	Annually
Relevance to needs	83%	80%	Surveys	Annually
Impact	87% ²¹	70%	Surveys	Annually
EU added value	N/A	80%	Surveys	Annually

Main outputs and actions

The activity has produced a broad range of publications based on research and analysis of the success factors for enterprises' compliance with OSH legislation.

2.12 Psychosocial risks

The activity builds on the Agency's previous projects related to psychosocial risks and complements current activities that include psychosocial issues (such as ESENER and Digitalisation). It also takes into account activities carried out by other EU Institutions and Agencies, the ILO, the WHO and the wider research community and will seek cooperation where appropriate, including with Horizon Europe research projects on mental health at work.

Further to the work published so far, in 2025 research on psychosocial risks and digitalisation and on the construction, agriculture and education sectors, workforce diversity, together with the outcome of a project on national policies and strategies will be published. Projects that will be further initiated in 2025

²¹ EU-OSHA Stakeholders survey 2024.

include the development of a comprehensive ‘facts and figures’ overview, a practice-oriented project on harassment and violence at work and a summary report on the links between physical and psychosocial risks. Development of a batch of OSHwiki articles covering several topics and a practical material supporting psychosocial risk management in small workplaces will also be commissioned

The research findings will be further disseminated through the Healthy Workplaces Campaign “Together for mental health at work” due to start in 2026.

Goal

To contribute to improved knowledge of psychosocial risks at the workplace and their prevention amongst policy makers and researchers by providing a comprehensive picture of the phenomenon; and amongst 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 micro and small enterprises - in terms of prevention and management of psychosocial risks and identify good practices in terms of policies, strategies and workplace interventions. It will also take due account of emerging risks in specific sectors, such as healthcare, and cross-cutting topics, for example the changes in the world of work brought about by digitalisation and as a result of the Covid-19 pandemic.
- Provide evidence-based support for policy recommendations and knowledge supporting effective psychosocial risk management in workplaces of different sizes and sectors.

Expected results and outcomes

Policy makers 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 psychosocial risks in the workplace. This includes a better understanding of the potential impact of different policies, such as regulation and enforcement, sectoral and social partner agreements, etc. and the key success factors.

Workplaces and intermediaries working with a close connection to workplaces should become more 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 (2025)	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.

2.13 OSH and Health and social care sector

The European health and social care (HeSCare) sector has a critical role in contributing to the overall health and well-being of the workforce and society as a whole. The human health and social work activities sector is one of the largest in the European Union - 27 countries (from 2020), employing around 11% of workers, with women accounting for 79% of the workforce. A significant proportion of healthcare and social care 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 and care related activity areas.

The Covid-19 pandemic has highlighted how healthcare staff and long-term care workers are crucial for the functioning of the whole society. The significance of this sector is likely to grow in the context of demographic change.

As a result of the scoping exercise, ten research areas were identified. Research on OSH in figures in the health and social care sector, impact of the Covid-19 pandemic as well as of digitalisation was published during 2024. For the four following areas (on musculoskeletal health, mental health, home care and on exposure to cancer risk factors / hazardous chemical products), work has started during the first half of 2024. In 2025 work on musculoskeletal and mental health will continue focusing on secondary and tertiary prevention and specific research projects on the long-term care and health care sectors will be launched.

Goal

To contribute to the prevention of OSH-related problems and the promotion of a good physical and mental health at work among the workers of the HeSCare sector by providing policymakers, social partners, with better understanding and a comprehensive, cross-national insight on 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 HeSCare sector with a special focus on the prevention and management of the main risks and the promotion of a good musculoskeletal and mental health in the sector, taking into consideration national differences, gender, age and vulnerable groups' perspective.
- 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

Policy makers 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 HeSCare 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 to the workplace
- Good practice examples, case-studies (that can be transposed from one specific health-related activity to another one or from one country to another one)

Contribution to the European Care Strategy, which aims at improving the occupational health and safety of care workers. The care strategy announced a review on the application of EU standards governing working conditions in the long-term care sector.

Contribution to 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).

Indicators	Latest result	Target (2025)	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.

2.14 OSH Overview – Circulatory Diseases

Circulatory diseases are a group of disorders of the heart and blood vessels and may include coronary heart disease, cerebrovascular disease, peripheral arterial disease, thrombosis, etc. They have been identified as the second largest cause of work-related deaths in the EU and the leading cause of death in the EU (over 1.8 million cardiovascular disease related deaths in the EU in 2017).

There is considerable evidence/research that supports the causative relationship between socioeconomic factors (social class, social status, etc.) and/or behavioural factors (tobacco use, unhealthy diet and obesity, physical inactivity and harmful use of alcohol) and cardiovascular disease.

The link to work related factors has also been shown. However, further research and data collection is needed on the risks related to working conditions (shift work, long working hours, job insecurity, stress, exposure to air pollutants, noise, etc.) and their association with circulatory diseases and possible prevention measures, also in relation to the new forms of work.

Based on the outcome of the scoping phase in 2024, in 2025, research work will be procured and will start with an overview and analysis of:

- data (such as statistics, surveys, estimates) on the extent and causes of work-related CVDs as well as data related to sectors, occupations and worker groups at risk;
- policies, strategies and initiatives at EU, national, sectoral levels for the prevention of work-related CVDs;
- research on the risk factors of work-related CVDs, including CVD risk factors such as socioeconomic and behavioural factors and health issues other than CVDs that may exacerbate the impact of exposure to work-related risk factors of CVDs, as well as research on sectors, occupations and worker groups at higher risk.

Goal

To contribute to prevent occupational risks related to circulatory diseases and to improve workers' overall safety, health and wellbeing. In order to do so, it will provide policy-makers, social partners and OSH practitioners at the workplace with a better understanding and a comprehensive, cross-national insight on the underlying causes of occupational circulatory diseases, identifying the best methods of recognising, assessing and preventing the risks, including policies, strategies and workplace practices.

Operational Objectives

The activity will:

- Carry out in-depth comparative research on the overall situation related to circulatory diseases in European workplaces, taking into consideration national differences, sectoral and company size specificities, gender, age and vulnerable groups' perspective.
- 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 sectors.
- Ensure optimal impact for the results through targeted engagement, communication and promotion activities.

Expected results and outcomes

Policy makers 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 occupational circulatory diseases and better priority setting overall.

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

- OSH prevention / management of occupational circulatory diseases
- Prevention of the main existing occupational risks related to circulatory diseases (taking also into account that they act in combination)
- Practical tools / information intended to the workplace
- Good practice examples, case-studies, etc. taking advantage of the diversity of approaches in the member states.

Effective contribution to the Commission's initiative "Healthier Together – EU Non-communicable diseases"

Indicators	Latest result	Target (2025)	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.

2.15 OSH Overview – Climate change

Climate change has been described as "a long-term shift in weather conditions measured by changes in temperature, precipitation, wind, snow cover, and other indicators" and considered "the greatest health challenge of the 21st century, with major threats to life, health and well-being" by the World Health Organisation (WHO). The OSH consequences of climate-change are already taking effect. Workers and workplaces are suffering from changes in weather patterns and extreme weather events, such as droughts, heatwaves, heavy rain, floods and gales. Sectors like agriculture and forestry, transport or construction; or workers in emergency services (e.g. firefighters, medical workers) are particularly exposed to and affected by climate change related events.

In this context, there are considerable knowledge gaps on the climate change impacts on workers safety and health, including on aging workers and other vulnerable groups (e.g. with pre-existing diseases, by gender, in migrant workers).

Some of the direct OSH effects commonly described in the literature are related with heat stress, changes in air quality, increased persistence of allergens or workplace accidents in extreme weather conditions. Mental health effects linked with climate change have been reported. Indirect effects have also been identified, as a consequence of changes in the ranges of disease vectors (e.g. mosquitoes), waterborne pathogens or an increased use of pesticides.

Guidance on how to improve the options for an effective OSH response to climate change hazards in the EU is limited. A comprehensive picture on best practices to tackle climate change implemented in different countries and work contexts is missing, as well as an overview of existing OSH policies and strategies addressing climate change.

EU-OSHA will coordinate closely and collaborate with other organisations currently working on this topic, particularly Eurofound and the ACSH Working Party on Climate Change. EU-OSHA will also participate in the work of the EU Climate and Health Observatory, cf. activity 5.3. Furthermore, the overview will build on and complement EU-OSHA's work on OSH implications of future climate change-related developments and crises— see above under 1.4.

In 2025, the scoping of this activity will start, with the organization of a dedicated meeting with experts and stakeholders to define the specific focus of the activity and prioritise the projects to be undertaken.

A full activity plan will be developed which will serve to document the work planned as part of this OSH overview.

Goal

To contribute to the identification, prevention and improvement of the management of OSH risks linked to climate change, so that workplaces can be better prepared to face the consequences of climate-change related events. To do so, it will explore and synthesize the main impacts of climate change on the EU workforce and identify effective OSH policies and workplace practices across EU Member States to adapt to and mitigate climate change impacts.

Operational Objectives

This activity will:

- Carry out in-depth research to increase the knowledge base on the specific consequences and trends related to various climate change related hazards on worker's safety and health, taking into consideration national and regional differences, sectoral and company size specificities, gender, age and vulnerable groups' perspective. It will also consider the potential OSH consequences on workplaces of climate-change related events (e.g. loss of workforce, lack of workforce, supply chain or infrastructure disruptions, preparedness for future pandemics)
- Identify effective OSH policies/strategies at national level and best practices and workplace interventions to support evidence-based policy making and to provide best available guidance to workplaces on how to prevent, adapt to and mitigate the impacts of climate change in different work contexts and in specific sectors. The role of various key stakeholders in this process will be identified and addressed (e.g. OSH practitioners, preventive services or labor inspectors)

Expected results and outcomes

The knowledge generated with this research activity is expected to support policy makers/ decision makers at EU and national level in designing and implementing OSH policies and strategies related to climate change, tailored to specific contexts of work and sectors in the EU and considering workers that are at highest risk of suffering from climate change related events at work.

OSH intermediaries, particularly national public bodies, employers' associations, trade unions, OSH service providers, statutory insurance providers and workplaces will have gained evidence-based information, and practical guidance in terms of:

- Updated knowledge on climate-change related occupational health and safety risks and impacts in different EU work contexts, specific sectors and in different groups of workers
- Compilation and assessment of good practice examples, case-studies, etc. taking advantage of the diversity of approaches in the Member States and the different hazards that are more prevalent in different EU countries and regions.
- Practical tools and user friendly information intended to the workplaces to address risks posed by climate-change related hazards including on risk assessment.

Finally, researchers will make use of the results of this work to guide future research efforts at national and EU level on climate change and OSH.

Indicators	Latest result	Target (2025)	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 several research reports presenting and synthesizing existing evidence, as well as overview/guidance documents on existing policies and best practices/interventions, which will be delivered to the target audiences via tailored engagement, communication, and promotion activities. The specific outputs related to the research areas will be defined during the scoping phase of the activity in 2025 and 2026.

2.16 OSH Overview – Occupational exposure to cancer risk factors

Preventing exposure to cancer risk factors is a politically relevant topic, as shown by the Commission's different legislative proposals to reduce workers' exposure to hazardous chemicals, in particular the update of the [Asbestos at Work Directive](#) or the revision of the [Carcinogens, Mutagens or Reprotoxic substances Directive](#) (CMRD).

European workers have a legal right to be protected from the exposure to cancer risk factors. This OSH overview will cover the insufficient or inadequate protection and/or prevention of workers from occupational exposure to cancer risk factors, aiming at addressing the following drivers:

- Insufficient or inadequate knowledge of risks (insufficient data, research, awareness)
- Insufficient level of awareness and/or availability of effective workplace interventions
- Inadequate policies and legislation

In 2025, the scoping of this activity will start with the organisation of a dedicated meeting with experts to help define the research priorities for the following years. For a better definition of the scope of the OSH overview, EU-OSHA will also consider its 2014 report '*Exposure to carcinogens and work-related cancer: a review of assessment methods*', build synergies with other activities (e.g. OiRA, OSH overviews on climate change or circulatory diseases), the Commission (in particular on following up on the study on job retention and return to work for cancer patients and survivors), and other agencies, such as ECHA (e.g. on carcinogenic chemical substances). In parallel, two follow-up studies of WES will be launched, and the evaluation of WES will start.

Goal

With this OSH overview, EU-OSHA will contribute to reducing work-related cancer by preventing and managing occupational risks related to exposure to cancer risk factors.

This activity aims at ensuring availability and broad dissemination of high quality information on exposure to cancer risk factors, to the relevant stakeholders at EU and MS level.

Operational Objectives

The activity will:

- Provide an accurate and comprehensive picture of current OSH risks, their health effects, and how they can be prevented and managed, to allow a better understanding of these issues among policy-makers and researchers.
- Provide evidence-based support for policy recommendations and legislation for effective OSH management in workplaces of different sizes and sectors.
- Encourage the use of the WES dataset for research purposes.
- Provide relevant tools for smaller workplaces to manage health and safety, and the engagement of intermediaries in the further development and dissemination of these tools, by identifying best practices in terms of policies, strategies and workplace interventions.
- Contribute to the Commission's initiative [Europe's Beating Cancer Plan](#) in February 2021.
- Contribute to the Strategy on the Rights of Persons with Disabilities 2021-2030

Expected results and outcomes

The expected outcomes are that:

Policy-makers become acquainted with the nature and impact of exposure to cancer risk factors in the workplace and the approaches to address the related risks effectively; and of the potential impact of different policies, approaches or schemes and their respective key success factors and barriers.

Researchers make use of the information produced to further knowledge on specific topics/risks.

Decision-makers have high quality information available to support decisions on new legislation, etc.

In the longer run, this would lead to an improved understanding amongst policy-makers and decision-makers to address occupational exposure to cancer risk factors through targeted and enforceable policies and strategies contributing to preventing and managing the related risks as well as contributing to the general improvement of wellbeing of workers.

More comprehensive research and knowledge would be generated supporting policy and evidence-based decision-making.

Better awareness and practical expertise amongst intermediaries such as social partners, OSH services, etc. would enable effective support for OSH management in the workplaces and addressing emerging problems in a timely manner.

Indicators	Latest result	Target (2025)	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 several research reports presenting and synthesizing existing evidence, as well as overview/guidance documents on best practices, which will be delivered to the target audiences via tailored engagement, communication, and promotion activities. The specific outputs related to the research areas will be defined during the scoping phase of the activity in 2025.

Priority area 3: Tools for OSH management

3.1 OiRA

In 2025, 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.

Recognising the importance of facilitating exchange of knowledge in this rapidly evolving area, EU-OSHA will keep on encouraging collaboration between the OiRA partners through the 'OiRA community' as well as among institutions promoting similar tools through the 'Interactive Risk Assessment tools' (IRAT) network through various online meetings during the year. For supporting good information provision regarding different national approaches, the Agency will continue to develop case studies, on national approaches or focussing on certain areas. In 2025, the case study will focus on the national approach taken in one of the OiRA partner countries.

A dedicated approach to supporting OiRA partners in the promotion of and communication on OiRA will be considered. Based on results from the 2024 qualitative research on OiRA, it can be concluded that partners would need specific support in developing tutorials for their end-users. Hence, ways of developing such tutorials using artificial intelligence will be explored. At the same time, results from the website statistics project starting end 2024 will support partners with insights into user behaviour. In addition possibilities to enhance the use of OiRA in VET will be explored together with EU-OSHA's VET network.

The EU tool development scheme will continue. Priority will be given to EU Sectoral Social Dialogue partners' requests for EU tool developments. If there is no interest from any Sectoral Social Dialogue Committee, EU-OSHA tools focussing on certain activities or risks will be considered.

Increased efforts will be invested in maintaining the software up to date and developing features that will help partners to better reach end-users. Changes and new features in the software will be considered based on the OiRA partners discussion and feedback. Considerations will be given to making OiRA an even more interactive tool allowing employers to actively and anonymously collect feedback from their employees.

Recognising the importance of facilitating exchange of knowledge in this rapidly evolving area, EU-OSHA will keep on encouraging collaboration between the OiRA partners through the 'OiRA community' as well as among institutions promoting similar tools through the 'Interactive Risk Assessment tools' (IRAT) network through various online meetings during the year. To ensure good information provision regarding different national approaches, the Agency will continue to develop case studies, on national approaches or focussing on certain areas.

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-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 level, encourage EU and national (sectorial) social partners and other organisations to develop and share their national or pan-European sectorial OiRA tools, and put in place a (national) overall strategy to encourage companies to use the tools developed.

Expected results and outcomes

Intermediaries will have developed tools based on OiRA, adapted to national and sectoral situations and exchanged OiRA tools and related promotional activities.

The software will be kept up to date and will be improved and enhanced to perfectly fit partners and end-users needs, including new features where required.

Increased awareness of OSH risks amongst micro and small enterprises; increased resources dedicated to on-line risk assessment; increased number of micro and small enterprises carrying out their own risk assessment.

Indicators	Latest results (2023 ²²)	Target (2025)	Means	Frequency
Relevance to needs	81%	80%	Surveys	Annually
Usefulness	88%	80%	Surveys	Annually
Impact: Number of new risk assessments performed	68.660	60.000	Monitoring reports	Annually
EU added value	84%	80%	Surveys	Annually
Usefulness: Number of new tools created per year (depending on Member States resources)	29	20-25	Monitoring reports	Annually

Main outputs and actions

EU-OSHA, together with the OiRA partners, will keep publishing and updating OiRA tools. Community and networking actions will be carried out, focussing on a combination of online and face-to-face meetings. Promotional support will be ongoing via the revised website, continuous news items, the activities covered via FAST as well as the tutorials support. In addition, national promotion will be supported by encouraging partners to closely follow up on the OiRA statistics (from the website, from the internal OiRA statistics, as well as from the follow-up actions on newsletters send via the OiRA HUB platform).

²² EU-OSHA Stakeholders' survey 2024 where applicable

Priority area 4: Raising awareness and communication

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

The Healthy Workplaces Campaign 2023-25 'Safe and healthy work in the digital age' was officially launched on 25 October 2023 and since then has received a high level of support from relevant stakeholders in all EU member states and beyond. The campaign, together with the OSH Overview on digitalisation, provides an important contribution to the EU policy priority on digital transformation, just transition and the realisation of the Next Generation EU package.²³

It draws on and helps promote the findings of the OSH Overview on Digitalisation finalised in 2023, thereby providing a knowledge base on the 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, the campaign aims to raise awareness among the identified target groups through promotion and engagement actions over the campaign period.

The Campaign addresses five priority areas: remote and hybrid work; smart digital systems; digital platform work; worker management through AI, and automation of tasks.

2025 will be the final year of the campaign with its main focus on the last two priority areas of the campaign: Smart digital systems and Worker management through AI. Under both these priority areas EU-OSHA will present research on AI,

The campaign will close with the Healthy Workplaces Summit, bringing together the key stakeholders of the campaign and a final evaluation.

Goal

To contribute to effective OSH prevention 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 (e.g. 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: e.g. 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

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

²³ https://ec.europa.eu/info/strategy/priorities-2019-2024/europe-fit-digital-age_en

Main outputs and actions

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

Indicators	Latest result (2022) ²⁴	Target (2023-25)	Means	Frequency
Promotion: Number of promotion actions implemented by the Agency	1322	300	Monitoring reports	Annually
Promotion: Number of media partners	29	25-30	Monitoring reports	Other
Engagement: Number of campaign activities organised by official campaign partners, media partners, Focal Points and EEN OSH ambassadors	2217	400	Monitoring reports	Other
Engagement: Key stakeholder groups represented at HWC flagship events	100%	100%	Monitoring reports	Other
Engagement: Number of official campaign partners	100	80-100	Monitoring reports	Other
Usefulness	98%	80%	Surveys	Annually
Usefulness of FAST events	81%	80%	Surveys	Annually
EU added value	90%	80%	Surveys	Annually
Impact	84%	80%	Surveys	Annually

4.10 HWC 2026-2028 “Together for mental health at work”

In 2022, the EU-OSHA Management Board decided that the HWC 2026-2028 would be on mental health at work with a focus on new and overlooked occupational groups, sectors and areas, agreeing in June 2023 that it would run on a three-year cycle. The campaign strategy adopted in 2024 defines the main objectives, target groups, priority areas and communication tools of this forthcoming Healthy Workplaces Campaign. Based on this campaign strategy, the Agency will work in 2025 and 2026 on the visual identity and the campaign core products, including the campaign guide and the campaign website.

A significant part of the content for the campaign is based on the work carried out under the OSH Overview on mental health and psychosocial risks (activity 2.12), thereby providing opportunities to achieve greater impact from the overview's outputs through increased dissemination and promotion. In addition, there are also synergies with the Agency's work on digitalisation, health and social care, musculoskeletal disorders, foresight studies, ESENER, OSH Pulse and OIRA.

The campaign will target the needs of an increasingly diverse working population and help to fulfil OSH objectives to focus on occupational illness. The theme of mental health at work is consistent with the priorities set in the Strategic Framework and the Commission's comprehensive approach to mental health.

²⁴ The 2022 results refer to the HWC 2020-2022 on musculoskeletal disorders. Where applicable, source is EU-OSHA Stakeholders' survey 2022 and other surveys with users and stakeholders carried out in 2022.

Goal

To contribute to effective prevention of psychosocial risks in the workplace.

Operational Objectives

The campaign will:

- Raise awareness among the campaign stakeholders about the importance, relevance, implications, and costs of psychosocial risks by providing relevant and impactful data.
- Promote the importance of psychosocial risk prevention to follow the hierarchy of prevention and implement proper risk assessment and management procedures.
- Raise awareness among the campaign stakeholders on how good mental health is key for everyone (workers, companies, and society as a whole) by highlighting the positive impacts of a good work environment on mental health and wellbeing.
- Increase awareness and practical knowledge about psychosocial risk prevention and protecting mental health across all sectors, with a specific focus on sectors where psychosocial risks are known to be very high as well as in sectors, where there is less awareness of them.
- Promote a holistic approach to risk assessment and a proactive management of psychosocial risks at work by providing access to relevant resources and considering the interaction between physical and psychosocial risks.
- Highlight the importance and protective role of positive psychosocial factors like support, good communication, a positive social climate and conveying the message that creating a positive psychosocial work environment helps to boost and protect workers' wellbeing and is beneficial for the company as well since it increases productivity and decreases turnover.
- Highlight the importance of cooperation between employers, managers, supervisors, workers, and their representatives in contributing to a sound work environment.
- Bring campaign network partners together to facilitate the exchange of information, knowledge, and good practice to provide a healthy and safe psychosocial work environment and promote mental health and wellbeing.

Expected results and outcomes

As a result of the campaign, it is expected that the knowledge and information developed and promoted under this activity will have been disseminated to the main target groups and that it will have contributed to establishing a prevention culture regarding the prevention of psychosocial risks across the EU and beyond. By then, the Agency could become a key reference point for the prevention and management of psychosocial risks at work, by providing a gateway to the most important resources in this field.

Main outputs and actions

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

4.7 Awareness-raising actions & communications

This activity is focused on communicating and raising awareness on the Agency and its projects, products and services by targeting and engaging intermediaries primarily among the OSH and policy-making communities and via its network communications approach reaching out to workplaces and EU citizens in general.

EU-OSHA will continue to prioritise support to - and engagement with - all its networks to promote a positive OSH culture, increase the impact of the Agency's work and, by facilitating the exchange of experiences, benefit those involved.

EU-OSHA will continue to collaborate with other EU Agencies, 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.

Via the FAST programme, EU-OSHA will provide ongoing logistical support to Focal Points and their networks in implementing awareness-raising, communication and promotional activities and events related to EU-OSHA's work, thereby ensuring widespread coverage adapted to national needs. Participants' feedback has confirmed high satisfaction with such activities.

As from 2025, the focus will be on reviewing and adapting its communication and promotion strategy following the adoption of the new EU-OSHA Strategy. The Agency will explore new approaches and initiatives across its own digital platforms, activities and social media channels. Key factors that will shape EU-OSHA's communication priorities are the election of a new European Parliament and European Commission as well as the EU strategic priorities such as digital and green transitions, climate change and mental health. The focus will be on renewed outreach and responsiveness to their priorities and needs.

Goals

To raise awareness about 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.

To continue to explore new ways to intensify our engagement with communication partners to enhance the reach and impact of our communication initiatives.

To continue to develop our digital approach to content dissemination through more targeted outreach actions.

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), participation in relevant events and exhibitions 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 characterised by a more targeted use of social media channels;
- Participate in the promotion of Napo films and the Napo website.

Expected results and outcomes

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

Indicators	Latest results (2023) ²⁵	Target (2025)	Means	Frequency
Promotion: Number of promotion and dissemination activities per year	897 (2023 target: 600)	700	Monitoring reports	Annually

²⁵ Where applicable, EU-OSHA Stakeholders' survey 2022 and other surveys carried out with stakeholders and users in 2021.

Indicators	Latest results (2023) ²⁵	Target (2025)	Means	Frequency
Promotion: Number of events organised by the Agency (under the activity and under FAST)	203 (2023 target: 140)	140 ²⁶	Monitoring reports	Annually
Reach via websites	3.013.718 visits	2.800.000 visits	Web statistics reports	Annually
Usefulness of FAST events	99%	80%	Surveys	Annually

Main outputs and actions

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

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

4.8 Multilingualism

The activity of "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 (the so-called "portfolio approach") and by working both with the Translation Centre (CdT) and the Focal Points to deliver high quality translations and to manage its multilingual websites and products. While Focal Points make wide use of the portfolio offer, there is also strong consensus that translating the Agency's products into national languages is key to amplifying OSH messages.

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.

Goal

To contribute to better reach 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 broaden the engagement in EU-OSHA activities and to a higher uptake of the work of the Agency.

²⁶ With the three-year HWC cycle and the different distribution of Agency's resources allocated to the FAST programme, the target for events for non-HWC activities for 2025 is 140. In 2023, 75% of the FAST budget were allocated to non-HWC activities, in 2024 it is 25% and 50% in 2025. The latest results for this indicator relate to 2022.

Indicators	Latest result (2023)	Target (2024)	Means	Frequency
Relevance to needs – Focal Points participating in the portfolio scheme	23 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% ²⁷	80%	Surveys	Annually

Main outputs and actions

Under this activity, products of the Agency will be made available in different EU languages while consider the varying needs/demands of the national Focal Points.

²⁷ Annual survey to Focal Points, 2023

Priority area 5: Networking knowledge

5.3 Networking Knowledge

EU-OSHA will continue to give assistance to the Commission in the ex-post evaluation of EU legislation on OSH and its follow-up. It will provide relevant technical, scientific and economic information necessary for the preparation of possible legislative initiatives and follow-up actions and support in implementing the Strategic Framework. This will include contributions regarding Occupational Exposure Limits (OELs), the amendments of the carcinogens mutagens and reprotoxic substances Directive (CMRD) and the chemical agents Directive (CAD), the asbestos at work Directive (AWD), occupational biomonitoring and the follow-up to the Covid-19 pandemic in particular with regard to the biological agents Directive, as well as the revision of the Workplaces and Display Screen Equipment Directives.

EU-OSHA is also continuously cooperating with ECDC since the pandemic on issues related to Covid-19 and more recently zoonotic diseases, including avian influenza. With ECDC and EEA, there will be collaboration in relation to the Commission's 'one-health approach' initiative.

EU-OSHA will continue to be involved in the follow-up to the Covid-19 pandemic, particularly by organising expert discussions related to its recent research and publications. These will focus on risks related to exposure to biological agents at work and pandemic preparedness at work. In supporting job retention and return to work strategies in the case of chronic illnesses, including in particular 'long Covid', EU-OSHA is carrying out projects and providing new information regarding 'long Covid'. EU-OSHA will also continue its cooperation with DG Health, DG CLIMA and EEA regarding the Climate and Health observatory.

Following a complete revamp of the OSHwiki webpage in 2022, EU-OSHA will continue to update the current stock of OSHwiki articles in English and also add new OSHwiki articles on specific topics.

EU-OSHA will continue its liaison with (occupational) biomonitoring activities and networks: follow-up initiatives of HBM4EU²⁸ (currently PARC (the European Partnership for the Assessment of Chemicals²⁹), the International Society for Exposure Science (ISES) and OECD initiatives and provide information on national biomonitoring practices and policies to inform guidance on occupational biomonitoring. Following a thorough consultation process with the ACSH Working Party on Chemicals and other stakeholders, the Agency will provide guidance for occupational biomonitoring for the workplace level and provide support to the development of annexes to the biomonitoring guidelines, in particular as regards lead and cadmium, to support the implementation of the CMRD.

Collaboration with the other parties of the Carcinogens Roadmap will continue, in particular with upcoming Presidencies who take initiative in this field. The Agency will furthermore liaise with the members of the IPChem initiative, DG JRC and national data holders to explore the possibilities for incorporation of data on chemical exposure at the workplace level, building on the Commission's HazChem@Work study. The Commission has proposed a 'one substance, one assessment' chemicals assessment reform (7 December 2023)³⁰. The package foresees different roles for EU-OSHA, but the documents accompanying the proposal estimates that there will be no impact in terms of resources for EU-OSHA.³¹ Therefore, no further resources have been allocated under this programming document for the implementation of the proposal. Furthermore, 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 and collaborate with DG RTD to support the inclusion of relevant OSH

²⁸ HBM4EU is a joint effort of 30 countries, the European Environment Agency and the European Commission, co-funded under Horizon 2020. Running from 2017 to 2021, HBM4EU generates knowledge to inform the safe management of chemicals and so protect human health in Europe. See <https://www.hbm4eu.eu/> for further information

²⁹ The European Partnership for the Assessment of Risks from Chemicals (#EU_PARC) is one of the projects selected for funding by the European Union's "Horizon Europe" framework programme for the 2021-2027 period. Coordinated by ANSES, this major project is seeking to develop next-generation chemical risk assessment in order to protect health and the environment.

³⁰ https://ec.europa.eu/commission/presscorner/detail/en/ip_23_6413

³¹ Commission Staff Working Document SWD (2023) 850 final, 7 December 2023.

and occupational health issues, in particular as regards climate change impacts, into research framework programmes (Horizon 2020).

The Agency will also continue to provide up-dated information on EU OSH legislation and on non-binding instruments, such as guidelines, as well as social dialogue initiatives, and contribute to provide an overview of new national OSH strategies.

In 2025, EU-OSHA will also carry out a new edition of the OSH Pulse survey under the Framework Contract of the Commission-DG COMM. This involves collecting primary data on OSH from a representative sample of workers (employees and self-employed) in Europe. The data will feed into various ongoing research projects at EU-OSHA in particular on OSH and psychosocial risks and preparing for the HWC “Together for mental health at work”, complementing other data available. It is also foreseen to present the survey results in the OSH Barometer and in separate publications.

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 States’ OSH strategies, providing support on the follow up to the ex-post evaluation of OSH legislation, assisting in assessing the effects of the Covid-19 pandemic and providing information on policies and practices and guidance related to occupational biomonitoring.
- Seek further cooperation with the Senior Labour Inspectors Committee and the Advisory Committee on Safety and Health at Work.
- Keep the OSHwiki content up to date and add new information.
- Maintain the e-guides that are available on the Agency’s website and disseminate findings from past OSH Overviews.
- Enhance cooperation with European agencies in particular as relates to the lessons learnt from the Covid-19 pandemic and the effects of climate change.
- Support the development of e-tools for OSH management by facilitating exchange of good practices between developers and national authorities and raising awareness about their use.

Expected results 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 policy areas and with 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 policy-makers and researchers and to increased interaction among key actors, including exchange of good practice at policy level on OSH.

Indicators	Latest result (2022) ³²	Target (2025)	Means	Frequency
Relevance to needs	100%	80%	Surveys	Annually
Usefulness	94% (OSHwiki)	80%	Surveys	Annually

³² EU-OSHA Stakeholders’ survey 2022 and other surveys with users and stakeholders carried out in 2021.

Indicators	Latest result (2022) ³²	Target (2025)	Means	Frequency
Impact	76%	70%	Surveys	Annually
EU added value	100%	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 linked to EU priorities. Cooperation with other EU agencies and bodies to mainstream OSH into other policy area will continue. OSHwiki articles will be published and/or reviewed to ensure continued relevance. Expertise related to e-tools will be exchanged. Further collection of data among workers in the EU will be carried out to support EU-OSHA research and to develop specific products based on these data.

Priority area 6: Networking

6.4 Strategic and Operational Networking

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

Together with its Management Board, through 2024 EU-OSHA worked on a new EU-OSHA Strategy that takes into account developments since the previous strategy was formulated and also foreseen trends and developments in the short to medium term. Having a strong consensus with key stakeholders on the Strategy is important to ensure effective and efficient implementation of future work programmes. The Management adopted the strategy at its meeting in December 2024³³.

The Agency undertook in 2022 and 2023 a major review of the Focal Point network to ensure that it is ready for the new challenges in a post-pandemic EU. The review was followed by an action covering a number of areas, communication between EU-OSHA, Focal Points and Focal Point managers, raising the profile of Focal Points and Focal Point managers, improving the support to Focal Points and Focal Point managers, and improving work planning, implementation and monitoring. The action plan is almost implemented and the need for further actions will be assessed in the light of the new Strategy, which clearly acknowledges the key role played by Focal Points and their national tripartite networks.

EU-OSHA will continue to build collaboration with the Senior Labour Inspectors Committee (SLIC) on concrete actions. EU-OSHA is actively participating in the SLIC thematic days and supporting SLIC information and inspection campaigns through information provision and dissemination.

Close cooperation with other agencies where relevant will be continued to exploit synergies and avoid overlap. With a number of agencies, strategic cooperation has been established via mutual representation in Management Boards and/or consultations on draft single programming documents. The latest examples of this are the frameworks for cooperation signed between EU-OSHA and ELA in 2022 and between EU-OSHA and Cedefop in 2023. With Cedefop, cooperation has particularly been developed in relation OSHVET (see below) and the OSH Barometer. There is also well-established cooperation at the activity level, for example on research methodologies, joint analysis of data and joint dissemination events. EU-OSHA liaises with SLIC and ELA to ensure that their different roles are complementary and coherent in the area of labour inspection.

Active participation in the various formalised networks between agencies under the Heads of Agencies' network will continue. Via these networks, EU-OSHA has the possibility to contribute to the overall dialogue on agencies and also share knowledge with other agencies.

Internationally, EU-OSHA continues to collaborate with the ILO (particularly in the Western Balkans and Turkey) and also with the WHO, participating in their "Health in the World of Work Network" that has been looking in particular at pandemic preparation and prevention. This work has opened a valuable information channel on topics relating to biological hazards with an occupational dimension.

It is expected that in 2025, EU-OSHA will support DG Employment in their engagement with Japan as the EU-Japan labour dialogue will be discussing the topic of occupational safety and health.

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 (EVBB), the network of the European forum of Technical and Vocational Education and Training (EfVET) and the European Vocational Training Association (EVTA) to raise awareness on the importance of OSH in EU vocational schools. In 2025 EU-OSHA will continue to develop the OSHVET project through recruitment of new VET partners and consolidate the existing network. OSHVET partners will continue to receive monthly and ad-hoc messages promoting EU-OSHA projects.

³³ Pending adoption by the Management Board at the meeting on 4-5 December 2024.

Finally, EU-OSHA will continue collaborating with the Enterprise Europe Network (EEN) within the new strategic partnership to be established with DG GROW and EISMEA as this network continues to be an effective vehicle for reaching businesses, particularly small and medium-sized enterprises.

Over the year 2025, a particular focus for the networking actions will be adaptation to the new EU-OSHA Strategy. Particularly the Management Board and the Focal Points will be focusing on realising the new strategy.

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, European level stakeholders (European 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 (2023) ³⁴	Target (2025)	Means	Frequency
Engagement	94%	80%	Surveys	Annually
Quality of meetings	100%	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.

³⁴ Annual survey to Management Board members and Focal Points, 2023

Horizontal area 1: Corporate management

Management & control

Under this activity, the key priorities are the implementation of the 2025-2027 SPD and the 2025 budget as adopted by the Management Board. The Management of the Agency 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 (ABM). The ABM model will be reviewed in 2025 in the light of the new Strategy.

A number of projects to support the implementation of the new Strategy will be implemented in 2025 and 2026. These projects cover issues such as definition of target groups, engagement at the Member States level, and engagement in policymaking. The Management Board will be kept updated about the progress of these projects.

Regarding data protection, EU-OSHA is committed to ensuring full compliance with Regulation (EU) 2018/1725, particularly concerning the lawfulness and security of processing, the provision of information, and the protection of data subjects' rights. Regular updates on data protection and cybersecurity matters will be reported to the Management Board, ensuring transparent oversight and balanced resource allocation in alignment with our mandate.

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 continues to achieve positive results and feedback from its internal and external auditors. and improves management and supervision systems.

Indicators	Latest result (2022)	Target (2025)	Means and frequency of verification
Degree of implementation of the work programme ³⁵	96%	90 %	Planned outputs delivery – all work programme/annually

Main outputs and actions

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

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

³⁵Percentage of outputs for the year delivered taking into account the degree of finalization via a set of key milestones. If one output item in the programming document covers more outputs (e.g. "three articles"), each of the outputs is counted separately.

resources are efficiently allocated. This is articulated in the Single Programming Document. Throughout the implementation phase, various monitoring systems provide information on progress in implementation of plans. Finally, the Agency implements its multi-annual evaluation plan within the scope of its evaluation policy to ensure accountability and learning in addition to standard annual reporting such as the consolidated activity report. The Agency will keep on ensuring the full implementation of the Commission guidelines from April 2020 for the SPD and the Consolidated Annual Activity Report³⁶.

Exchanges and joint projects with the other Agencies (within the Employment area and beyond) will continue, in particular with regard to the area of performance management and measurement. Synergies will also continue to be ensured early in the programming phase.

In 2025 a specific priority will be to establish the monitoring and evaluation framework for the new strategy and, in particular, agree with the Management Board a new set of key performance indicators to measure progress vis-à-vis the strategic objectives.

Based on an evaluation study of EU-OSHA, Eurofound, Cedefop and ETF contracted by the Commission a Staff Working Document was published in 2024. In close collaboration with the Management Board and the other agencies covered by the evaluation, EU-OSHA will ensure an effective follow-up to the Staff Working Document. In 2025, the action plan for the follow up on the evaluation will be implemented.

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 Single Programming Document 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

Indicators	Latest result (2022)	Target (2025)	Means and frequency of verification
Timeliness of statutory documents	100 %	100 %	Single Programming Documents and Annual Activity Reports delivered within foreseen deadlines

Main outputs and actions

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

³⁶ 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

Horizontal area 2: Administrative support

EU-OSHA aims at ensuring the provision of comprehensive administrative support to ensure the efficient functioning of the Agency. Through the modernisation and digitalisation of administrative processes and tools, it will enhance the management of human and financial resources, security, facilities, and documentation. It also covers protocol support under the Seat Agreement, the presentation of accounts, and the safeguarding of staff, premises, and properties, as well as the effective use of information and communication technologies. These measures aim to strengthen the operational and physical infrastructure necessary for the Agency's continued success.

In 2025, special attention will be devoted to ensuring compliance with the cybersecurity requirements laid down in Regulation 2023/2841. To this end, EU-OSHA is actively collaborating with CERT-EU and the ICTAC network with a view to establish a new service, projected to be implemented in 2025, which will provide further support. Additionally, the Agency is in the process of procuring external expertise through a contracted service provider to conduct both a comprehensive cybersecurity assessment and a maturity assessment. These evaluations are planned for the period of 2024-2025 and will play a critical role in identifying areas of improvement and ensuring the robustness of our cybersecurity measures.

Goal

Ensure the efficient functioning of the Agency based on the principles of good governance and good practices for public organisations.

Operational Objectives

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

Efficiency gains and increased reliability through integration of ICT tools made available by the Commission as well as the increased collaboration and sharing of services with other EU Agencies.

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 and in compliance with the relevant rules and regulations.

Amongst 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.

Indicators	Latest result (2023)	Target (2025)	Means and frequency of verification
Budget Implementation	99%	95%	Annual reporting
Staff capacity	98%	95 %	Annual reporting

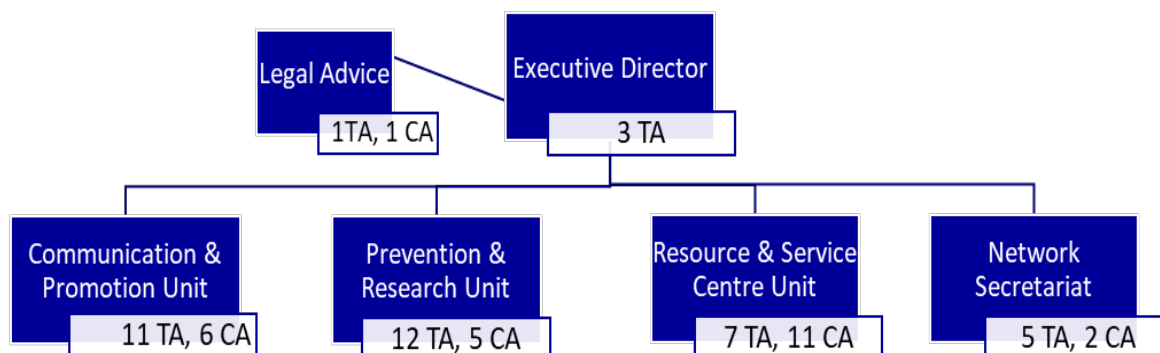
Main outputs and actions

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

ANNEXES

Annex I – Organisation Chart

Organisation chart of the Agency as of 31.12.2024



Annex II – Resource allocation for 2025-2026-2027 by priority area

	2024				2025				2026				2027				2028			
	Budget	TA	CA	SNE	Budget	TA	CA	SNE	Budget	TA	CA	SNE	Budget	TA	CA	SNE	Budget	TA	CA	SNE
Priority area 1 - Anticipating change	402	1.1	0.4	-	467	1.3	0.6	-	502	1.5	0.5	-	513	1.5	0.5	-	526	1.5	0.5	-
Priority area 2 - Facts and figures	5,582	12.5	6.0	-	4,887	12.0	6.1	-	4,656	11.8	6.3	1.0	4,741	11.8	6.3	1.0	4,840	11.8	6.3	1.0
Priority area 3 - Tools for OSH management	793	1.8	1.3	-	611	1.3	0.9	-	670	1.2	0.9	-	681	1.2	0.9	-	695	1.2	0.9	-
Priority area 4 - Raising awareness & communication	7,733	15.1	12.6	-	8,449	15.2	12.3	-	8,198	14.9	12.2	-	8,372	14.9	12.2	-	8,528	14.9	12.2	-
Priority area 5 - Networking knowledge	758	2.0	1.1	-	1,074	3.0	1.8	-	1,492	2.0	1.4	1.0	1,517	2.0	1.4	1.0	1,543	2.0	1.4	1.0
Priority area 6 - Networking	2,350	7.5	3.6	-	2,399	7.2	3.4	-	2,737	8.5	3.7	-	2,792	8.5	3.7	-	2,856	8.5	3.7	-
Total	17,619	40.0	25.0	-	17,886	40.0	25.0	-	18,254	40.0	25.0	2.0	18,617	40.0	25.0	2.0	18,988	40.0	25.0	2.0

Annex III – Financial Resource 2025-2027

Table 1 - Revenue

General revenues

REVENUES	2024	2025
	Revenues estimated by the Agency	Budget forecast
EU contribution	16,927,964	17,316,571
Other revenue	690,831	569,529
TOTAL REVENUES	17,618,695	17,886,100

REVENUES			General revenues				
	Executed 2023	Estimated by the agency 2024	2025		VAR 2025/2024 (%)	Envisaged 2026	Envisaged 2027
			Agency request	Budget forecast			
1 REVENUE FROM FEES AND CHARGES							
2 EU CONTRIBUTION	16,220,554.00	16,927,964	17,316,371	17,316,371	2,3%	17,662,000	18,015,000
- Of which assigned revenues deriving from previous years' surpluses	154,655.00	289,254	490,731	490,371	69,7%	p.m.	p.m.

3 THIRD COUNTRIES CONTRIBUTION (incl. EEA/EFTA and candidate countries)	470,731.00	590,731	469,429	469,429	-20,5%	491,900	501,900
- Of which EEA/EFTA (excl. Switzerland)	470,731.00	590,731	469,429	469,429	-20,5%	491,900	501,900
- Of which candidate countries							
4 OTHER CONTRIBUTIONS	100,100.00	100,100	100,100	100,100	0,0%	100,100	100,100
5 ADMINISTRATIVE OPERATIONS	0.00	p.m.	p.m.	p.m.	n/a	p.m.	p.m.
- Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)							
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT	0.00	p.m.	p.m.	p.m.	n/a	p.m.	p.m.
7 CORRECTION OF BUDGETARY IMBALANCES							
TOTAL	16,791,385.00	17,618,795	17,886,100	17,886,100	2.3%	18,254,000	18,617,000

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

REVENUES	2024	2025
	Revenues estimated by the Agency	Budget forecast
TOTAL REVENUES	p.m.	p.m.

REVENUES	Additional EU funding: grant, contribution and service-level agreements						
	Executed 2023	Estimated by the agency 2024	2025		VAR 2025/2024 (%)	Envisaged 2026	Envisaged 2027
			Agency request	Budget forecast			
ADDITIONAL EU FUNDING STEMMING FROM GRANTS (FFR Art.7)	0.00	p.m.	p.m.	p.m.	n/a	p.m.	p.m.
ADDITIONAL EU FUNDING STEMMING FROM CONTRIBUTION AGREEMENTS (FFR Art.7)	598,078.00	p.m.	p.m.	p.m.	n/a	p.m.	p.m.
ADDITIONAL EU FUNDING STEMMING FROM SERVICE LEVEL AGREEMENTS (FFR Art. 43.2)	0.00	p.m.	p.m.	p.m.	n/a	p.m.	p.m.
TOTAL	598,078.00	p.m.	p.m.	p.m.	n/a	p.m.	p.m.

Table 2 - Expenditure

Expenditure	2024		2025	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1 - Staff expenditure	8,543,145	8,543,145	8,953,000	8,953,000
Title 2 - Infrastructure and operating expenditure	1,817,500	1,817,500	1,895,000	1,895,000
Title 3 - Operational expenditure	7,258,150	7,258,150	7,038,100	7,038,100
Title 4 - Specific projects ad hoc grants, delegation agreement (R0)	p.m.	p.m.	p.m.	p.m.
TOTAL EXPENDITURE	17,618,795	17,618,795	17,886,100	17,886,100

EXPENDITURE	Commitment appropriations						
	Executed 2023	Estimated by the agency 2024	2025		VAR 2025/2024 (%)	Envisaged 2026	Envisaged 2027
			Agency request	Budget forecast			
Title 1 - Staff expenditure	7,722,881.30	8,543,145	8,953,000	8,953,000	6.2%	9,238,000	9,485,000
Salaries & allowances	7,059,199.89	7,822,645	8,170,000	8,170,000	6.3%	8,332,000	8,575,000
- Of which establishment plan posts	5,254,944.53	5,835,000	6,110,000	6,110,000	6.5%	6,232,000	6,512,000
- Of which external personnel	1,804,255.36	1,987,500	2,060,000	2,060,000	5.8%	2,100,000	2,200,000

EXPENDITURE	Commitment appropriations						
	Executed 2023	Estimated by the agency 2024	2025		VAR 2025/2024 (%)	Envisaged 2026	Envisaged 2027
			Agency request	Budget forecast			
Expenditure relating to staff recruitment	32,685.01	20,000	3,000	3,000	-85.0%	3,000	3,000
Employer's pension contributions							
Mission expenses		44,500	55,000	55,000	22.2%	55,000	55,000
Socio-medical infrastructure	31,182.81	51,000	60,000	60,000	0.0%	60,000	60,000
Training	124,433.03	135,000	95,000	95,000	-29.6%	100,000	100,000
External Services	475,380.56	470,000	570,000	570,000	17.5%	688,000	692,000
Receptions, events and representation							
Social welfare							
Other Staff related expenditure							
Title 2 - Infrastructure and operating expenditure	1,630,321.43	1,817,500	1,895,000	1,895,000	-1.6%	1,852,500	1,838,500
Rental of buildings and associated costs	622,391.82	790,000	831,000	831,000	-1.7%	771,000	754,000
Information, communication technology and data processing	881,355.34	840,500	900,000	900,000	2.8%	925,000	935,000

EXPENDITURE	Commitment appropriations						
	Executed 2023	Estimated by the agency 2024	2025		VAR 2025/2024 (%)	Envisaged 2026	Envisaged 2027
			Agency request	Budget forecast			
Movable property and associated costs	0.00	20,000	17,500	17,500	-12.5%	17,500	17,500
Current administrative expenditure	62,226.52	102,000	81,500	81,500	-25.9%	74,000	67,000
Postage / Telecommunications	64,347.75	65,000	65,000	65,000	0.0%	65,000	65,000
Meeting expenses							
Running costs in connection with operational activities							
Information and publishing							
Studies							
Other infrastructure and operating expenditure							
Title 3 - Operational expenditure	7,208,505.06	7,258,150	7,038,100	7,038,100	-1.2%	7,163,500	7,293,500
Priority areas & operational activities	7,160,178.64	7,184,150	7,000,100	7,000,100	-0.7%	7,103,500	7,255,500
Support to operational activities	48,326.42	74,000	38,000	38,000	-48.6%	60,000	38,000

EXPENDITURE	Commitment appropriations						
	Executed 2023	Estimated by the agency 2024	2025		VAR 2025/2024 (%)	Envisaged 2026	Envisaged 2027
			Agency request	Budget forecast			
Title 4 - Specific projects ad hoc grants, delegation agreement (R0)	491,325.40	p.m.	p.m.	p.m.	n/a	p.m.	p.m.
IPA II 2018 programme	5,412.32	p.m.	p.m.	p.m.	n/a	p.m.	p.m.
IPA III 2022 programme	485,913.08	p.m.	p.m.	p.m.	n/a	p.m.	p.m.
TOTAL	17,053,033.19	17,618,795	17,886,100	17,886,100	2.3%	18,254,000	18,617,000

EXPENDITURE	Payment appropriations						
	Executed 2023	Estimated by the agency 2024	2025		VAR 2025/2024 (%)	Envisaged 2026	Envisaged 2027
			Agency request	Budget forecast			
Title 1 - Staff expenditure	7,569,093.66	8,543,145	8,953,000	8,953,000	6.2%	9,238,000	9,485,000
Salaries & allowances	7,059,199.89	7,822,645	8,170,000	8,170,000	6.3%	8,332,000	8,575,000
- Of which establishment plan posts	5,254,944.53	5,835,000	6,110,000	6,110,000	6.5%	6,232,000	6,512,000
- Of which external personnel	1,804,255.36	1,987,500	2,060,000	2,060,000	5.8%	2,100,000	2,200,000
Expenditure relating to staff recruitment	13,161.54	20,000	3,000	3,000	-85.0%	3,000	3,000

Employer's pension contributions							
Mission expenses		44,500	55,000	55,000	22.2%	55,000	55,000
Socio-medical infrastructure	20,822.47	51,000	60,000	60,000	0.0%	60,000	60,000
Training	58,406.99	135,000	95,000	95,000	-29.6%	100,000	100,000
External Services	417,502.77	470,000	570,000	570,000	17.5%	688,000	692,000
Receptions, events and representation							
Social welfare							
Other Staff related expenditure							
Title 2 - Infrastructure and operating expenditure	936,884.45	1,817,500	1,895,000	1,895,000	-1.6%	1,852,500	1,838,500
Rental of buildings and associated costs	493,185.16	790,000	831,000	831,000	-1.7%	771,000	754,000
Information, communication technology and data processing	396,389.26	840,500	900,000	900,000	2.8%	925,000	935,000
Movable property and associated costs	0.00	20,000	17,500	17,500	-12.5%	17,500	17,500
Current administrative expenditure	34,553.16	102,000	81,500	81,500	-25.9%	74,000	67,000
Postage / Telecommunications	12,756.87	65,000	65,000	65,000	0.0%	65,000	65,000
Meeting expenses							

Running costs in connection with operational activities							
Information and publishing							
Studies							
Other infrastructure and operating expenditure							
Title 3 - Operational expenditure	3,222,623.00	7,258,150	7,038,100	7,038,100	-1.2%	7,163,500	7,293,500
Priority areas & operational activities	3,204,265.55	7,184,150	7,000,100	7,000,100	-0.7%	7,103,500	7,255,500
Support to operational activities	18,357.67	74,000	38,000	38,000	-48.6%	60,000	38,000
Title 4 - Specific projects ad hoc grants, delegation agreement (R0)	152,625.55	p.m.	p.m.	p.m.	n/a	p.m.	p.m.
IPA II 2018 programme	5,412.32	p.m.	p.m.	p.m.	n/a	p.m.	p.m.
IPA III 2022 programme	147,213.23	p.m.	p.m.	p.m.	n/a	p.m.	p.m.
TOTAL	11,881,226.88	17,618,795	17,886,100	17,886,100	2.3%	18,254,000	18,617,000

Table 3 - Budget outturn and cancellation of appropriations

Budget outturn	2021	2022	2023
Revenue actually received (+)	15,312,195	16,336,901	17,390,408
Payments made (-)	10,348,689	11,944,501	11,882,172
Carry-over of appropriations (-)	5,435,895	4,362,032	5,365,385
Cancellation of appropriations carried over (+)	515,339	129,529	261,040
Adjustment for carry-over of assigned revenue appropriations from previous year (+)	111,724	129,359	86,826
Exchange rate differences (+/-)	-19	-0.5	14
Adjustment for negative balance from previous year (-)			
Total	154,655	289,254	490,731

Descriptive information and justification on:

1. Budget outturn 2023

Considering the actual incomes 2023, the commitments operations carried out in the year and the decommitment related to some obligations 2022, the budget outturn 2023 is estimated at 490,731€.

2. Cancellation of commitment/payment appropriations 2023

Final budget implementation (commitments) for the appropriations of the year 2023 (C1) is 97.2% whereas the final execution (payments) is 68.8%. Remaining payments are to be made in 2024. The general level of cancellation (3.4%) for payment appropriations is below the 5% threshold and directly related to the implementation of its annual appropriations for both administrative and operational budget (97.2%) and a cancellation rate of 6.0% for C8 appropriations.

Annex IV – Human Resources (quantitative)

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

A. Statutory staff and SNE

Staff	Year N-1 (2023)			Year N (2024)	Year N+1 (2025)	Year N+2 (2026)	Year N+3 (2027)
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%	25	25	27	27
Assistants (AST)	16	16	100%	15	15	13	13
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 headcounts as of 31/12/N-1	Execution Rate %	FTE corresponding to the authorised budget	Envisaged FTE	Envisaged FTE	Envisaged FTE
Contract Agents (CA)	25	25	100%	25	25	25	25
Seconded National Experts (SNE)	0	0	-	-	-	2	2
TOTAL EXTERNAL STAFF	25	25	100%	25	25	27	27
TOTAL STAFF	65	64	100%	65	65	67	67

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

Human Resources	Year N (2024)	Year N+1 (2025)	Year N+2 (2026)	Year N+3 (2027)
Envisaged FTE	Envisaged FTE	Envisaged FTE	Envisaged FTE	Envisaged FTE
Contract Agents (CA) ³⁷	1	1	0	0
Seconded National Experts (SNE)	0	0	0	0
TOTAL	1	1	1	1

C. Other Human Resources

- Structural service providers

	Actually in place as of 31/12/N-1 (2023)
Security	2
IT	1
Other (specify) Cleaning	1

- Interim workers

	Total FTEs in year N-1 (2023)
Number	2.75

³⁷ The current IPA programme ends in 2025 and one CA is contracted under the programme. There may be new programmes which would change the figures.

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

Function group and grade	Year N-1 (2023)				Year N (2024)		Year N+1 (2025)		Year N+2 (2026)		Year N+3 (2027)	
	Authorised budget		Actually filled as of 31/12/2023		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	-	-	-	-	-	-	-	-	-	-	-	-
AD 14	-	3	-	3	-	3	-	2	-	2	-	2
AD 13	-	-	-	-	-	-	-	1	-	1	-	2
AD 12	-	4	-	1	-	4	-	2	-	2	-	5
AD 11	-	2	-	3	-	4	-	5	-	6	-	3
AD 10	-	6	-	6	-	6	-	7	-	8	-	8
AD 9	-	5	-	5	-	3	-	4	-	3	-	4
AD 8	-	2	-	2	-	3	-	1	-	2	-	1
AD 7	-	2	-	2	-	1	-	2	-	1	-	-
AD 6	-	-	-	1	-	1	-	1	-	2	-	2
AD 5	-	-	-	-	-	-	-	-	-	-	-	-
AD TOTAL	0	24	0	23	0	25	0	25	0	27	0	27
AST 11	-	-	-	-	-	-	-	-	-	-	-	-
AST 10	-	-	-	-	-	-	-	-	-	-	-	-
AST 9	-	1	-	1	-	-	-	-	-	1	-	2
AST 8	-	1	-	-	-	3	-	3	-	4	-	5
AST 7	-	6	-	3	-	7	-	8	-	7	-	6
AST 6	-	4	-	7	-	3	-	2	-	1	-	-

Function group and grade	Year N-1 (2023)				Year N (2024)		Year N+1 (2025)		Year N+2 (2026)		Year N+3 (2027)	
	Authorised budget		Actually filled as of 31/12/2023		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 5	-	4	-	5	-	2	-	2	-	-	-	-
AST 4	-	-	-	-	-	-	-	-	-	-	-	-
AST 3	-	-	-	-	-	-	-	-	-	-	-	-
AST 2	-	-	-	-	-	-	-	-	-	-	-	-
AST 1	-	-	-	-	-	-	-	-	-	-	-	-
AST TOTAL	0	16	0	16	0	15	0	15	0	13	0	13
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		39		40		40		40		40	

- **External personnel**

Contract Agents

Contract agents	FTE corresponding to the authorised budget N-1 (2023)	Headcount as of 31/12/N-1 (2023)	FTE corresponding to the authorised budget N (2024)	FTE corresponding to the authorised budget N+1 (2025)	FTE corresponding to the authorised budget N+2 (2026)	FTE corresponding to the authorised budget N+3 (2027)
Function Group IV	6	6	7	10	10	11
Function Group III	14	12	14	10	10	9
Function Group II	5	7	4	5	5	5
Function Group I	-	-	-	-	-	-
TOTAL	25	25	25	25	25	25

Seconded National Experts

Seconded National Experts	FTE corresponding to the authorised budget N-1 (2023)	Headcount as of 31/12/N-1 (2023)	FTE corresponding to the authorised budget N (2024)	FTE corresponding to the authorised budget N+1 (2025)	FTE corresponding to the authorised budget N+2 (2026)	FTE corresponding to the authorised budget N+3 (2027)
TOTAL	0	0	0	0	2	2

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

Job title in the Agency	Type of contract (Official, TA or CA)		TA/Official		CA
			Function group/ grade of recruitment internal (Brackets) and external (single grade) foreseen for publication		Recruitment Function Group (I, II, III and IV)
	Due to foreseen retirement/ mobility	New post requested due to additional tasks	Internal (brackets)	External (brackets)	
Research Project Manager	1 TA retiring in 2025	-	AD5-AD7	AD 6	
Communications Manager	1 TA retiring in 2025	-	AD5-AD7	AD 6	
Legal Advisor	1 TA retiring in 2025		AD8-AD12	AD 8	
Liaison Officer	1 TA retiring in 2025		AD5-AD7	AD 6	

Annex V: Human resources (qualitative)

A. Recruitment Policy

Implementing rules in place:

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

B. Appraisal and reclassification/promotions

Implementing rules in place:

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

Table 1 - Reclassification of TA/promotion of officials

Grades	Average seniority in the grade among reclassified staff						Average over 5 years (According to Governing Board Decision 2016/11)
	Year N-4 (2020)	Year N-3 (2021)	Year N-2 (2022)	Year N-1 (2023)	Year N (2024)	Actual average over 5 years	
AD05	-	-	-	-	-	-	2.8
AD06	3.8	3.5	2	-	-	3.1	2.8
AD07	3	-	-	2.5	2.9	2.8	2.8
AD08	3.2	-	2.5	-	-	3	3
AD09	4	4	4	4	4	4	4
AD10	-	-	3.2	3	-	3.1	4
AD11	-	-	-	-	6	6	4
AD12	-	-	-	-	-	-	6.7
AD13	8.8	5.8	-	-	-	7.3	6.7
AST1	-	-	-	-	-	-	3
AST2	-	-	-	-	-	-	3
AST3	3	-	-	-	-	3	3
AST4	-	-	3	3.1	-	3	3
AST5	4	5	3	-	-	4	4
AST6	-	3	-	5	4	4	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 (2022)	How many staff members were reclassified in Year N-1 (2023)	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	5	-	-	Between 5 and 7 years
	15	-	-	-	Between 4 and 6 years
	14	-	-	-	Between 3 and 5 years
	13	-	-	-	Between 3 and 5 years
CA III	11	3	1	3	Between 6 and 10 years
	10	3	1	2	Between 5 and 7 years
	9	2	-	-	Between 4 and 6 years
	8	-	-	-	Between 3 and 5 years
CA II	6	1	-	-	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 (2023) /statutory staff (only officials, TA and CA)

		Official		Temporary Agents		Contract Agents		Grand Total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator level	-	-	12	31%	4	16%	16	25%
	Assistant level (AST & AST/SC)	-	-	13	33%	17	68%	30	47%
	Total	0	0%	25	64%	21	84%	46	72%
Male	Administrator level	-	-	11	28%	2	8%	13	20%
	Assistant level (AST & AST/SC)	-	-	3	8%	2	8%	5	8%
	Total	0	0%	14	36%	4	16%	18	28%
Grand Total		0	0%	39	100%	25	100%	64	100%

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

	N-5 (2019)		N-1 (2023)	
	Number	%	Number	%
Female Managers	1	25%	2	50%
Male Managers	3	75%	2	50%

D. Geographical Balance

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

Table 1 - Data on 31/12/year N-1 - statutory staff only (officials, AT and AC) Nationality ³⁸	AD + CA FG IV		AST/SC- AST + CA FGI/CA FGII/CA FGIII		TOTAL	
	Number	% of total staff members in AD and FG IV categories	Number	% of total staff members in AST SC/AST and FG I, II and III categories	Number	% of total staff
Austria	2	7%	1	3%	3	5%
Belgium	0	0%	2	6%	2	3%
Bulgaria	0	0%	1	3%	1	2%
Denmark	1	3%	0	0%	1	2%
France	6	21%	3	9%	9	14%
Germany	3	10%	1	3%	4	6%
Greece	1	3%	1	3%	2	3%
Ireland	1	3%	0	0%	1	2%
Italy	1	3%	3	9%	4	6%
Netherlands	1	3%	0	0%	1	2%
Poland	1	3%	0	0%	1	2%
Romania	1	3%	1	3%	2	3%
Spain	9	31%	22	63%	31	48%
United Kingdom	2	7%	0	0%	2	3%
Grand Total	29	100%	35	100%	64	100%

³⁸ 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 (2019)		N-1 (2023)	
	Number	%	Number	%
SPAIN	29	46%	31	48%

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

The Agency has implemented additional measures aimed at further integrating family members of international staff with the offer of local language training courses, social activities support, and is exploring the possibility to expand the provision of relocation and settling-in support services.

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

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

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

A. Schooling

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

Annex VI – Environment Management

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

For this, since 2023, EU-OSHA has started to develop a strategic approach to environment and sustainability: to be highlighted,

- The adoption of its Environmental Commitment Paper which includes clear commitments and actions for the purpose; this combined with a green dashboard for the monitoring and improvement of the relevant KPIs identified
- The adoption of the EUAN Charter on the reduction of greenhouse gas emissions and responsible environmental management
- EU-OSHA has started to report on its contribution to the Sustainable Development Goals and on the outcome of the first sustainability assessment, prepared with reference to the Global Reporting Initiative standards

In addition, EU-OSHA is working on setting the basis for an in-house environment management system to be developed and implemented at a later stage.

The pandemic also helped strengthen several developments which are now part of the Agency practice, among others the promotion of an e-culture awareness with the increasing use of e-tools for operational and administrative activities. This has become particularly necessary with the introduction of structured teleworking and the increasing trend to the virtual and hybrid working and virtual or hybrid meetings and events instead of face-to-face meetings leading to a significantly lower staff commuting and travel activity. EU-OSHA's Management Board has decided that EU-OSHA shall continue using a mix of virtual, hybrid and face-to-face meetings. In parallel, EU-OSHA is reducing the missions of its staff which has the same effect.

EU-OSHA does not own and operate its own building and facilities but instead occupies rented office space. The scope for environmental improvements is therefore 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, including energy efficiency initiatives.

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 (e.g. staff, contractors, visitors, among others) on the measures developed and to be implemented. The Agency monitors, to the extent possible, also the related data to set goals for improvement towards:

- a smarter, greener and more efficient use of its facilities; and,
- a modern, agile and digital administration.

In the recent years already several steps have been taken to ensure the Agency continues to move in the right direction towards improving sustainability and limiting its footprint. The Agency will continue to do so by encouraging and raising awareness among its staff, contractors and visitors on environment management measures and focusing on the Environmental Commitment Paper commitments and actions as follows:

- **Commitments:**
 1. To make a responsible and efficient use of all resources
 2. To purchase sustainable supplies, services and works
 3. To manage waste in a responsible, efficient and "green" way

4. To implement tools and means to reduce greenhouse / polluting gas emissions resulting from EU-OSHA related travels
5. To further progress towards e-Culture
6. To consider “green options” for all its activities
7. To progress towards meeting EU’s Green Deal principles and the Sustainability development goals and targets within EU-OSHA’s available resources.

- **Actions:**

1. Raising awareness among staff and personnel in the Agency, monitoring related data and continuing the swift towards greener and more energy saving solutions
2. Including clear and verifiable environmental criteria and (minimum) requirements in the frame of green procurement
3. Switching from traditional stationery supplies to sustainable solutions and promoting paperless culture
4. Encouraging online events / meetings and limiting missions and travels or finding green solutions where travels are necessary
5. Developing technical solutions that facilitate the online or hybrid working and meeting model
6. Taking the first steps towards the establishment of an environment management system.

Finally, EU-OSHA is an active member of the following networks of the European Agencies and Bodies:

- **Network for Agencies Procurement Officers (NAPO):**

EU-OSHA is firmly committed to promote an environmentally friendly workplace, as well as to procure goods, services, and works with a reduced environmental impact throughout their life cycle.

To achieve this, EU-OSHA keeps a proactive approach in the field and regularly provides resources (e.g. guidance material) and raises awareness among its staff.

In addition, it has become a member of a very active working group on sustainable procurement within NAPO and has shown its interest to join an inter-institutional procedure for getting access to the “Green Public Procurement Helpdesk” run at the initiative of the European Parliament.

- **Greening Network (GN)**

The GN is a forum for discussions and for sharing views and best practices on environment and sustainability oriented matters. It is also a place for sharing views on how to deploy environmental awareness and responsibility.

To acquire expertise for the development of its in-house management system, EU-OSHA has recently joined several working groups and twinning programmes as follows:

- WG on Environmental management system on building policy, facilities, internal EMAS audit methodology etc.
- WG on GHG emission calculation methodology.
- WG Sustainability reporting, close collaboration with the Performance Development Network (PDN) sustainability WG
- WG Twinning program - sustainability reporting-ongoing

Annex VII – Building Policy

Current building(s)

	Name, location and type of building	Other Comment
<i>Information to be provided per building:</i>	Miribilla Building Santiago de Compostela 12, -1 st / 5 th 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)	-1st floor: built (94.16 m²) - net: 73.89 m² 5th floor: built (2,653 m²) - net: 2,359.72 m²	
Of which office space	2,359,72 m²	
Of which non-office space	73,89 m²	
Annual rent (in EUR)	EUR 299.228,68 (rent of office space, and two storage spaces) EUR 56.177,80 (communal charges)	2023 figures
Type and duration of rental contract	5 th floor: 8 years (mandatory); then, automatic renewals of 12 months -1 st floor: 5 years with the first 12 months are mandatory; then, automatic renewals of 12 months	
Host country grant or support	EUR 100,100	2023 figures
Present value of the building	N/A	
	Name, location and type of building	Other Comment
<i>Information to be provided per building:</i>	MitWit Square de Meeûs 38/40 B-1000 Brussels, Belgium	The liaison office will be moved to DGEMPL premises in Q2/2025 at free cost
Surface area (in square metres)	30 m ²	
Of which office space	30 m ²	
Of which non-office space		
Annual rent (in EUR)	Around EUR 15.000 (fully serviced)	For Q1/2025
Type and duration of rental contract	Renewal on a yearly basis. The contract will be ended in Q1/2025.	
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 two 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 Consolidated Annual Activity Report and it adopts the report.

Following the adoption of the new EU-OSHA Strategy 2025-2034 in December 2024, EU-OSHA's performance indicators will be reviewed in 2025.

Evaluation system

In 2015 the Agency adopted an evaluation policy and procedure covering ex-ante, mid-term and ex-post evaluations. In 2025, following the adoption of the new EU-OSHA Strategy in December 2024, EU-OSHA's evaluation policy will be reviewed to ensure that it support the implementation of the Strategy.

Follow-up to evaluation findings

In September 2024, the Commission published its Staff Working Document (SWD)³⁹ on the evaluation of the four agencies (EU-OSHA, Eurofound, ETF and Cedefop) in the policy field of DG EMPL. The conclusions on EU-OSHA are very positive and the good performance of EU-OSHA is recognised throughout the SWD and the underlying evaluation study. However, the SWD includes a number of recommendations – most of them directed at the four agencies in common, and a few directly targeted at the individual agencies. The Management Board of EU-OSHA adopted the following action plan for EU-OSHA in December 2024. EU-OSHA's action plan will be complemented by a joint action plan for joint actions between the four agencies covered by the evaluation. The Management Board and the European Commission will be kept informed about the implementation of the action plan.

³⁹ Commission Staff Working Document, Evaluation of the EU Commission Agencies working in the employment and social affairs policy field: EUROFOUND, Cedefop, ETF and EU-OSHA, SWD(2024)222final

EU-OSHA ACTION PLAN ON FOUR AGENCIES' EVALUATION, DECEMBER 2024

Recommendation number *	Recommendation in SWD	Response by EU-OSHA	New actions	Timeframe
<u>General recommendations for all four agencies</u>				
<u>Effectiveness</u>				
1	Overall, the use of and the quality of the four Agencies' outputs is high. However, communication and dissemination could be further improved to better reach target audiences. The agencies could: (i) produce more 'tailored' outputs; and (ii) consider dedicating an appropriate level of budget and focus to the dissemination and communication activities (see Section 4.1.1.1.).	The feedback on EU-OSHA's products is generally very positive. When talking about tailoring products, EU-OSHA's OiRA project may serve as an example. EU-OSHA can provide some products which are then adapted to national and sectoral conditions by the Agency's network, mainly the Focal Points with their national tripartite networks. In terms of budget, EU-OSHA currently allocates a bit more than half of its operational budget to dissemination and communication activities.	1. EU-OSHA's Strategy 2025-2034 identifies three strategic lines of action. One focuses on supporting policy-making and another on supporting workplace intermediaries. 2. EU-OSHA has initiated an internal project on better identifying target groups, the needs of identified target groups and linking these to the products. 3. Another project initiated is a review of EU-OSHA's scheme for promotion and dissemination of its work at MS level (FAST) in order to increase EU-OSHA's impact at MS level. 4. This is complemented by a project to further engage EU-OSHA's focal points and their national tripartite networks together with MB members in the promotion and dissemination efforts at MS level	1. Strategy to be adopted December 2024 by EU-OSHA's MB 2. Outcome of internal project: 2025 (after that implementation of identified actions will follow) 3. Revised FAST approach: End 2025 4. Approach for better engagement at MS level to be discussed with MB and FOPs in May/June 2025. After that follows implementation.

Recommendation number *	Recommendation in SWD	Response by EU-OSHA	New actions	Timeframe
2	The four Agencies could explore how to better engage with the national level, developing a more targeted approach to awareness-raising and dissemination to better reach target audiences in Member States and the ETF partner countries (see Section 4.1.1.1. and Annex VIII).	EU-OSHA's key network for engaging with the MS level is its unique focal point network together with the focal points' national tripartite networks. Dissemination and promotion actions at the MS level are supported through EU-OSHA FAST scheme. See recommendation 1. In addition, EU-OSHA has for a number of years applied a portfolio approach where dissemination and promotion actions at the MS level reflects MS priorities communicated via the focal points. As mentioned under recommendation 1, the OiRA project is an example of targeted action reflecting MS priorities. MSs engage based on their interest in the tool and EU-OSHA supports the national networks in adapting the tools to national and sectoral requirements.	See recommendation 1 In addition, EU-OSHA will explore the feasibility and desirability of a further differentiated approach based on MS needs and priorities.	See recommendation 1 For the differentiated approach: Discussion with MB and focal points in May/June 2025.
3	The four Agencies contribute well to relevant EU political priorities and have incorporated the key EU themes into their work. The Agencies could continue to ensure that: (i) they address key themes such as green and digital transitions; and (ii) outputs related to key themes are properly disseminated so that stakeholders are aware of the Agencies' efforts in these areas (see Section 4.1.1.5.).	Digitalisation: EU-OSHA had carried out foresight work and qualitative research work on digitalisation. This is the basis for the major Healthy Workplaces Campaign 2023-2025 which disseminates the findings from the research work. Green transition: EU-OSHA has just finalised a foresight project on the circular economy and will initiate a foresight project and qualitative research (OSH overview) on climate change in 2024-2025. Furthermore, EU-OSHA prepared a guide on heat at work.	EU-OSHA has already planned activities on the two topics for the next programming years. Pending a new EU OSH Strategic Framework and the development in different OSH Challenges, further activities may be programmed.	N/A

Recommendation number *	Recommendation in SWD	Response by EU-OSHA	New actions	Timeframe
		EU-OSHA new Strategy 2025-2034 puts additional emphasis under aligning its work with policy priorities and on promoting uptake of the work		
<u>Efficiency</u>				
4	There may be scope for the four Agencies to further reduce their administrative burden and simplify processes. The Agencies could: (i) examine how to further reduce their administrative burden on staff to maintain sustainable workload (e.g. further scope for cooperation and synergies between the Agencies); and (ii) reduce the share of staff engaged in administrative activities and increase the share of staff focused on the Agencies' operations see Section 4.1.2.).	In 2020 EU-OSHA agreed with its MB to aim at keeping the total resources allocated to administration and horizontal activities to 25 pct and keep the resources allocated to operational activities at minimum 75 %. Currently it is at around 81 pct for operational activities. In order to accommodate new requirements, such as cybersecurity, without negative consequences for the operational work, EU-OSHA will continue to look for synergies with other agencies. EU-OSHA is engaged on an ongoing basis in various actions under the EUAN to increase efficiency such as joint procurements	1. Implementation of AGM; sharing of reserve lists between agencies 2. Implementation of SUMMA and e-contracting	1. 2025 2. 2026
5	The four Agencies could consider cutting costs and increasing cost-effectiveness by organising more hybrid or online meetings where possible, and without compromising the Agencies' outreach/presence among stakeholders. The Agencies could also further prioritise activities and outputs, using transparent criteria agreed with their governance bodies (see Section 4.1.2.4.).	Hybrid and online meetings: EU-OSHA has since 2020 used hybrid and online meetings where feasible. However, it has to be recognised that face-to-face meeting in certain cases can bring added value. EU-OSHA as a networking organisation therefore cannot rely exclusively on online meetings. The policy on meeting formats was adopted by EU-OSHA's Management Board in 2020 and amended in 2023. However, the possibility to organise meetings, seminars etc online is used to engage the MB and other groups more in EU-OSHA's work. Regarding transparent criteria for prioritising	1. See recommendation 1 for prioritisation of activities and outputs. 2. EU-OSHA will review its procedure for preparing the SPD with a view to better prioritisation	2. 2025

Recommendation number *	Recommendation in SWD	Response by EU-OSHA	New actions	Timeframe
		activities and outputs: For major new activities, EU-OSHA provides the MB with an ex-ante evaluation before the MB decides whether to include the activity in the SPD. As regards outputs, as mentioned above, EU-OSHA has a portfolio approach in place allowing to reflect MS needs and priorities.		
6	Eurofound, Cedefop and EU-OSHA could consider how to address the balance between research needs and budgetary restrictions. They could explore additional funding possibilities, as was successfully by the ETF while remaining within the scope of their mandates (see Section 3.1.1.).	EU-OSHA's new Strategy 2025-2034 sets three clear priorities for the Agency. These priorities will guide programming and resource allocations When looking into alternative funding options, a careful consideration of additional workload and administrative work for the existing staff, among other issues, have to be carefully analysed.	EU-OSHA will together with the other agencies explore other funding possibilities to accommodate new requests or tasks of the Commission, such as contribution agreements or ad-hoc grants.	Ongoing
7	The governance of the tripartite Agencies offers significant advantages, such as representation, strategic direction, and knowledge-sharing facilitated by government and social partner representatives from all Member States. At the same time, due to their larger size, the Agencies' management boards have relatively high operating costs, meetings tend to be long and complex to manage, decision-making can be challenging, and the overall management can be burdensome. Where deemed necessary, a case-by-case exploration of the governance arrangements could be carried out while giving due consideration to the importance of	As the evaluation demonstrates, there are important advantages of the tripartite Management Boards. This is the case when it comes to reflecting the needs across the EU in the programming phase but also when it comes to implementation where EU-OSHA as a networking organisation is greatly helped by a sense of ownership among key network partners. Obviously, the founding regulation defines the framework for EU-OSHA's governance arrangements and any imitative has to respect that legal framework.	1. EU-OSHA will prepare initiatives to increase the efficiency of the MB's work and allow a bigger focus on OSH content 2. EU-OSHA will explore how to make better use of the important resource which MB members are in the promotion and dissemination work - see recommendation 1, action 3.	1. 2025

Recommendation number *	Recommendation in SWD	Response by EU-OSHA	New actions	Timeframe
	social dialogue and the role of social partners in tripartite agencies. In this context, the future results from the ongoing ELA evaluation could be considered, as relevant, taking also into account the different nature of the respective governance arrangements (see Section 4.1.2.5.).			
8	While the four Agencies' control mechanisms are effective and overall efficient, the Agencies could review and significantly improve their monitoring systems, including KPIs, to properly assess the scale of success of their interventions, and to make the evaluations more useful in improving the Agencies' performance. This could be achieved by: (i) defining SMART objectives; (ii) identifying meaningful KPIs to measure result achievement; (iii) systematically setting targets for all KPIs; (iv) filling data gaps (v) further harmonising and aligning indicators across the Agencies; and (vi) better monitoring of services / outputs use at national level. Moreover, the Agencies could further streamline monitoring processes and tools (streamlining of reporting) (see Section 1.1.2. and 4.1.2.3.).	EU-OSHA has a performance monitoring system in place with objectives, KPIs with targets etc. It is important to ensure that what is measured can be attributed to EU-OSHA's work and that data can be collected at a reasonable cost. EU-OSHA's intervention logic is complex which has to be reflected in a realistic performance monitoring system	1. EU-OSHA will initiate a project to redesign its performance monitoring system which will cover the issues mentioned (i-vi). See also joint action plan.	1. To be reflected in the final SPD 2026-2028 (December 2025)
<u>Coherence</u>				
9	The Agencies could continue to explore shared or central services, where this adds value. This covers	EU-OSHA is currently sharing the Accounting Services through an SLA with ETF.	1. Ongoing exploration of feasibility of further centralisation or sharing of services	1. Ongoing

Recommendation number *	Recommendation in SWD	Response by EU-OSHA	New actions	Timeframe
	functions such as HR, legal and IT, and more specialist and technical roles (such as cyber security, employment statistics, and labour market economics) (see Section 4.1.2.4. and 4.1.3.2.).	There is an ongoing dialogue on these issues under the EUAN.		
10	The Agencies could explore shared office space, using the Brussels Liaison Office, to contribute to both coherence and efficiency (see Section 4.1.3.2.).	DG EMPL has offered, with no rental charges, part of their building in Brussels for all BLOs of their sister agencies. EU-OSHA has agreed this offer and will allocate its BLO officer to this building in January 2025.	Relocation of the BLO office to the EMPL building. Termination of the current rental contract for the building in Brussels.	January 2025
11	The Agencies could continue to explore with the Commission those areas in which working together brings most added value to quality of outputs and stakeholders' use. These include cooperation between Eurofound and Cedefop on the European company survey, Cedefop and the ETF on VET policy monitoring, and Eurofound and EU-OSHA at the intersection of working environment, working conditions and occupational health and safety, including psychosocial risks and a focus on climate and environmental health issues. (Section 4.1.2.4. and 4.1.3.2.).	EU-OSHA has established cooperation agreements with Eurofound, Cedefop and ELA. With Eurofound and Cedefop these are complemented with annual detailed plans. With ETF there is less scope for cooperation on operational issues - however, in the administrative area ETF provides accounting services to EU-OSHA. A multilateral dialogue under DG EMPL's leadership has been established involving the five agencies.	To be followed up together with other agencies, cf. joint action plan.	N/A

Recommendation number *	Recommendation in SWD	Response by EU-OSHA	New actions	Timeframe
12	Better coordination could be needed between Cedefop, the ELA and Eurofound to avoid duplication and ensure completeness and consistency in areas concerning skills forecast and labour shortages, while joint products in this domain should be considered (see Section 4.1.3.1.).	N/A	N/A	N/A
<u>EU added value</u>				
13	The Agencies' visibility could be strengthened, notably vis-à-vis EU citizens, businesses at national level, other EU decentralised agencies, and NGOs. The Agencies could, where resources permit, reach out to relevant NGOs as potential multipliers to increase the reach and dissemination of the Agencies' outputs (see Section 4.2.2.2.).	EU-OSHA has a highly developed pan-EU initiative to leverage its national partners and their networks as amplifiers of its work. Known as the "Focal Point Assistance Tool" (FAST), the Agency offers its network of national Focal Points (FoPs) financial, logistical and practical support for the implementation of events, PR and media activities aimed at promoting the Agency's work. Current reflections on how to further optimise this initiative to strengthen awareness raising and visibility will come into force in 2026.	Adopt the new FAST initiative (see recommendation 1) 1. New Communication Strategy based on new EU-OSHA Strategy 2025-2034.	1. 2025

Recommendation number *	Recommendation in SWD	Response by EU-OSHA	New actions	Timeframe
		NGOs are already one of the stakeholder groups that the Agency utilises as communication partners to amplify its messages at both EU and national level; several NGOs are official campaign partners of the Healthy Workplace Campaigns; in addition, NGOs are part of the national networks fostered by the Agency's Focal Point partners. A key element of the new EU-OSH corporate strategy is to deepen and widen its national networks including with NGOs by seeking to help national Focal Points build stronger networks with their partners thereby extending outreach of awareness of the Agency's work. Expansion of EU-OSHA's digital communication capacity through a stronger, more diversified presence of social media platforms that will also include better targetting of NGOs through these channels.		
14	The Agencies already work on 'megatrends' such as climate change and digitalisation. The Agencies could also provide added value by also considering the implications of an ageing population (see Section 4.3.2.)	EU-OSHA did a major qualitative research project on older workers some years ago followed by a Healthy Workplaces Campaign. Ageing is currently included as a horizontal theme in EU-OSHA's work	1. Strengthen ageing as a horizontal theme in EU-OSHA's work See also joint action plan.	1. Annually in the planning cycle
<i>EU-OSHA recommendations</i>				

Recommendation number *	Recommendation in SWD	Response by EU-OSHA	New actions	Timeframe
34	EU-OSHA could consider how to adapt its outputs to target audience needs and increase reader numbers. A distinction could be made between outputs destined for workplaces and those for OSH professionals/researchers, as workplaces often require short documents with infographics or visuals summarising key information (see Section 4.1.1.1.).	See recommendation 1. It should be noted, however, that increasing the number of readers is not an objective in itself. For most outputs, what matters is who engages with the outputs and what they do on that basis.	See recommendation 1.	See recommendation 1.
35	EU-OSHA could review how well its activities meet stakeholder needs on the topics of an ageing society and the green and digital transitions (see Section 4.1.1.1.).	EU-OSHA carries out a major stakeholder survey every second year. Furthermore, EU-OSHA has an evaluation programme in place.	1. In the next EU-OSHA Stakeholder Survey (2026) EU-OSHA will include question on these issues	1. 2026
36	While EU-OSHA impact on supporting health and safety policies is overall very good, it could further increase its impact by exploring how to better support countries that are less advanced in OSH. Such efforts may depend on available resources (see Section 4.2.2.1.).	See recommendation 2.	See recommendation 2.	See recommendation 2.

Recommendation number *	Recommendation in SWD	Response by EU-OSHA	New actions	Timeframe
37	EU-OSHA has already improved the translation quality to increase the usability of its work. Strict quality assurance mechanisms for the original English text could be considered to increase cost-effectiveness (see Section 4.1.1.1.).	EU-OSHA has clear processes in place to facilitate the production of clear English in its reports and other outputs. The need for contractors to devote more focus on clear and accessible English in the report production is recognised as a necessary part of an enhanced quality assurance process. Regarding the translation agency, CdT, reinforce again the need for them to use the comprehensive glossaries of OSH definitions on the Agency website: https://osha.europa.eu/en/tools-and-resources/multilingualism. The Agency is upgrading its OSH Thesaurus to be compatible with the IATE translation database used by CdT. EU-OSHA has implemented a customer review mechanism allowing Focal Points to provide direct feedback on specific translations to facilitate continuous improvement. EU-OSHA also supports the communication and promotion efforts of national Focal Points by providing a broad array of complementary communication materials aimed at non-specialists, as well as the Agency's experts attending events as resources allow.	1. Update of Thesaurus to be compatible with the IATE translation database. 2. Stronger emphasis on clear English in reports and other products - which is a necessary condition for better translations - in relation to both internally produced products and products produced by contractors.	1. 2025 onwards 2. 2025 onwards

Recommendation number *	Recommendation in SWD	Response by EU-OSHA	New actions	Timeframe
38	EU-OSHA could improve the cost-effectiveness of procurement and contracting procedures for instance by diversifying, when possible, the contractor base through better dissemination and publicity (see Section 4.1.2.4.).	EU-OSHA is currently working on improving its knowledge and capacity in different approaches for procuring and contracting (CEI, cascade, reopening of competition, etc...). Several info sessions (adding knowledge and participation of other agencies) have been organised, as well as reinforcement of the procurement trainings to all staff (technical specifications drafting, contract management, etc..).	Reinforcement of training to relevant staff; Reinforcing market research; Analysing different types of procurement procedures	2025-2026
39	EU-OSHA is very well embedded in the broader EU policy governance structure and cooperation with the relevant Commission departments greatly intensified during and after the COVID-19 pandemic. EU-OSHA could however, depending on the available resources, consider developing cooperation with additional Commission departments (e.g. on SME policies, with DG JUST, DG FISMA, DG GROW, and with EASME, the executive Agency for SMEs). EU-OSHA could also increase efforts to disseminate research findings in the Commission's publications and increase the visibility of its work in DG GROW's Europe Enterprise Network (see Section 4.1.3.3).	EU-OSHA has been increasingly involved in supporting the Commission services over recent years. Mainly DG EMPL but also other DGs such as DG Health.	1. EU-OSHA will seek a dialogue with DG EMPL on its involvement in in cooperation with other DGs taking due account of EU-OSHA's limited resources. 2. EU-OSHA is carrying out a project to explore how EU-OSHA's engagement in the policy cycle can become more impactful while fully recognising that the Agency's role is not to formulate policy but to support policy formulation. 3. EU-OSHA will explore how to ensure access to relevant high-level technical expertise necessary to effectively provide input to policy-making	1. 2025 2. 2025 3. 2025

Recommendation number *	Recommendation in SWD	Response by EU-OSHA	New actions	Timeframe
40	EU-OSHA already cooperates well with the other three Agencies covered by the evaluation. Stronger cooperation could take place on areas such as the green and digital transitions, climate change, and foresight studies. Cooperation with the ELA has the potential to be strengthened, notably in relation to OSH implementation and workplace working conditions. The Framework for cooperation between EU-OSHA and ELA signed by these Agencies in May 2023 is a good example of a realistic approach to how cooperation could be strengthened (see Section 4.1.3.1.)	See recommendation 11	See recommendation 11	See recommendation 11
* Recommendation numbers taken from SWD - recommendations 15-33 do not concern EU-OSHA				

Annex X – Strategy for organisational Management and Internal Control Systems

Risk management and Internal Control

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

EU-OSHA carries out an annual risk assessment taking into account the inherent risk environment in which the Agency operates as well as specific activities and processes. At the corporate level, the assessment exercise involves the Executive Director and the senior management supported by Internal Control. For each of the identified risks, a coordinator is appointed to draft an action and coordinate its implementation. Internal Control monitors and reports to senior management quarterly via the 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 agency's management. All risks monitored in the course of the year are categorised as either related to the 'internal' or the 'external environment' and by the level of criticality.

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

Compliance and effectiveness of the Internal Control System

EU-OSHA will continue to implement the Internal Control Framework as adopted by the Management Board and effective as of 1 January 2019. The framework comprises of 5 internal control components and 17 principles and is based on the internal control framework of the European Commission.⁴⁰ Key performance indicators for monitoring the Internal Control Framework have been developed, adopted and will continue to be used for the regular yearly assessments.

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

Non-Conformity procedure

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

Fraud prevention and detection

The implementation of the Anti-Fraud strategy 2022-2026 is overseen by the Management Board by a monitoring of the action plan presented every year. It is based on a risk assessment focused on fraud risks as part of the broader risk assessment carried out by the Agency. The years 2024-2026 will be the core years of the implementation of the new Anti-fraud strategy, addressing the challenges and strengthening the Agency's measures and controls related to anti-fraud.

⁴⁰ https://ec.europa.eu/budget/library/biblio/documents/control/C_2017_2373_Revision_ICF_en.pdf

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

Furthermore, an internal procedure for reporting and handling potential fraud cases and their outcomes is available to the staff on the Intranet. Raising awareness on ethics, integrity and fraud prevention and detection among staff is a standing priority at the Agency. Information on fraud prevention, ethics and integrity will continue to be provided via regular training sessions to all staff and systematically to all newcomers. Fraud risks are regularly assessed during the annual risk assessment exercise performed by the Agency.

Conflict of Interest, transparency, accountability and integrity

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

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

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

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

Management assurance

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

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

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

	General information					Financial and HR Impact				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		2024	2025	2026	2027
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	-	-	-	-
						Number of TA	-	-	-	-
						Number of CA/SNE	-	-	-	-
2. IPA III agreement	1-Jan-23	598,078 €	36 months	European Commission DG NEAR - DG for Neighbourhood and Enlargement Negotiations	Preparatory measures for the future participation of the IPA III beneficiaries in the networks and activities of the European Agency for Safety and Health at Work.	Amount	122,088 €	p.m.	p.m.	p.m.
						Number of TA				
						Number of CA/SNE	1	1	1	-
Total contribution agreements		997,662 €				Amount	p.m.	p.m.	p.m.	p.m.
						Number of TA	-	-	-	-
						Number of CA/SNE	1	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	122,088 €	p.m.	p.m.	p.m.
						Number of TA	-	-	-	-
						Number of CA/SNE	1	1	1	-

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

1. Legal base and policy base

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

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

Article 30 of the founding regulation⁴¹ states that EU OSHA may cooperate with the competent authorities of third countries and with international organisations. Working arrangements with these competent authorities and international organisations may be established with the authorisation of the Management Board and approval of the Commission. Such arrangement shall not create legal obligations incumbent on the Union or the Member States.

The EU *Strategic Framework on Health and Safety at Work 2021-2027* identifies the need to reinforce coordination with engagement with partner countries, regional and international organisations and other international fora to raise OSH standards globally.

2. Strategic approach

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

1.1 Reasons for engagement

EU-OSHA engages with international actors to:

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

⁴¹ 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)

1.2 Priorities for EU-OSHA

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

The Agency will continue to participate in EU programmes such as the Instrument for Pre-Accession (IPA) and the European Neighbourhood Policy (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.

A new IPA agreement started in 2023 and will run for three years allowing EU-OSHA to continue its cooperation with the involved countries. If a new funding is provided following the current agreement, then the Agency will continue to work with the pre-accession and candidate countries.

Ukraine, Moldova, and Georgia have changed status in regard to their relationship with the EU. However, at present IPA does not cover any of these countries. EU-OSHA will monitor developments with regard to these countries.

The following is an incomplete list, not in priority order, of ongoing EU OSHA activities with an international dimension. EU OSHA will continue to:

- Maintain an ongoing dialogue with intergovernmental organisations, particularly the ILO, ISSA, and WHO.
- Interact with key non-intergovernmental organisations, particularly professional and social partner organisations such as ICOH and IALI.
- Interaction with identified regional organisations and networks
- Welcome visitors to EU OSHA (at their own cost) to share knowledge. In the past, visits have been received from organisations such as KOSHA (Korea).
- Support international activities led by international organisations that aim to achieve common occupational safety and health goals (e.g. 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 (e.g. demographic change).
- Support existing and planned EU initiatives with international actors. In the past, this has included support to European Commission engagement with Japan, China, Taiwan, Canada, the United States
- Provide access to EU OSHA material by non-Member States. For example, where third countries have requested to use Agency publications with appropriate acknowledgements.

1.3 Limitations on engagement

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

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

2 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.

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

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

- Engagement with Taiwan in support of Commission activity; Engagement with Canada in support of Commission activity; Support to Vision Zero activities (e.g. through provision of speakers to online events)
- Support to EU activities relating to the SEMED (South East Mediterranean) region
- Speakers at course at ILO Training Centre, Turin
- Engagement with the G20 OSH Network in support of Commission activity. The European Commission (DG EMPL) is the official member of this network.

In addition to these reactive actions which are coordinated and reported under strategic and operational networking, there are anticipated activities with international engagement that are aligned with the work programme of the Agency.. This includes engagement in the WHO Network “Health in the World of Work”.

3.1 Participation in the Global Initiative for Safety, Health and Well-being (GISHW) Event

The 2025 GISHW event is being held in Osaka, Japan in July 2025. Together with the European Commission, the Agency is organising a policy symposium on safety and health at work in the digital age at which Commission, social partners, and the Agency will discuss the challenges and opportunities presented by digitalisation. This event is combined with the Agency support to the EU-Japan dialogue which for the first time will discuss occupational safety and health.

3.2 Participation in OSH World Congress

The 2026 OSH world congress host and timing is yet to be announced. EU OSHA will in due course consider the appropriate level of engagement

3.3 Participation at the ICOH International Congress

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

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

EU-OSHA will participate in WHO’s World of Work Network. The goal of the network is to increase access to accurate and relevant information and build a community of collaborative sharing on topics related to health, safety and wellbeing within the world of work. The COVID-19 pandemic has reiterated the critical need for all people and organizations 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.

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

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

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

Such risks can be mitigated by:

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

Annex XIII – Planned Outputs under the 2025 work programme

Title	Output Type	Output Subtype	Start date	Expected delivery date
1.4 Anticipating future challenges to OSH				
2025 Expert article 1	Publication	Discussion paper/article	2024 Q1	2025 Q4
2025 Focal Points Future of Work seminar Foresight 4- phase 2	Events	Conference	2025 Q1	2026 Q4
2026 Expert article 1	Publication	Discussion paper/article	2025 Q1	2026 Q4
2026 Expert article 2	Publication	Discussion paper/article	2025 Q1	2026 Q4
Expert article 3 Eco anxiety and OSH	Publication	Discussion paper/article	2024 Q1	2025 Q1
Expert article Electro Magnetic Fields (EMF) and OSH	Publication	Discussion paper/article	2023 Q1	2025 Q1
Expert article OSH and new energy carriers in the European mobility	Publication	Discussion paper/article	2023 Q1	2025 Q1
Foresight-3 – phase 3 - expert meeting	Events	Expert meeting	2023 Q4	2025 Q1
Foresight-4 – phase 1 - expert meeting 1	Events	Expert meeting	2025 Q2	2025 Q4
Foresight-4 – phase 1 - expert meeting 2	Events	Expert meeting	2025 Q3	2025 Q4
Foresight-4 – phase 1 methodology report	Publication	Report: methodology	2024 Q1	2026 Q1
Foresight-4 – phase 2 - expert meeting	Events	Expert meeting	2025 Q1	2026 Q4
Foresight-4 – phase 2 - policy brief 1	Publication	Report: policy brief	2025 Q2	2027 Q1
Foresight-4 – phase 2 - policy brief 2	Publication	Report: policy brief	2025 Q2	2027 Q1
Foresight-4 – phase 2 - policy brief 3	Publication	Report: policy brief	2025 Q2	2027 Q1
Foresight-4 – phase 2 - policy brief 4	Publication	Report: policy brief	2025 Q2	2027 Q1
Foresight-4 – phase 2 methodology	Publication	Report: methodology	2025 Q2	2027 Q1
OSH wiki article - Foresight 4 phase 1	Publication	Oshwiki article	2025 Q1	2026 Q1
OSH wiki article - Foresight 4 phase 2	Publication	Oshwiki article	2025 Q1	2026 Q4
Policy brief 1 - Foresight 4 - Future Climate change-related trends and disruptions and OSH (1)	Publication	Report: policy brief	2024 Q3	2026 Q1
Policy brief 2 - Foresight 4 - Future Climate change-related trends and disruptions and OSH (2)	Publication	Report: policy brief	2024 Q3	2026 Q1
Policy brief 3 - Foresight 4 - Scenarios Climate change-related trends and disruptions and OSH	Publication	Report: policy brief	2024 Q3	2026 Q1
2.1 ESENER				
ESENER 2024 Overview report	Publication	Report: literature review	2025 Q2	2026 Q4
ESENER 2024 Qualitative study -mental health and digitalisation	Publication	Report: literature review	2025 Q1	2026 Q4
ESENER DVT	Publication	Data visualisation/data set	2024 Q4	2026 Q4
ESENER First findings report	Publication	Report: technical analysis	2024 Q4	2025 Q1

Title	Output Type	Output Subtype	Start date	Expected delivery date
Join event with Eurofound on psychosocial risks	Events	Conference	2025 Q1	2025 Q4
Launch of ESENER 2024 findings	Events	Conference	2025 Q1	2025 Q2
2.9 EU OSH Information System				
Additional indicators/features	Publication	Data visualisation/data set	2025 Q1	2025 Q4
Case study on OSH Barometer	Publication	Case study/good practice example	2025 Q1	2025 Q4
Development of methodology to estimate cost of OSH outcomes	Publication	Report: methodology	2025 Q1	2025 Q4
Mid-term evaluation	Publication	Corporate	2024 Q4	2025 Q2
2.11 Supporting Compliance				
6 case studies: State influence: In-depth reports on innovative enforcement and prevention services - national studies (Ireland)	Publication	Case study/good practice example	2023 Q3	2025 Q1
6 case studies: State influence: In-depth reports on innovative enforcement and prevention services - national studies (Poland)	Publication	Case study/good practice example	2023 Q1	2025 Q1
6 case studies: State influence: In-depth reports on innovative enforcement and prevention services - national studies (Portugal)	Publication	Case study/good practice example	2023 Q3	2025 Q1
Comparative report on state influence	Publication	Report: technical analysis	2024 Q3	2025 Q3
Construction safety cards	Publication	Discussion paper/article	2024 Q1	2025 Q3
Economic Incentives	Publication	Discussion paper/article	2024 Q1	2025 Q1
ESG reporting	Publication	Discussion paper/article	2024 Q1	2025 Q2
Evaluation of Supporting Compliance activity	Publication	Corporate	2025 Q2	2026 Q4
Policy Brief 1: State influence: In-depth reports on innovative enforcement and prevention services - national studies (Ireland)	Publication	Case study/good practice example	2023 Q3	2025 Q1
Policy Brief 1: State influence: In-depth reports on innovative enforcement and prevention services - national studies (Poland)	Publication	Case study/good practice example	2023 Q1	2025 Q1
Policy Brief 1: State influence: In-depth reports on innovative enforcement and prevention services - national studies (Portugal)	Publication	Case study/good practice example	2023 Q3	2025 Q1

Title	Output Type	Output Subtype	Start date	Expected delivery date
Policy Brief 2: State influence: In-depth reports on innovative enforcement and prevention services - national studies (Ireland)	Publication	Case study/good practice example	2023 Q3	2025 Q1
Policy Brief 2: State influence: In-depth reports on innovative enforcement and prevention services - national studies (Poland)	Publication	Case study/good practice example	2023 Q1	2025 Q1
Policy Brief 2: State influence: In-depth reports on innovative enforcement and prevention services - national studies (Portugal)	Publication	Case study/good practice example	2023 Q3	2025 Q1
State influence (Poland): In-depth reports on innovative enforcement and prevention services - national studies	Publication	Case study/good practice example	2023 Q2	2025 Q1
State influence Ireland: In-depth reports on innovative enforcement and prevention services - national studies	Publication	Case study/good practice example	2023 Q3	2025 Q1
State influence Portugal: In-depth reports on innovative enforcement and prevention services - national studies	Publication	Case study/good practice example	2023 Q3	2025 Q1
Supporting compliance and Occupational Medicine	Publication	Discussion paper/article	2024 Q1	2025 Q4
2.12 Psychosocial risks				
6 national reports	Publication	Report: literature review	2023 Q4	2025 Q2
CASE STUDIES (9) - mental health - follow up of legislation & strategies (AT, BE, DK, EE, ES, HR)	Publication	Case study/good practice example	2024 Q3	2026 Q2
Diversity - report and summary	Publication	Report: literature review	2024 Q2	2026 Q2
Education sector - report and summary	Publication	Report: literature review	2024 Q1	2026 Q2
Harassment and violence at work - report, summary, policy brief	Publication	Report: literature review	2025 Q1	2026 Q4
National policies report	Publication	Report: policy brief	2023 Q4	2025 Q2
PSR and mental health at work - OSHwiki articles	Publication	Oshwiki article	2025 Q1	2026 Q4
Psychosocial risks and mental health at work: facts and figures - report, summary, policy brief	Publication	Report: literature review	2025 Q1	2027 Q1
REPORT - overall report (based on case studies)	Publication	Report: literature review	2024 Q3	2026 Q2
The link between physical and psychosocial risks - EU-OSHA research	Publication	Report: literature review	2025 Q3	2026 Q4
Transport sector - report and summary	Publication	Report: literature review	2024 Q4	2026 Q4
2.13 OSH and Health & Social Care sector				
Hazardous medical products / cancer	Publication	Discussion paper/article	2024 Q1	2025 Q2

Title	Output Type	Output Subtype	Start date	Expected delivery date
Mental Health I research area	Publication	Report: literature review	2024 Q2	2025 Q3
Mental health II research area	Publication	Report: literature review	2025 Q1	2026 Q2
MSKs health I research area	Publication	Report: literature review	2024 Q2	2025 Q3
MSKs health II research area	Publication	Report: literature review	2025 Q1	2025 Q2
Occupational accidents -	Publication	Report: literature review	2024 Q3	2025 Q4
OSH in health care sector	Publication	Report: literature review	2025 Q1	2025 Q2
OSH in the Home care sector	Publication	Report: literature review	2024 Q3	2025 Q4
OSH in the residential (long-term) care sector	Publication	Report: literature review	2025 Q1	2026 Q2
2.14 Cardio-vascular diseases				
Policy brief 1:CVDs in figures	Publication	Report: policy brief	2025 Q2	2026 Q2
Policy brief 2: risks/sectors/occupations/groups	Publication	Report: policy brief	2025 Q2	2026 Q4
Policy brief 3: policies, strategies and initiatives	Publication	Report: policy brief	2025 Q2	2026 Q4
Research project 1: CVDs in figures	Publication	Report: technical analysis	2025 Q2	2026 Q2
Research project 2: Overview of risk factors of work-related CVDs, sectors, occupations and worker groups at higher risk	Publication	Report: literature review	2025 Q2	2026 Q4
Research project 3: Overview of policies, strategies and initiatives for the prevention of work-related CVDs	Publication	Report: literature review	2025 Q2	2026 Q4
2.16 Occupational exposure				
Evaluation of WES	Publication	Report: technical analysis	2025 Q2	2026 Q3
Final report (secondary analysis - WES)	Publication	Report: technical analysis	2025 Q2	2026 Q2
Final report (WES data comparison with other existing data)	Publication	Report: technical analysis	2025 Q1	2026 Q1
Final/overview report WES	Publication	Report: technical analysis	2020 Q1	2025 Q2
3.1 OiRA				
EU OiRA tool 2025 - 2	Publication	tool	2025 Q1	2025 Q4
EU OiRA tool 2025 -1	publication	Tool	2025 Q1	2026 Q4
EU tools development output (from 2024) - harassment	Publication	e-tools	2024 Q1	2025 Q4
EU tools development output (from 2024) - heat and cold	Publication	e-tools	2024 Q1	2025 Q4
IRAT/OiRA case study	Publication	Case study/good practice example	2024 Q1	2025 Q2
National reports qualitative OiRA/risk assessment research	Publication	Report: technical analysis	2023 Q1	2025 Q1
OiRA case study 2025-1	Publication	Case study	2025 Q1	2026 Q2

Title	Output Type	Output Subtype	Start date	Expected delivery date
OiRA tutorials support	Communication Output	Videos and other visuals	2025 Q1	2025 Q4
OiRA/IRAT community meeting	Meeting	Meeting	2025 Q1	2025 Q4
Publication report qualitative OiRA/risk assessment research	Publication	Report: technical analysis	2023 Q1	2025 Q1
Tool software improvements	Actions	Coordination of relations with key stakeholders	2025 Q1	2025 Q4
Update wiki article on OiRA in strategies and legislation (starting 2024)	Publication	Oshwiki article	2024 Q2	2025 Q2
4.10 HWC 2026-2028 Mental Health				
Final HWC website (website and back-end)	Communication output	Website	2025 Q1	2026 Q4
Updated Campaign Toolkit	Communication output	Website	2025 Q2	2026 Q4
4.7 Awareness - Raising actions & Communications				
15 news releases/short messages	Communication output	Online promotion	2025 Q1	2025 Q4
50 media requests/articles	Communication output	Online promotion	2025 Q1	2025 Q4
50-80 events over Europe with Agency participation	Events	External event	2025 Q1	2025 Q4
Agency's distribution programme	Communication output	Promotional material	2025 Q1	2025 Q4
Agency's publications programme	Publication	Corporate	2025 Q1	2025 Q4
Europe Day: info stand or other communication actions	Events	Other agency events	2025 Q1	2025 Q2
Film Award ceremony and Body of Work programme	Events	Other agency events	2025 Q4	2025 Q4
Implementation of FAST/AR activities	Events	Other agency events	2025 Q1	2025 Q4
Media partners support- promotion and engagement actions	Actions	Coordination of relations with key stakeholders	2025 Q1	2025 Q4
Online programme management, maintenance and hosting	Communication output	Website	2025 Q1	2025 Q4
Overall promotion programme	Actions	Coordination of relations with key stakeholders	2025 Q1	2025 Q4
Stakeholders' newsroom for FAST/AR activities - online items	Communication output	Online promotion	2025 Q1	2025 Q4
4.8 Multilingualism				
Implementation of Agency's translation plan year 2025	Publication	Corporate	2025 Q1	2025 Q4
4.9 HWC 2023-2025 - Digitalisation				
2 FOP campaign group meetings (2025)	Events	Network meeting	2025 Q1	2025 Q4

Title	Output Type	Output Subtype	Start date	Expected delivery date
2 OCP Steering Group Meetings (2025)	Events	Network meeting	2024 Q4	2025 Q4
2 tailored promotion packages for priority areas	Actions	Online promotion	2025 Q1	2025 Q4
2 virtual campaign information sessions (priority areas 4 and 5)	Events	External event	2025 Q1	2025 Q4
3 tailored promotion packages for priority areas	Actions	Online promotion	2024 Q1	2025 Q1
European Week for Safety and Health (2025)	Events	External event	2025 Q3	2025 Q4
European Week for Safety and Health 2025 (implementation of promotion plan)	Communication output	Online promotion	2025 Q3	2025 Q4
FAST/HWC implementation 2025	Events	Other agency events	2025 Q1	2025 Q4
Final Campaign overview report	Publication	Report: summary	2025 Q3	2026 Q2
Healthy Workplaces Summit + HW GPA ceremony 2025	Events	External event	2024 Q4	2025 Q4
HWC Evaluation Report	Publication	Report: technical analysis	2025 Q2	2026 Q2
HWC Infosheets	Publication	Report: infosheets	2025 Q1	2025 Q3
Implementation of Campaign promotion plan (2025)	Communication output	Online promotion	2025 Q1	2025 Q4
Info stand at EU premises (European Institutions)	Events	External event	2025 Q3	2025 Q2
OCP GP Exchange event - content	Events	Conference	2024 Q4	2025 Q2
OCP hand-over ceremony	Events	External event	2024 Q4	2025 Q2
Official Campaign Partners Good practices exchange event	Events	External event	2024 Q4	2025 Q2
Production and distribution of HWC material (2025)	Actions	Promotional material	2025 Q1	2025 Q3
Servicing of OCPs (2025)	Actions	Coordination of relations with key stakeholders	2025 Q1	2025 Q4
5.3 Networking Knowledge				
Ad hoc Support to Commission	Actions	Coordination of relations with key stakeholders	2025 Q1	2025 Q4
Biomonitoring Review - expert exchange	Events	Expert meeting	2022 Q1	2025 Q1
Biomonitoring Review practice in the EU	Publication	Report: literature review	2019 Q2	2025 Q1
CMRD, chemical agents and asbestos Directives - contribution to working groups at the Commission	Actions	Coordination of relations with key stakeholders	2025 Q1	2025 Q4
Cooperation with ECDC, in particular regarding avian influenza	Actions	Coordination of relations with key stakeholders	2025 Q1	2025 Q4
Cooperation with EEA - climate and health observatory	Actions	Coordination of relations with key stakeholders	2025 Q1	2025 Q4

Title	Output Type	Output Subtype	Start date	Expected delivery date
DS resources updating database	Communication output	Website	2025 Q1	2025 Q4
DS resources updating E-tools	Communication output	Website	2025 Q1	2025 Q4
E-tools SEMINAR	Events	Conference	2025 Q1	2025 Q4
Guideline in the area of occupational biomonitoring	Publication	Report: technical analysis	2022 Q4	2025 Q1
HazChem@Work - cooperation with IPChem/JRC (2025)	Actions	Coordination of relations with key stakeholders	2025 Q1	2025 Q4
OSH Pulse 2025 country factsheets and infographics	Publication	Report: technical analysis	2025 Q3	2025 Q3
OSH Pulse 2025 Dataset	Publication	Database	2024 Q4	2025 Q3
OSH Pulse 2025 First findings report	Publication	Report: technical analysis	2025 Q3	2025 Q3
OSHWiki articles (30 reviewed or new articles)	Publication	Oshwiki article	2025 Q1	2025 Q4
Rehabilitation after COVID - OSH wiki article	Publication	Oshwiki article	2022 Q4	2025 Q1
Rehabilitation after COVID - overview of state of the art	Publication	Discussion paper/article	2022 Q4	2025 Q1
Rehabilitation of workers affected by Long Covid - short guidance for employers	Publication	Discussion paper/article	2022 Q4	2025 Q1
Rehabilitation of workers affected by Long Covid - short guidance for occupational physicians	Publication	Discussion paper/article	2022 Q4	2025 Q1
Research Coordination meeting	Events	Expert meeting	2025 Q1	2025 Q4
Roadmap on carcinogens event	Events	Other agency events	2025 Q1	2025 Q4
SLIC/EU-OSHA cooperation - follow-up	Actions	Coordination of relations with key stakeholders	2025 Q1	2025 Q4
Updated information on national strategies	Publication	Oshwiki article	2025 Q1	2025 Q4
Updated web section on EU legislation	Communication output	Website	2025 Q1	2025 Q4
6.4 Strategic and Operational Networking				
Active engagement in the Heads of Agencies' network	Actions	Coordination of relations with key stakeholders	2025 Q1	2025 Q4
Active participation in EEN annual conference	Events	External event	2025 Q1	2025 Q4
Annual EEN OSH Ambassador meeting	Events	Other agency events	2025 Q1	2025 Q2
Director or other staff's visit 1	Actions	Coordination of relations with key stakeholders	2025 Q1	2025 Q1
Director or other staff's visit 2	Actions	Coordination of relations with key stakeholders	2025 Q1	2025 Q2

Title	Output Type	Output Subtype	Start date	Expected delivery date
Director or other staff's visit 4	Actions	Coordination of relations with key stakeholders	2025 Q1	2025 Q3
Director or other staff's visit 3	Actions	Coordination of relations with key stakeholders	2025 Q1	2025 Q4
EB meeting II	Events	Network meeting	2025 Q1	2025 Q4
EB meeting I	Events	Network meeting	2025 Q1	2025 Q2
FOP-01	Events	Network meeting	2025 Q1	2025 Q1
FOP-02	Events	Network meeting	2025 Q2	2025 Q2
FOP-03	Events	Network meeting	2025 Q4	2025 Q4
MB meeting I	Events	Network meeting	2025 Q1	2025 Q2
MB meeting II	Events	Network meeting	2025 Q4	2025 Q4
OKAG I	Events	Network meeting	2025 Q1	2025 Q2
OKAG II	Events	Network meeting	2025 Q4	2025 Q4
Ongoing coordination and liaison with European Institutions and social partners including engagement with SLIC	Actions	Coordination of relations with key stakeholders	2025 Q1	2025 Q4
Strengthened cooperation with other agencies, in particular those within the employment and social affairs area	Actions	Coordination of relations with key stakeholders	2025 Q1	2025 Q4
TARAG I	Events	Network meeting	2025 Q1	2025 Q1
TARAG II	Events	Network meeting	2025 Q1	2025 Q4
Visits to Agency 1-5 - general issues	Actions	Coordination of relations with key stakeholders	2025 Q1	2025 Q2
Visits to Agency 6-10 - general issues	Actions	Coordination of relations with key stakeholders	2025 Q3	2025 Q4
C.3 Programming and Evaluation				
Consolidated Annual Activity Report	Publication	Corporate	2025 Q1	2025 Q3
Programming Document N+1-N+3	Publication	Corporate	2024 Q3	2025 Q4
Programming Document N+1-N+3	Publication	Corporate	2025 Q3	2026 Q4