

INTERVENTION LOGICS FOR

EU-OSHA'S STRATEGY 2025-2034 (SEPTEMBER 2025)

[EU-OSHA's Strategy 2025-2034](#) ('the Strategy') sets ambitious objectives for EU-OSHA's contribution to the protection of workers' safety and health. In order to support the implementation of the Strategy, it is necessary to have a shared understanding of how the Agency is expected to create the desired impact through its work on the protection of workers' safety and health. Implementing the Strategy is very much a common task for the Agency and its closest partners, in particular the Management Board and the focal points. The intervention logics in this document aim at contributing to this shared understanding by identifying the different steps towards the expected impact.

1 EU-OSHA's Strategy 2025-2034

In December 2024, EU-OSHA's Management Board adopted the Strategy. The Strategy establishes a clear vision for EU-OSHA's work and defines three clear and complementary Strategic Lines of Action ('SLAs') and thereby sets clear priorities.

EU-OSHA's vision for 2025–2034

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

The three SLAs are:

Strategic line of action 1

Evidence and knowledge for policy and research

Strategic line of action 2

Tools and resources for prevention

Strategic line of action 3

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

These SLAs establish a coherent framework guiding EU-OSHA's operational activities; ensuring that efforts are directed where action is most needed and where the Agency can deliver meaningful impact on occupational safety and health across Europe. The different SLAs support each other, and this synergy is key to strengthening the impact of EU-OSHA's work.

Under each of these SLAs, which have become **activities**, there are different types of projects (formerly known as activities) and tasks. Together, they deliver the vision of EU-OSHA 2025-2034, turning strategy into actions and results.

The tasks and outputs from one project can contribute to more than one SLA. Therefore, research developed in SLA 1 can be the basis for - or support to - outputs targeted at workplaces in SLA 2 – e.g., knowledge on automation developed in an OSH Overview (SLA 1) can support the development of an

EU OiRA tool on automation (SLA 2). Or outputs and knowledge from OSH Overview on PSR will support the upcoming HWC Together for Mental Health at Work campaign (SLA 3).

As an information agency with communication, dissemination and networking enshrined in its founding regulation, raising awareness and engaging with audiences have a cross-cutting function in supporting the three SLAs; to help achieve different specific objectives but with the common aim of increasing the impact of EU-OSHA's work.

As mentioned, each of the SLAs targets different needs and in order to ensure that the operational work effectively contributes to the objectives for the SLAs, a clear understanding of how these objectives can be achieved must be established. In the following, an outline of the main lines of EU-OSHA's work and the link between this work and the expected impact is presented.

2 The role and purpose of an intervention logic

This section aims at introducing the thinking behind the intervention logic and the way this method is used in this note.

An intervention logic is a tool to guide the development, implementation, monitoring and evaluation of EU-OSHA's activities and projects. It links objectives, inputs, outputs, results and impacts to establish a causal claim showing that a given impact can be achieved by certain activities or projects.

A few concepts

Inputs	The inputs that are available for achieving the objectives. This mainly refers to Agency staff and financial resources, but also network resources.
Outputs	The direct deliverables to intermediaries from activities and projects undertaken by the Agency. The outputs are under the control of the Agency.
Results	Effects on the intermediaries of the activity or project. Results are not fully controlled by the Agency but can be influenced by the Agency.
Impacts	Impacts refer to long-term changes among the activity's intended beneficiaries. Impact can only indirectly be influenced by EU-OSHA.
Intermediaries	Those groups the Agency tries to engage directly with under each activity as intermediaries in order to reach beneficiaries
Beneficiaries	Those groups who should benefit from the Agency work under a given activity.

EU-OSHA's work shall contribute to solving a problem or a need. The intervention logics therefore rely on an analysis of the problem to be addressed and the drivers (or causes) of this problem in the hypothetical case that EU-OSHA would not work on the SLA concerned. A good definition of the problem to be addressed and its drivers is essential for the design of effective activities and projects. This is referred to as the problem tree in the following.

At the same time, the intervention logics help identify necessary pre-conditions for the expected causal chain to work and also the importance of external factors which may either increase or reduce the impact of EU-OSHA's work. It is clear that in all steps of the intervention logic, external factors play an important role. But this becomes bigger when it comes to impacts of EU-OSHA's work as compared to e.g. outputs. Whereas EU-OSHA to a great extent can control the delivery of outputs, it is clear that it can only influence its intermediaries and what they do with EU-OSHA's work. And when it comes to impacts, the influence of EU-OSHA becomes much more diluted among other factors.

A good intervention logic shall help to:

- Communicate clearly the problem we address and the impact we aim to achieve
- Identify the steps (or events) leading to the impact
- Provide a transparent explanation for why it is reasonable to expect the impact we aim at
- Make explicit the influence EU-OSHA has on these events – and the external influences
- Identify the precondition that must be fulfilled to achieve the expected impact
- Develop the monitoring and evaluation framework for the Strategy, allowing to track progress towards the objectives of the Strategy

In relation to the last point, the intervention logics have been used to develop the Key Performance Indicators for the Strategy and the evaluation framework.

Based on these considerations, the following is presented for each SLA:

- A problem tree (identifying the problem to be addressed and its drivers and consequences)
- An intervention logic outlining a causal chain establishing a realistic link between EU-OSHA's work and the expected impact
- Preconditions and external factors underlying the intervention logic

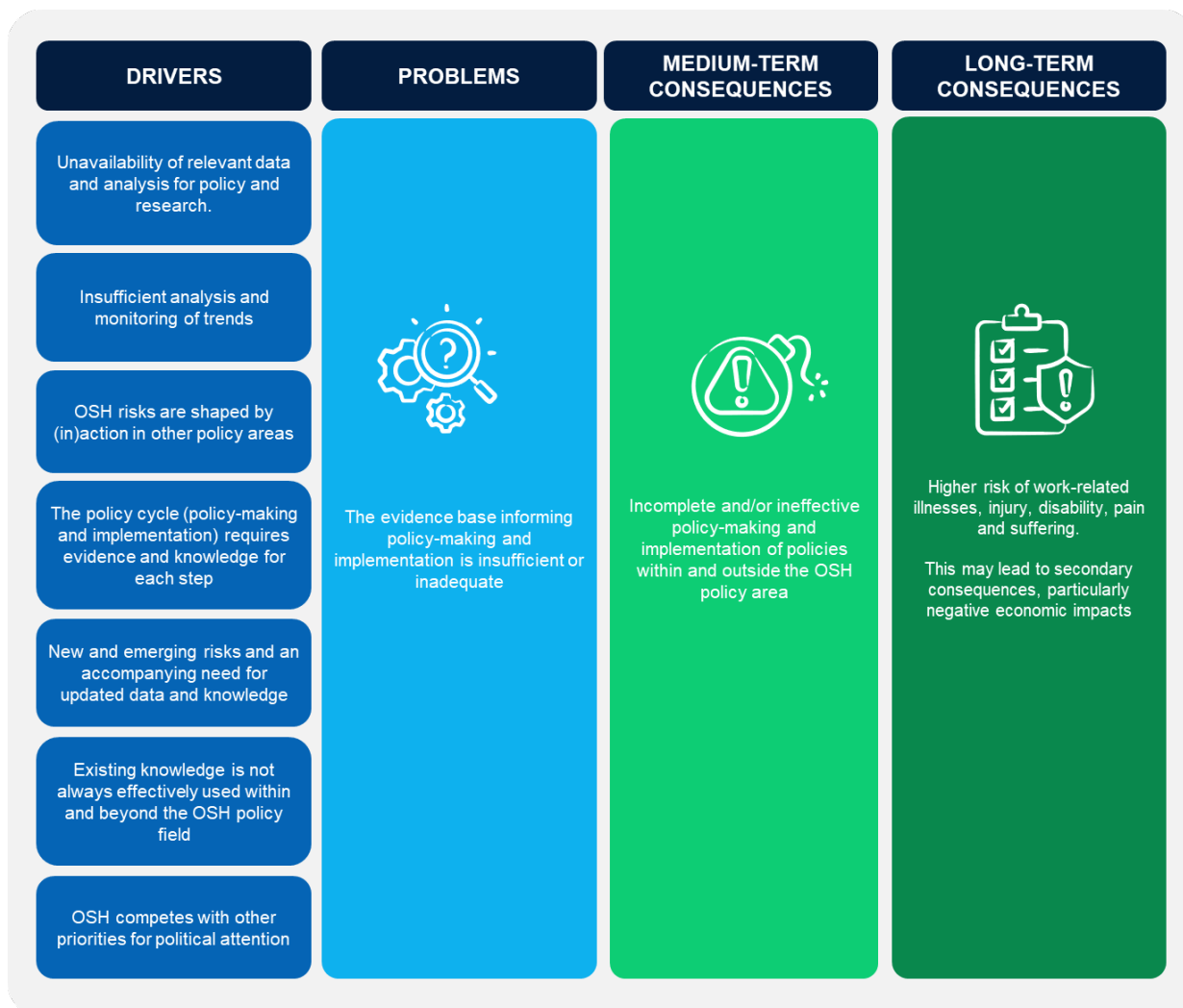
The work has been prepared with the help of an external expert through internal workshops with staff and the Management Team. In addition to the Strategy itself, the preparatory work for the Strategy with the Management Board, the focal points and staff has been provided important input.

3 Strategic Line of Action 1: Evidence and knowledge for policy and research

SLA 1 focuses on supporting policymaking and research. The Strategy defines the general objective as:

Providing evidence and knowledge on current, new and emerging risks regarding their impact on workplace safety and health and their prevention, to support policymaking and research.

3.1 SLA 1's problem tree



The problem to be addressed under SLA 1 is that the evidence informing research, policymaking and policy implementation may be insufficient or inadequate. Having evidence and knowledge relevant to policy is essential for good policymaking and implementation protecting workers' safety and health. As outlined in the drivers, the problem may be caused both by the absence of knowledge and evidence but also by the evidence and knowledge not being used – for example because those responsible for policymaking and implementation may be unfamiliar with it.

3.2 SLA 1's intervention logic

On the basis of the problem and drivers identified above, an intervention logic for SLA 1 has been developed (see below). Six specific objectives for the SLA are defined to target the drivers of the problem. Following the focus on impact of the new Strategy, the objectives cover not only the production of evidence and knowledge, but also the engagement with stakeholders to ensure the use of the work. There is clear recognition of the fact that producing research-based information is not enough – the Agency has to communicate, promote and disseminate this information. This is also reflected in the

definition of the expected results, where emphasis is placed on intermediaries' actual awareness of, engagement with, and use of EU-OSHA's work.

3.2.1 Types of work under SLA 1

1. OSH data for policy and research

Here EU-OSHA gathers and presents relevant data on occupational safety and health (OSH).

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

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

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

2. OSH thematic knowledge for policy and research

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

EU-OSHA performs large-scale OSH overviews of four to five years' duration which address different risks, sectors and workers' groups focusing on key OSH issues. This can be on supporting compliance with OSH legislation, examine OSH in the health and social care sector, or cover occupational accidents or work-related diseases, such as Cardiovascular Diseases, looking into psychosocial risks and their effect at workplaces etc. The scope of these different projects is determined in consultation with EU-OSHA's stakeholders and experts. An OSH Overview can provide content for a subsequent Healthy Workplaces Campaign on the same topic ensuring a solid knowledge base for the campaigns.

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

Depending on the focus and scope of the project, they involve a combination of literature reviews, case studies, and interviews with key informants at policy, research or company level, focus groups, workshops and seminars.

3. Anticipating change in OSH

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

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

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

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

4. OSH Expertise for policy and research

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

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

On research, EU-OSHA ensures OSH is included in DG RTD's Horizon initiatives and contributes to climate-related research priorities. EU-OSHA remains engaged with the OSH research community, collaborating with e.g. PEROSH.

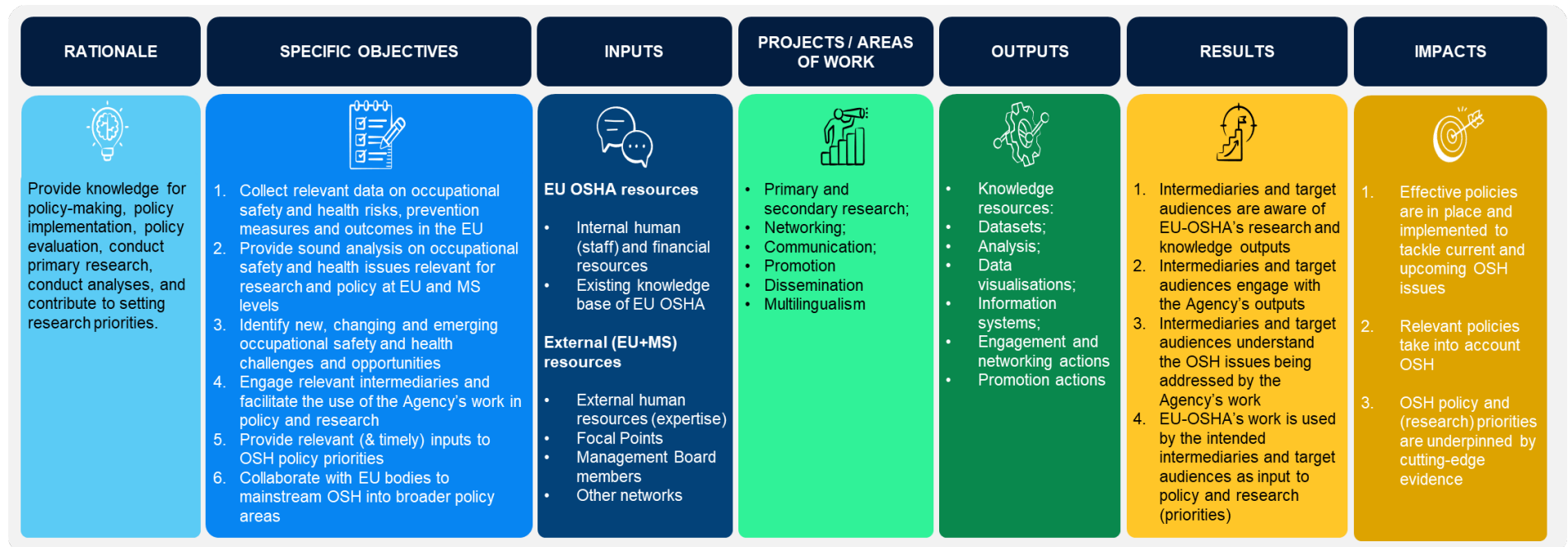
EU-OSHA will also continue to provide information on Member States' OSH strategies to facilitate exchange of practice and information.

5. Horizontal Communication and networking to raise awareness to support policymaking and research priorities

Communication and Promotion is a horizontal activity that supports awareness raising across all Strategic Lines of Action. This includes raising awareness of the knowledge, evidence and data generated by each project in SLA1 - from OSH data and OSH topics to anticipating change and OSH expertise. This ensures effective support for policymaking and research priorities at EU and national level.

This is delivered through a multilingual and multi-dimensional communication approach combining digital tools and channels, such as websites, newsletters, press releases, bespoke articles, social media content across multiple platforms, as well as audio-visual products, with more traditional outputs such as printed publications and events. Events play a key role in raising awareness to support policy making by acting as a potent channel to amplify EU-OSHA's work at national level through the FAST programme that delivers 150-200 targeted events annually to specialised and relevant audiences across Europe.

Networking and engagement actions are also an important element of SLA 1. EU-OSHA prioritises presenting and discussing the evidence and knowledge it has produced through various fora at European and Member State level to contribute to the update of the work.



3.3 Preconditions and external influences for SLA 1

A number of preconditions have been identified for the causal chain outlined above. These are particularly important when it comes to results and impacts. EU-OSHA can produce evidence and knowledge and reach out to intermediaries. But the decision whether to engage with EU-OSHA's work and whether to make use of it is taken by the intermediaries. This doesn't mean that EU-OSHA cannot influence intermediaries. The relevance, usefulness and quality of EU-OSHA work are important factors in this respect. For this SLA it is particularly important that intermediaries trust EU-OSHA and the information the Agency provides. EU-OSHA is seen as providing reliable evidence and knowledge and maintaining this trust by applying sound research methods and being transparent on how evidence and knowledge are produced. EU-OSHA has a knowledge development procedure in place to ensure the quality, reliability and validity of its research output.

External factors also play an important role in results and impacts. Certain factors are beyond EU-OSHA's control, such as policy agendas and priorities. If the interest in OSH is lower, it will be more challenging to make policymakers use EU-OSHA's work, for example. When it comes to impacts, this is even more evident. It is very unlikely that a policy development is caused by one single factor. EU-OSHA can contribute, but the impact depends on the coexistence of a number of conditions. Therefore, EU-OSHA may contribute to certain impacts, but it will be very unlikely that any impact can be attributed to EU-OSHA alone.

PROJECTS/AREAS OF WORK



Preconditions for success / judgement criteria

- Adequately resourced EU-OSHA in terms of staff and budget

External factors

- Focal Points' access to adequate resources from the MS

OUTPUTS



Preconditions for success / judgement criteria

- Adequate identification of intermediaries and beneficiaries, and understanding of their needs in order to provide them with relevant knowledge
- EU-OSHA delivers sound research, and credible methods underpin the Agency's work
- EU-OSHA is successful in collecting relevant data on OSH risks in the EU and carries out sound and relevant analysis on OSH issues
- EU-OSHA succeeds in continuously identifying new and emerging OSH challenges

RESULTS



Preconditions for success / judgement criteria

- Effective Agency coordination of the actions in different areas such as knowledge development, engagement, promotion and networking actions
- The MB and the FOPs fulfil an advocacy role at MS level
- The Agency's outputs are useful and relevant for intermediaries' policy-making and research work and adds value to the work carried out by others
- EU-OSHA's input to policy-making and research is credible and its expertise trusted

External factors

- Policy priorities of the European Commission, European Parliament and Member States
- Agenda of the intended intermediaries (they are receptive to the work of the Agency)
- intermediaries have the capacity to process, actively use and exert influence on the policy process and research agenda
- Engagement of MB members

IMPACTS



Preconditions for success / judgement criteria

- Knowledge and expertise provided match general political and research priorities

External factors

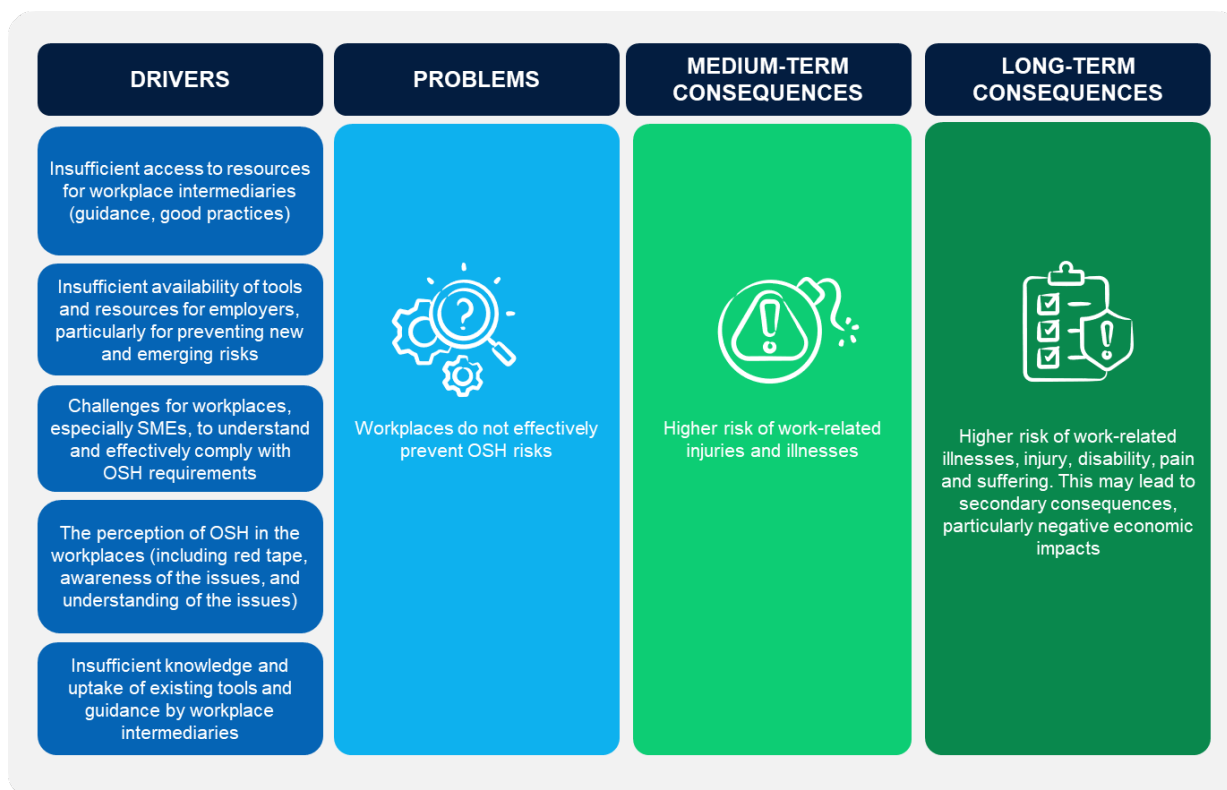
- There is a willingness to take OSH into account in other policy areas
- EU-OSHA is involved upstream in policy initiatives on OSH or other potentially OSH-relevant policy areas.

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

SLA 2 focuses on workplace prevention. The Strategy defines the general objective for SLA 2 as:

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

4.1 SLA 2's problem tree



The problem to be addressed under SLA 2 is that workplaces do not always effectively prevent OSH risks. Several drivers are identified, which cause or drive this problem. These drivers cover a wide range of factors, reflecting the importance of intermediaries in this area. The lack of prevention resources and tools affect intermediaries and employers respectively. But there are also issues related to the perception of OSH and the understanding of regulatory requirements. Finally, it is stressed that it is not enough that resources and tools are available – intermediaries have to be aware of their existence and use them.

4.2 SLA 2's intervention logic

Based on the identification of the problem and its drivers, an intervention logic has been developed for SLA 2. Three specific objectives are defined to target the drivers identified. A clear priority is the networking and promotion element, to make use of existing tools and resources. The expected results underline the key role intermediaries play under this SLA. The intermediaries are key to support employers in improving risk prevention at the workplace, and developing their knowledge and capacity is essential.

4.2.1 Types of work under SLA 2

1. OSH tools for workplace prevention

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

OiRA

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

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

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

EU-OSHA maintains and updates the application, based on input and requests from the partners and on insights from regular usability tests. EU-OSHA also engages in supporting partners in communication and promotion of their tools. Following completion of a number of practical pilot projects, support is now based on qualitative research to help partners better understand end-users and their motivations. In addition, the development of a range of communication products like a newsletter feature and an OiRA tutorial for guidance, provides support to partners in their engagement with the end-users.

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

E-tools

To support micro-enterprises and SMEs, in particular in the implementation of prevention measures following the risk assessment process, EU-OSHA promotes the development and use of 'e-tools'. Either web-based, or running on a computer or mobile device, these are interactive applications that help enterprises improve health and safety.

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

2. OSH resources for workplace prevention

This covers EU-OSHA's provision of up-to-date knowledge on a variety of OSH topics via, for example, the OSHwiki, thematic research and access to practical resources on OSH.

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

In addition, the Agency will continue to provide web-based information on legislation to support intermediaries in their work with workplaces.

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

This includes case studies and examples of good practice for workplaces and employers in the area of workplace prevention on specific topics. Practical tools (e.g. guidance, checklists, infographics) are developed and made available to address workplaces needs. Some examples of this are the heat guide and guidance on different subjects such as biomonitoring and long covid.

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

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

Effective communication of EU-OSHA's practical tools across all projects under SLA2, such as the OiRA platform and other E-tools, plays a vital role in advancing the Agency's strategic objective of supporting prevention of safety and health risks at work

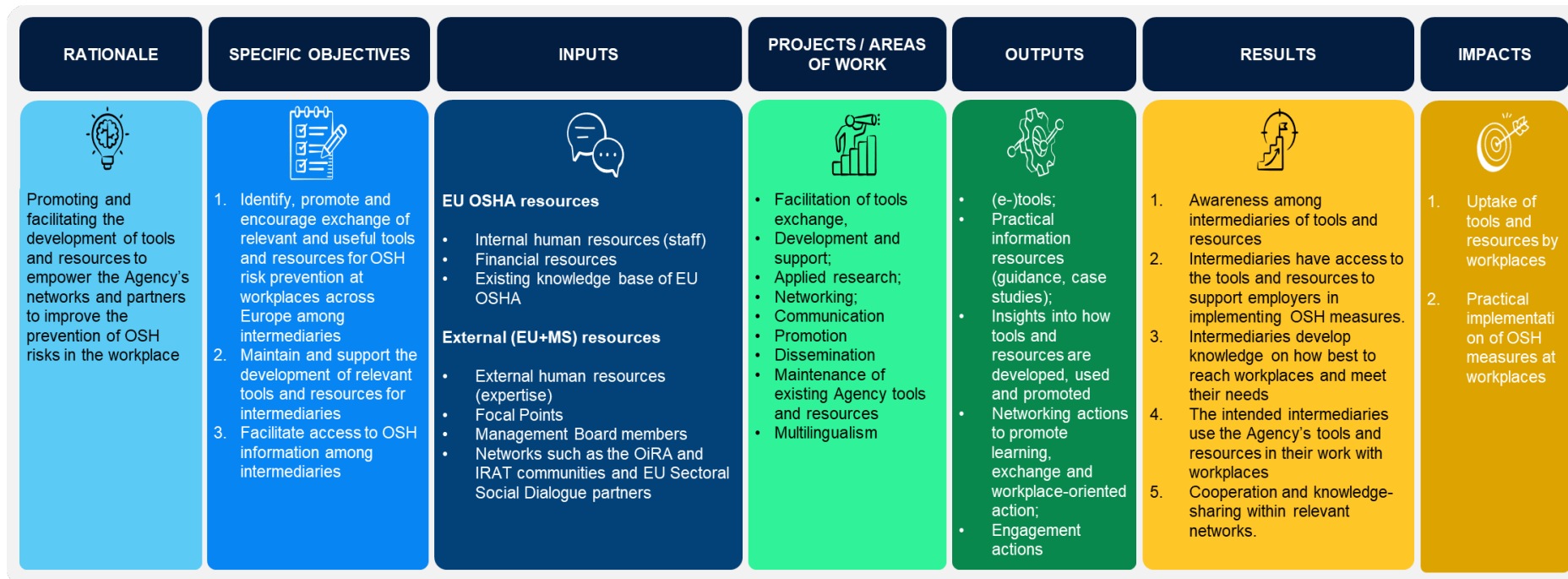
OiRA and other E-tools are designed to support micro, small and medium-sized enterprises (SMEs) in identifying and managing workplace risks. To ensure widespread uptake, EU-OSHA implements a targeted communication approach that raises awareness, builds understanding, and encourages practical use of these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

Dissemination is delivered through a mix of channels, including the Agency's websites, newsletters, social media, case studies, press releases, instructional videos, and stakeholder events. Communication efforts are closely coordinated with national focal points and social partners, who help adapt messages to specific national and sectoral contexts.

These activities directly contribute to EU-OSHA's strategic goals by making OSH knowledge accessible and actionable. Promoting tools like OiRA empowers organisations — especially SMEs — with the capacity to assess risks, comply with regulations, and implement preventive measures.

In operational terms, communication on tools reinforces EU-OSHA's role as a provider of practical solutions and strengthens partnerships with Member States and stakeholders. It also provides indications of impact through user feedback, usage statistics, and documented success stories. By turning knowledge into practice, the communication of tools such as OiRA and E-tools ensures that EU-OSHA's outputs help drive real change in the workplace.

An important part of the delivery on SLA 2 is through networking. Networking is an integral part of some projects such as OiRA and e-tools. Intermediaries play a very strong role in facilitating the transfer of knowledge, tools and resources to workplaces. Engaging these networks and developing their capacity are therefore important to ensure success.



4.3 Precondition and external influences for SLA 2

For SLA 2, EU-OSHA relies even more on intermediaries than for SLA 1. Achieving the expected results are – as mentioned above – necessary to achieve the desired impacts. But achieving these results does not only depend on the Agency. It requires the active collaboration from a range of intermediaries. This includes the primary operational network, the focal points. However, achieving the results also depends on the existence of useful and relevant tools and ensuring their availability to the intermediaries. EU-OSHA can influence the engagement of intermediaries by providing reliable and useful information and engaging in effective networking, promotion and dissemination actions. The Agency will continue to seek feedback and gather data on the use of the resources and tools it provides – both directly from beneficiaries, but mainly via intermediaries such as the focal points.

A number of important aspects are outside EU-OSHA's control. External influences include factors such as the resources which intermediaries have available and their capacity in general. But broader issues such as policy agendas and the match between what EU-OSHA provides and the agenda of the intermediaries may also have substantial influence on the intervention logic.

PROJECTS/AREAS OF WORK



Preconditions for success / judgement criteria

- Adequately resourced EU-OSHA in terms of staff and budget

External factors

- Focal Points' access to adequate resources from the MSs
- Alignment with strategic approaches at EU and MS

OUTPUTS



Preconditions for success / judgement criteria

- Adequate identification of intermediaries, and understanding of their needs
- Tools for workplaces are aligned to specific guidance and requirements for tools and resources (communications strategy, IT strategy, corporate guidance)
- Tools for workplaces are coherent with relevant legislation and requirements and are regularly maintained.

RESULTS



Preconditions for success / judgement criteria

- Effective Agency coordination of the actions in different areas such as tools and good practice exchange, engagement and networking actions
- The MB and the Focal Points fulfil an advocacy role that is reflected in the engagement and networking actions of the Agency
- Tools and resources addressing relevant OSH risks exist, and are relevant and useful for intermediaries
- Tools and resources are possible to maintain
- Tools and guidelines are adaptable to national and sectoral contexts.
- EU-OSHA delivers sound research, and credible methods underpin the Agency's work
- Stakeholders can adequately resource their engagement in tool development and dissemination

External factors

- Policy priorities of the European Commission, European Parliament, Member States and social partners
- Intermediaries commit and have access to the necessary resources
- Agenda of the intended intermediaries matches the Agency's outputs
- Intermediaries have the capacity to develop tools and to process, actively use and implement good practices and guidance

IMPACTS



Preconditions for success / judgement criteria

- Tools, good practice and guidance remain relevant and updated and cover emerging risks as need arise.

External factors

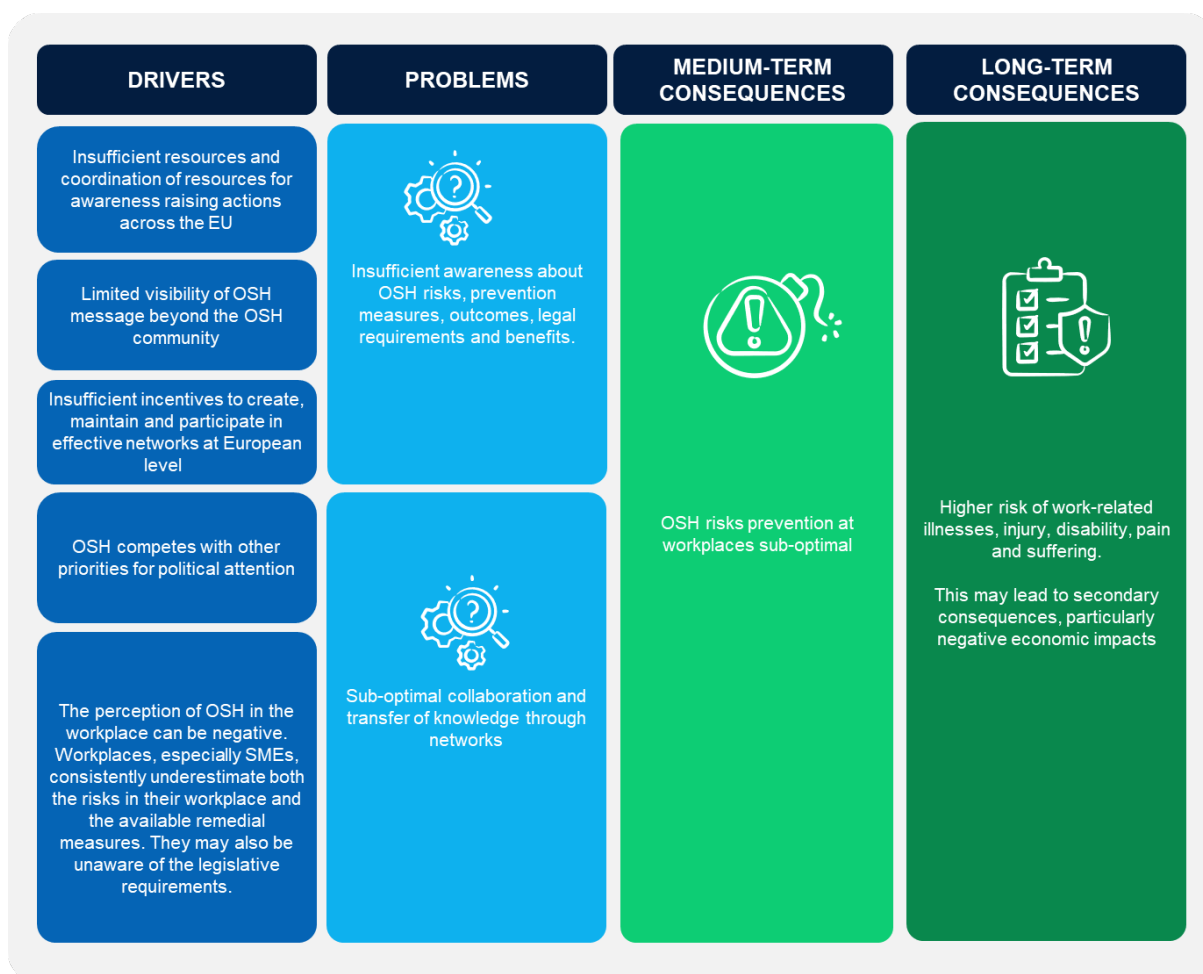
- Priorities of beneficiaries favour use of tools available.

5 Strategic Line of Action 3: Raising awareness and networking for a positive safety and health culture at work

The main action under this SLA will be awareness-raising and networking. The Strategy defines the SLA's general objective as:

Driving awareness-raising and networking actions to enable the agency and its stakeholders to foster a positive risk prevention culture at work.

5.1 SLA 3's problem tree



The problems identified for SLA 3 are a lack of awareness about OSH and insufficient collaboration and knowledge transfer through networks. The lack of awareness may be about the risks, measures, outcomes, legal requirements or benefits from taking action. Creating awareness is often a necessary condition for improving prevention at workplaces. Enhancing collaboration and knowledge transfer across networks is expected to create more impact while making a more effective and efficient use of available resources.

Several factors driving these problems are identified. Some of these have to do with resources, and coordination of these, but there is also a structural challenge as no other body than EU-OSHA may have the incentive to run effective European level networks.

5.2 SLA 3's intervention logic

Three specific objectives are defined for SLA 3. One focuses on the engagement of EU-OSHA's tripartite Management Board and its members as they are a valuable resource centrally placed in European and Member State OSH networks. Another objective focuses on capacity building among the focal points and their national networks that include the social partners, as well as other intermediaries. Focal points are decisive both for dissemination and data collection exercises. Finally, a third objective focuses on enabling intermediaries to carry out awareness-raising action to reach beneficiaries and to exchange OSH information.

As for the other two SLAs, the expected results are very important. It is necessary that intermediaries, in particular focal points, but also Management Board members, engage in networking and awareness-raising actions in order to reach beneficiaries and facilitate knowledge exchange. The expected impact under SLA 3 is increased awareness of OSH and a well-connected European network.

5.2.1 *Types of work under SLA 3*

1. Campaigning

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

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

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

2. OSH promotion

This project captures two other main awareness-raising initiatives carried out under SLA3 to meet the task set out in the agency's founding regulation to "carry out awareness-raising and communication activities and campaigns on safety and health at work issues".

Healthy Workplaces Film Award

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

Presented annually at the Doclisboa International Film Festival in Lisbon, the award includes subtitling of the winning film into multiple EU languages. This ensures wide dissemination through EU-OSHA's network of national focal points and campaign partners.

Napo

Napo is a series of accessible and engaging animated films to raise awareness about workplace safety and health. Featuring the engaging, wordless character Napo, these short films address a wide range of occupational risks—from slips and trips to stress and musculoskeletal disorders—using humour and relatable scenarios to convey serious messages. Designed to transcend language barriers and cultural differences, Napo's universal appeal makes him an effective tool for education and training across the EU. The films are used in Focal Point events as a gateway for further discussions on a topic, in training sessions, schools, and workplaces, helping to build knowledge and encourage proactive safety behaviour.

3. Networking

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

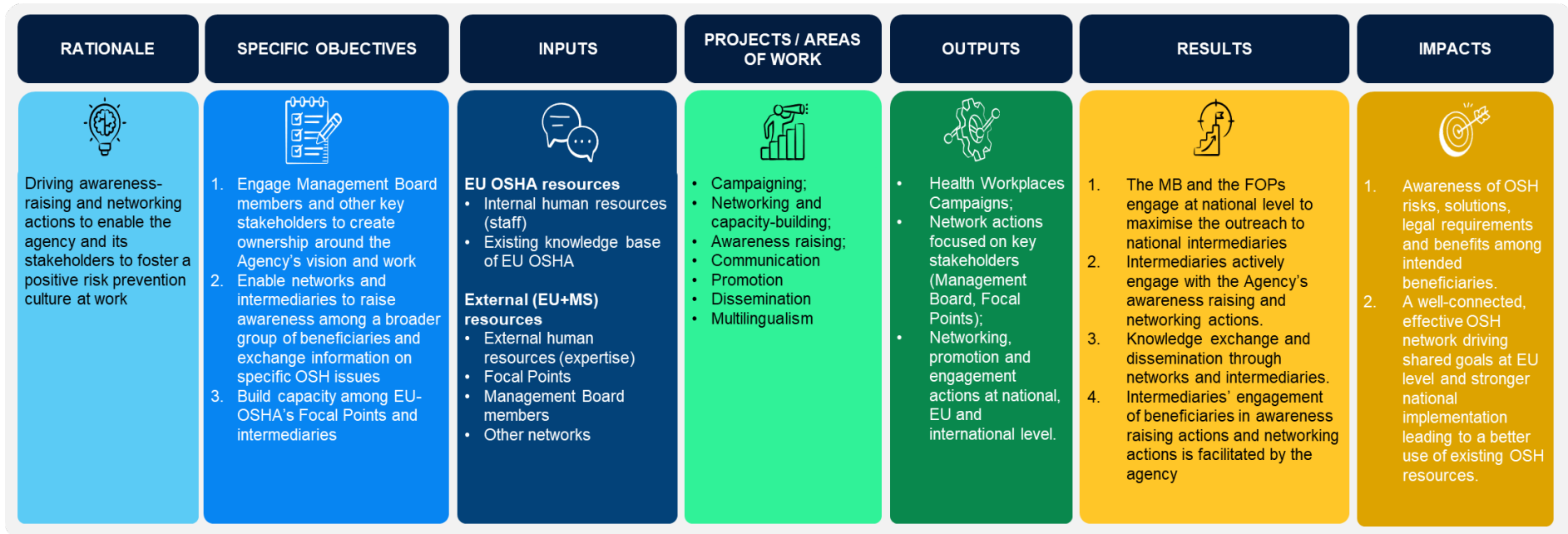
As described in the founding regulation, the EU-OSHA focal points network is unique among the EU Agencies in its inclusion of worker and employer representatives at national level. The Focal Points, including their national tripartite networks, are the key partner for the implementation EU-OSHA's work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

In addition to its governance role, the Management Board will continue to be the Agency's main strategic network together with the European Commission and European Parliament. These partners provide invaluable input to the Agency's programming and planning work which helps ensure the relevance of EU-OSHA's work.

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

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

Under the Strategy, EU-OSHA will prioritise its networks by providing support and seek active engagement in order to promote a positive occupational safety and health culture. A special focus will be on strengthening the involvement of the networks in the efforts to ensure the uptake of the Agency's work.



5.3 Precondition and external influences for SLA 3

Below, the identified preconditions and external influences are presented. Under this SLA, EU-OSHA will have to ensure that it continues to reflect the priorities of its Management Board and other key stakeholders such as the European Commission and the European Parliament. Outputs and messages also have to match the needs and be useful in order to achieve the expected results. It is only by providing relevant and useful messages and products that EU-OSHA can be successful in this area. Still, intermediaries' engagement is essential for EU-OSHA's work in this area to exert impact.

External influences may affect the success – positively or negatively. Especially for campaigning and awareness raising, success will depend on the match between the themes and topics covered by EU-OSHA's work and the agendas of the intermediaries. The resources and capacity of intermediaries are another external influence which may facilitate or reduce the impact of EU-OSHA work under this SLA.

PROJECTS/AREAS OF WORK



Preconditions for success / judgement criteria

- Adequately resourced EU-OSHA in terms of staff and budget

External factors

- Focal Points access to adequate resources from the MS
- Engagement of MB members

OUTPUTS



Preconditions for success / judgement criteria

- Adequate identification of intermediaries and beneficiaries, and understanding of their needs
- Sound and credible research methods underpin the Agency's work

RESULTS



Preconditions for success / judgement criteria

- EU-OSHA's priorities reflect those of its Management Board and EU policy priorities
- The intermediaries are reached
- The outputs and messages are designed to meet the needs of the intermediaries and are useful
- The support and capacity building provided by the Agency to its networks is adequate
- Campaign and non-campaign-related communication messages resonate with beneficiaries and are properly shaped

External factors

- Policy priorities of the European Commission, European Parliament and Member States
- Target audiences have the capacity and will to engage in the Agency's work and in networking actions

IMPACTS



Preconditions for success / judgement criteria

- Knowledge and expertise provided match general political and research priorities

External factors

- EU-OSHA is involved upstream in policy initiatives on OSH or other potentially OSH-relevant policy areas.

6 Summarising the types of work and projects as well as overall intervention logic

In the table below the types of work and projects being undertaken under the SLAs are summarised.

Strategic Line of Action	Type of work and projects
SLA 1	OSH data for policy and research OSH thematic knowledge for policy and research Anticipating change in OSH OSH expertise for policy and research
SLA 2	OSH tools for workplace prevention OSH resources for workplace prevention
SLA 3	Campaigning OSH promotion Networking

In the illustration below, the intervention logics for the three SLAs are put together.

	 RATIONALE	 OBJECTIVES	 INPUTS	PROJECTS	 OUTPUTS	 RESULTS
SLA 1	Providing evidence and knowledge on current, new and emerging risks regarding their impact on workplace safety and health and their prevention, to support policymaking and research	1. Collect data on occupational safety and health risks, prevention measures and outcomes in the EU 2. Provide sound analysis on occupational safety and health issues relevant for research and policy at EU and MS levels 3. Identify new, changing and emerging occupational safety and health challenges and opportunities 4. Engage relevant intermediaries and facilitate the use of the Agency's work in policy and research 5. Provide relevant (& timely) inputs to OSH policy priorities 6. Collaborate with EU bodies to mainstream OSH into broader policy areas	EU OSHA resources • Internal human (staff) and financial resources • Existing knowledge base of EU OSHA External (EU+MS) resources • External human resources (expertise) • Focal Points • Management Board members • Other networks	• Primary and secondary research; • Networking; • Communication; • Promotion • Dissemination • Multilingualism	• Knowledge resources: • Datasets; • Expertise; • Data visualisations; • Information systems; • Engagement • Networking actions • Promotion actions	• Intermediaries and target audiences are aware of EU-OSHA's research and knowledge outputs. • Intermediaries and target audiences engage with the Agency's outputs • Intermediaries and target audiences understand the OSH issues being addressed by the Agency's work. • EU-OSHA's work is used by the intended intermediaries and target audiences as input to policy and research (priorities).
SLA 2	Promoting and facilitating the development of tools and resources to empower the agency's networks and partners to improve the prevention of safety and health risks in the workplace.	1. Identify, promote and encourage exchange of relevant and useful tools and resources for OSH risk prevention at workplaces across Europe among intermediaries 2. Maintain and support the development of relevant tools and resources for intermediaries 3. Facilitate access to OSH information among intermediaries		• Facilitation of tools exchange, • Development and support; • Applied research; • Networking; • Communication • Promotion • Dissemination • Maintenance of existing Agency tools and resources • Multilingualism	• (e-)tools; • Practical information resources (guidance, case studies); • Insights into how tools and resources are developed, used and promoted • Networking actions to promote learning, exchange and workplace-oriented action; • Engagement actions	• Awareness among intermediaries of tools and resources available • Intermediaries have access to the tools and resources to support employers in implementing OSH measures. • Intermediaries develop knowledge and capacity on how best to reach workplaces and meet their needs • The intended intermediaries use the Agency's tools and resources in their work with workplaces • Cooperation and knowledge-sharing within relevant networks.
SLA 3	Driving awareness-raising and networking actions to enable the agency and its stakeholders to foster a positive risk prevention culture at work	1. Engage Management Board members and other key stakeholders to create ownership around the Agency's vision and work 2. Enable networks and intermediaries to raise awareness among a broader group of beneficiaries and exchange information on specific OSH issues 3. Build capacity among EU-OSHA's Focal Points and intermediaries		• Campaigning; • Networking and capacity-building; • Awareness raising; • Communication • Promotion • Dissemination • Multilingualism	• Health Workplaces Campaigns; • Network actions focused on key stakeholders (Management Board, Focal Points); • Networking, promotion and engagement actions at national, EU and international level.	• The MB and the FOPs engage at national level to maximise the outreach to national intermediaries • Intermediaries actively engage with the Agency's awareness raising and networking actions. • Knowledge exchange and dissemination through networks and intermediaries. • Intermediaries' engagement of beneficiaries in awareness raising actions and networking actions is facilitated by the agency