



European Agency for Safety and Health at Work



Annual Report 2015



European Agency
for Safety and Health
at Work



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

You can follow us on Twitter (http://twitter.com/eu_osh) and Facebook (<https://www.facebook.com/EuropeanAgencyforSafetyandHealthatWork>), visit the Agency's blog (<http://osha.europa.eu/en/blog>) or subscribe to our monthly newsletter OSHmail (<http://osha.europa.eu/en/news/oshmail/>). You can also register for regular news and information from EU-OSHA via RSS feeds (<http://osha.europa.eu/@rss-feeds>).

<http://osha.europa.eu>

A summary of this report is available online in 25 languages at <https://osha.europa.eu/en/tools-and-publications/publications/annual-report-2015-summary/view>

***Europe Direct is a service to help you find answers
to your questions about the European Union***

**Freephone number (*):
00 800 6 7 8 9 10 11**

(* The information given is free, as are most calls (though some operators, phone boxes or hotels may charge you).

More information on the European Union is available on the Internet (<http://europa.eu>)

Luxembourg: Publications Office of the European Union, 2016

Print ISBN 978-92-9240-930-2 ISSN 1681-0155 doi:10.2802/82013 TE-AB-16-001-EN-C

PDF ISBN 978-92-9240-931-9 ISSN 1681-2611 doi:10.2802/657886 TE-AB-16-001-EN-N

© European Agency for Safety and Health at Work, 2016

Reproduction is authorised provided the source is acknowledged.

Photographs

Cover page: clockwise from top right: © SHUTTERSTOCK/bikeriderlondon, © European Union, 2016/EC - Audiovisual Service/Photo: Steffi Loos, ©wavebreakmedia/Shutterstock, © EU-OSHA/Nuno Oliveira

The photographs used in this report illustrate a range of work activities. They do not necessarily show good practices or compliance with legislative requirements.

Contents

Foreword by the Director and Chair of the Governing Board	3
Key activities in 2015	7
1. Anticipating change	7
2. Facts and figures	11
3. Tools for OSH management	17
4. Raising awareness	19
5. Networking knowledge	27
6. Networking and corporate communication	29
7. Corporate management	35
8. Administrative support	37
Annexes	40
1. Overview of how the Agency and its partners operate	41
2. Membership of the Governing Board	43
3. Organisation chart of the Agency	47
4. Focal points	48
5. Network activities and national networks 2015	53
6. Official campaign partners 2015	54
7. Campaign media partners	57
8. Publications 2015	59
9. Human and financial resources by activity	62



We promote safety and health in the workplace to improve working conditions and boost productivity

Foreword by the Director and Chair of the Governing Board

The year 2015 was another one of challenges and achievements for the European Agency for Safety and Health at Work (EU-OSHA).

One of the main highlights of 2015 was the dissemination of the first findings of EU-OSHA's flagship survey, the second edition of the European Survey of Enterprises on New and Emerging Risks (ESENER-2), which collated responses from almost 50,000 workplaces across 36 European countries. The results were eagerly anticipated, as they give such a good picture of how occupational safety and health (OSH) risks are being managed, including psychosocial risks.

The findings are now easy to explore in detail using EU-OSHA's new interactive online survey dashboard, which allows users to 'interrogate' the database question by question. The results show that the most widespread risk factors in Europe's workplaces are psychosocial risks and those leading to musculoskeletal disorders. On a more positive note, they also show that risk assessment is still believed to be the best way to start tackling workplace risks, and that a high level of worker participation is a reliable indicator of good OSH management — and good psychosocial risk management in particular.

The year 2015 also saw a lot of work done on the European Parliament project 'Safer and healthier work at any age', which was delegated to EU-OSHA by the European Commission in response to a mandate from the Parliament to look at workplace safety and health in the context of an ageing workforce. The aim was to determine the prerequisites for more inclusive OSH strategies that will ensure better risk prevention throughout people's working lives. Interim results were presented to a high-level audience, including MEPs, on 22 September, and the final results will follow in 2016. This was a big project on a challenging and very important topic, and the results will feed in to the 2016-17 Healthy Workplaces Campaign and help policy-makers to develop a more holistic approach to OSH across Europe.

EU-OSHA's Online interactive Risk Assessment (OiRA) project — which plays a key part in its strategy to support small businesses to manage workplace risks — had a particularly successful year. In November 2015, OiRA was awarded a Best Practice Certificate by the European Public Sector Award (EPSA) scheme in recognition of its role in promoting working in partnership. This is a real tribute to EU-OSHA and the dedicated OiRA community of over 27,000 users and developers. In the same month, a new version of the OiRA software was released, providing not just a new look and feel but also better support for use on mobile devices and access for guest users, both of which are particularly useful for small enterprises, OiRA's target audience.

Earlier in the year, an evaluation of OiRA by the Institute for Employment Studies concluded that stakeholders are very satisfied with the way the project is developing and they anticipate that not only will new tools continue to be developed but also the scope of the project will be broadened in future.

Also in November, one of the highlights of each campaign, the Healthy Workplaces Summit, was held in Bilbao. This was the closing event of the 2014-15 Healthy Workplaces Campaign — Healthy Workplaces Manage Stress — and it was held in memory of Dr Eusebio Rial González, who was the Head of the Prevention and Research Unit at EU-OSHA and the inspiration behind this campaign.

It proved to be EU-OSHA's most successful campaign yet, attracting over 100 official campaign partners and 34 media partners at European level and many more partners recruited by EU-OSHA's focal points at national level.

The aim of the summit was to reflect on the campaign and the lessons learned and share good practice. Over 300 delegates from across Europe took this unique opportunity to do that while networking with other OSH professionals, researchers, representatives of trade unions and employers organisations, decision-makers and policy advisers.

The 2016-17 Healthy Workplaces Campaign — Healthy Workplaces for All Ages — was launched on 15 April 2016. The campaign will be run against the background of Europe's ageing workforce and the need to promote safe and healthy workplaces for people of all ages through good OSH management, so that people will be more likely to remain active and healthy at work as they age. The launch was held in Brussels under the auspices of the Dutch Presidency of the Council of the European Union.

At the strategic level, EU-OSHA will be working with the European Commission to support the implementation of the Strategic Framework on Health and Safety at Work for 2014-20, including supporting the Commission in its follow-up of the evaluation of all OSH legislation (currently 25 directives). EU-OSHA's work also contributes to the Commission's objective of developing a European Pillar of Social Rights as a key element of a deeper and fairer Economic and Monetary Union (EMU).

It will also support the Dutch and Slovakian presidencies on all OSH matters. And it will continue the important work of supporting the beneficiaries of the Instrument for Pre-Accession Assistance (IPA), namely the EU candidate countries and the potential candidate countries in the Western Balkans, introducing them to the 'European model' of OSH management by helping them to establish tripartite national networks.

EU-OSHA's day-to-day work will go on as always: providing reliable information and accessible, user-friendly tools to support small businesses to manage OSH; using its networks to promote safety and health in workplaces across Europe; and promoting the message that good OSH management is good for business. At a time when the world of work is always changing, it is important to keep stressing that it is by working together and supporting each other that we will achieve the best outcomes.

On behalf of EU-OSHA, we would like to thank our network of national focal points and other partners and stakeholders, who are key to our success in getting our messages across and gathering information from workplaces. We would also like to thank all EU-OSHA staff for their hard work and support throughout the year.

Christa Sedlatschek, Director



Christa Schweng, Chair of the Governing Board



1



© EU-OSHA/Michel Wiebeck

We help to prevent tomorrow's safety and health risks by identifying them today

Key activities in 2015

1 Anticipating change

In 2015, EU-OSHA continued to work on a number of projects to provide policy-makers and researchers with the information necessary to anticipate change in the world of work and the new and emerging risks that change may bring to workers' safety and health.

1.1 Large-scale foresight project

EU-OSHA's foresight studies use a scenario-building approach to identify and anticipate emerging occupational safety and health (OSH) risks over the longer term. They begin with a state-of-the-art literature review looking at trends and drivers of change, which is followed by a series of multidisciplinary and participative steps comprising phone interviews, surveys and workshops to debate the implications for workplace safety and health of developments in technology or changes in society. The results are especially useful for policy-makers, helping them to anticipate trends.

Based on the findings of its 'Scoping study for a foresight on new and emerging occupational safety and health (OSH) risks and challenges' and a consultation with stakeholders, both completed in 2014, and building upon its successful 2014 study 'Foresight of new and emerging OSH risks associated with new technologies in green jobs', EU-OSHA published a call for tenders for a 2-year project, 'Foresight on new and emerging OSH risks



© European Union, 2016/EC - Audiovisual Service/
Photo: Steffi Loos

associated with information and communication technologies (ICT) and work location by 2025'. The contract was awarded in December 2015 and work started at the beginning of 2016.

The aim of this foresight study is to carry out a comprehensive evaluation of the potential impact that the spread of ICT and changes in work location may have on workers' health and safety and what new and emerging OSH risks they may bring. It is also intended to stimulate debate on what steps should be taken now, in terms of policy and measures, to prevent the potential new and emerging risks identified in the study. This foresight study will have a 10-year time horizon and will follow the scenario-building approach.

1.2 Review articles on new and emerging risks

In 2015, EU-OSHA took a new approach to stimulating discussion among its stakeholders on the future challenges for OSH by commissioning three expert review articles from academics (not OSH experts) on different aspects of the future of work, with the aim of stimulating debate among stakeholders on new and emerging risks. The articles addressed the following topics:

- *Crowdsourcing.* The rapid development of technology has expanded the potential for 'relocating' work outside traditional workplaces, with the result that entirely new ways of organising work have emerged. Crowdsourcing — paid work organised through online labour exchanges — is one such new working pattern. The article describes the wide range of work involved and the considerable OSH challenges created by this way of working and discusses examples of unresolved issues, such as who the employer is in the crowdsourcing situation, the application of labour law and OSH legislation, insurance and legal liability.
- *Performance-enhancing drugs.* The use of drugs normally prescribed for medical reasons, such as Ritalin or modafinil, as cognitive enhancers is starting to increase among certain groups of workers. As workplaces become increasingly competitive, the misuse of these drugs is expected to grow, but their long-term effects on safety and health are not fully understood. The article describes the drugs involved and their current prevalence and effects and discusses the implications that they may have for workplace safety and health.



© EU-OSHA/Nuno Oliveira



© EU-OSHA/Andreas Rudolf/Ruhmenseder

- *Robotics*. Whereas robots were initially built to carry out simple mechanical tasks, the development of artificial intelligence (AI) now means that they will also be able to ‘think’ and will, in time, become as skilful and flexible as humans. The article describes the present use of robots and intelligent machines, makes projections on the extent of their use in the future and discusses the implications of their increasing use for OSH.

On 11 June 2015, the authors of the articles presented their papers and shared their experiences at a seminar in Bilbao for the national focal points and representatives of the European Commission. This stimulated much discussion and debate, and input from the seminar was incorporated into the final discussion paper on each topic.

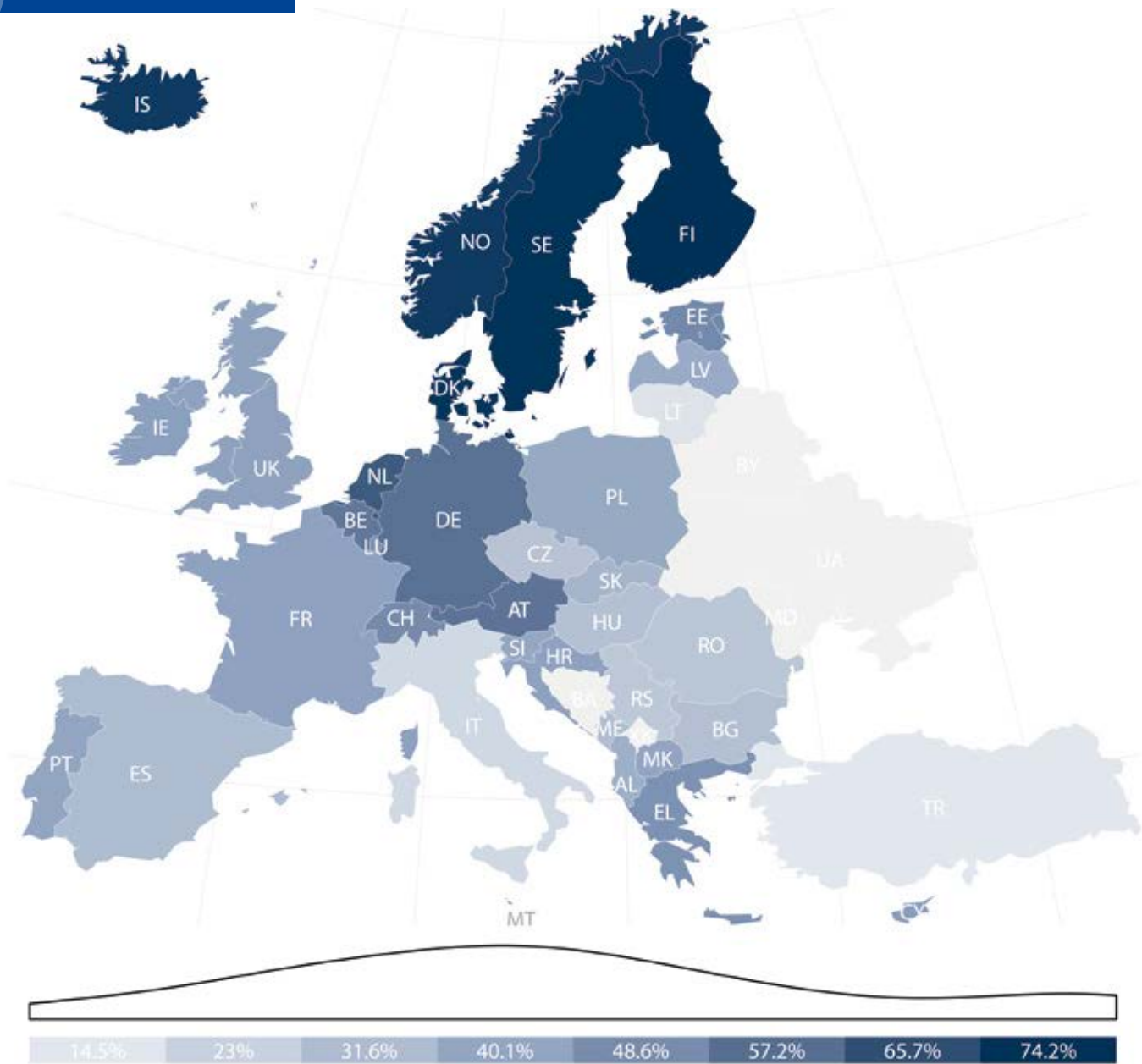
Following the success of the first seminar, another one will be held for EU-OSHA’s Governing Board in 2016.

1.3 Review of success factors in foresight studies

On 15 December 2015, EU-OSHA published the report 'Success factors for achieving policy impact in foresight studies', which brings together the findings of a study to identify the factors that are key to the effective uptake of the results of foresight studies into policy-making. The methodology comprised a literature review, interviews with experts and synthesis of the results to identify the key factors. The findings will increase the impact of EU-OSHA's foresight studies and promote their wider integration into policy-making.



© European Union, 2015/Source: EC - Audiovisual Service/Photo: Etienne Ansotte



Our activities result in high-quality research and up-to-the-minute information that can help set priorities and plan prevention

2 Facts and figures

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

This is one of EU-OSHA's flagship projects — a major, in-depth survey of workplaces across Europe, including micro and small enterprises (MSEs). The results give an accurate and detailed picture of how safety and health risks are being managed in workplaces. ESENER focuses especially on new and emerging risks and how they are managed in practice in workplaces, and it makes an important contribution to the evidence base for policy-makers, researchers and OSH professionals.

The second edition (ESENER-2) collated responses from almost 50,000 workplaces in 36 countries, including all 28 Member States.

The first analysis of the results and the summary were published in February and March 2015, respectively, and the main findings

were launched in 2015 at the Latvian Presidency Conference in Riga on 27 April and then presented to the European Parliament on 23 June. The results demonstrated that the most widespread risk factors are psychosocial risks and those leading to musculoskeletal disorders. They also showed that risk assessment is still considered the best way to start tackling workplace risks, and that a high level of worker participation is a reliable indicator of good OSH management in general and of good psychosocial risk management in particular. The survey findings can be easily explored using EU-OSHA's new interactive online survey dashboard, which allows users to 'interrogate' the database by sector or size of enterprise and by European or national level and see the results as maps or bar charts.

At the national level, events were held to present the findings in the Netherlands, Poland, Slovenia, Denmark, Estonia, Spain, Iceland and Norway. EU-OSHA took part in the Understanding Small Enterprises (USE) 2015 Conference in Groningen, where staff organised workshops to discuss (1) the main findings, (2) the methodology used in MSEs and (3) potential topics for future research arising from the findings. Austria, France, Germany and Sweden have already expressed interest in hosting events in 2016. Two papers were accepted at the European Survey Research Association (ESRA) Conference in Reykjavik on 13-17 July 2015 and EU-OSHA staff will also present the findings at the Fifth International Conference on Establishment Surveys in Geneva in June 2016.





© EU-OSHA/Filip De Smet

There has also been considerable interest internationally, notably from Korea and Canada. The Korean Occupational Safety and Health Agency is very interested in setting up a similar survey. The Canadian Centre for Occupational Health and Safety has invited EU-OSHA to present the findings of ESENER-2 and its methodology at a forum in 2016 so that Canadian colleagues can learn about the survey in depth, with the view to running ESENER in Canada.

The ESENER-2 overview report was published and promoted early in 2016.

Work on the secondary analysis of the results also got under way in 2015. Under the first of the follow-up projects, 'Worker participation in the management of OSH', a meeting was held in Tallinn to train the interviewers who will visit the workplaces that were surveyed in ESENER-2 in seven countries — Belgium, Estonia, Greece, the Netherlands, Spain, Sweden and the United Kingdom — to interview both management and worker representatives. These interviews will take place in 2016 and the final overview report, along with a summary and the seven country reports, are due to be published in 2017.

The second of the follow-up studies, a joint analysis of ESENER-2 and the EU Labour Force Survey ad hoc module on

accidents at work and other work-related health problems, is also progressing well. One of the key milestones is to have the analysis of the microdata from the ad hoc module and the bulk of the other analyses completed by the end of March 2016. And, as part of EU-OSHA's cooperation with its sister agency Eurofound (European Foundation for the Improvement of Living and Working Conditions), the results of the sixth European Working Conditions Survey will also be included in this project. Finally, a workshop for policy-makers will be held to discuss the preliminary findings on 30 May 2016, and the results of their discussions will feed into the final report, which is due to be published in 2017.

The procurement for the next round of secondary analysis projects, on OSH management and on psychosocial risk management, was launched early in 2016.

2.2 OSH overview: older workers

EU-OSHA's important pilot project on older workers, 'Safer and healthier work at any age — occupational safety and health in the context of an ageing workforce', aims to understand the

OSH challenges posed by an ageing workforce. In response to a mandate from the European Parliament, the project began in June 2013 and ran until the end of January 2016. The objectives were to improve knowledge of national OSH systems, and the various policies, strategies, programmes and initiatives associated with them; to highlight what works well; to identify success factors, barriers and knowledge gaps; and to share examples of good practice — particularly those that help to keep workers healthy and active at work and facilitate their return to work after long-term sick leave.

The qualitative research was completed in 2014. The main findings and conclusions of the project were presented to policy-makers, OSH professionals and representatives of the social partners at a conference on 22 September 2015 in Brussels. The conference provided an opportunity to receive feedback and expert opinions from independent experts on the findings, and served as a forum for stakeholders to exchange views and experiences on effective strategies and practices for improving OSH in the context of an ageing workforce. The discussion sessions focused on the key topics: ageing; OSH and gender; OSH policies, strategies, programmes and actions; workplace practices and support for enterprises; and rehabilitation and return-to-work systems and

programmes. The proceedings of the stakeholder conference were published in January 2016.

The findings of the project will help policy-makers develop a more holistic approach to OSH across Europe. The importance of the topic is such that it inspired the 2016-17 Healthy Workplaces Campaign — Healthy Workplaces for All Ages. The project will provide background material for the campaign, and the data gathered will be presented — using an interactive data visualisation technique — on EU-OSHA's website and will be used to create infographics to promote the campaign's key messages.

2.3 OSH overview: micro and small enterprises

Micro, small and medium-sized enterprises are vital to Europe's economy. They make up the vast majority of businesses — and employ about half of the workforce — in the EU. However, MSEs face particular challenges when it comes to OSH management,



© iSTOCK/SelectStock



with the result that employees in smaller enterprises are, on average, subject to greater risks.

EU-OSHA's long-term project 'Improving occupational safety and health in micro and small enterprises in Europe' aims to address this major issue. Work package 1 (of four) was finalised in 2015, with the production of a report on the state of play with regard to OSH in MSEs in Europe. The report, providing an up-to-date review of the literature and drawing on ESENER-2 data, is to be published in 2016, with the executive summary translated into 18 languages. It includes statistics on accidents, injuries and health problems; analyses how factors such as worker participation and management commitment affect OSH; and looks critically at the effects of differing regulatory approaches and interventions targeting OSH in MSEs across the EU and beyond. One of the main conclusions is that it is not only the available resources of an MSE, but also its wider context that determines its success in managing OSH.

This first work package provided an evidence and research foundation for the further stages of the project. The project is very practice-oriented, with the aim being to support policy recommendations and identify good practices that can be disseminated and promoted to MSEs throughout the EU. The second work package will involve in-depth interviews with

representatives of 160 European MSEs. An employer or manager and a worker from each MSE will be interviewed. It's quite rare for workers in MSEs to be interviewed for such surveys, and it is hoped that this will give fresh insights into OSH in small businesses. In 2015, the guidelines and templates for the interviews were prepared, the interviewers were trained and the pilot interviews took place.

As part of its awareness-raising work in this area, EU-OSHA attended the conference Understanding Small Enterprises (USE) 2015 in Groningen, where sessions on both ESENER-2 and the project 'Improving occupational safety and health in micro and small enterprises in Europe' were held. Planning is under way for a high-level seminar on the MSEs project that will be held in 2016.

2.4 OSH overview: work-related diseases and disabilities

The procurement for a major OSH overview was successfully concluded and the project was launched in November 2015. The project comprises three reviews covering: (1) OSH-related

instruments and practice regarding the rehabilitation of workers affected by cancer, including work-related cancer; (2) work-related diseases caused by biological agents; and (3) methodologies to identify work-related diseases, including alert and sentinel systems. The final topic covers systems to identify diseases not currently listed as occupational diseases but that may turn out to be so. Each sub-project will comprise a literature review and a review of policy and practices, as well as qualitative research conducted by national OSH actors, social partners and intermediaries at the enterprise level, and actors from different policy fields, such as public health or the medical community. For each sub-project, the results of the qualitative research and literature review will be summarised in a final overview report and summary (due to be published in 2017-18), which will be discussed in a workshop with national and EU experts. The project will also build on experiences from the large-scale activity on ageing workers, EU-OSHA's reviews on pandemics and emerging biological risks, and previous EU-OSHA campaigns (e.g. back-to-work musculoskeletal disorders, rehabilitation policies).

To address the widely recognised need for better data on occupational exposures, and following the results of the recent EU-OSHA review of assessment methods for exposure to carcinogens and work-related cancer¹, a feasibility study for a Europe-wide survey-based system to collect worker population information on exposure to occupational cancer risks will be commissioned in 2016, with a report due to be delivered in 2017. This project will be carried out in close collaboration with the Commission as well as other organisations currently working in this area to ensure a coherent, coordinated approach and complementarity to existing exposure databases and burden-of-disease studies.

¹ 'Exposure to carcinogens and work-related cancer: a review of assessment methods', EU-OSHA, 2014.

A literature review of workplace health risks associated with the fumigation of cargo in ports and a survey among the national focal points of approaches to the prevention of these risks will be initiated in 2016, with the final report due to be published in the first quarter of 2018. This work will be carried out in close coordination with the Commission and its Joint Research Centre.

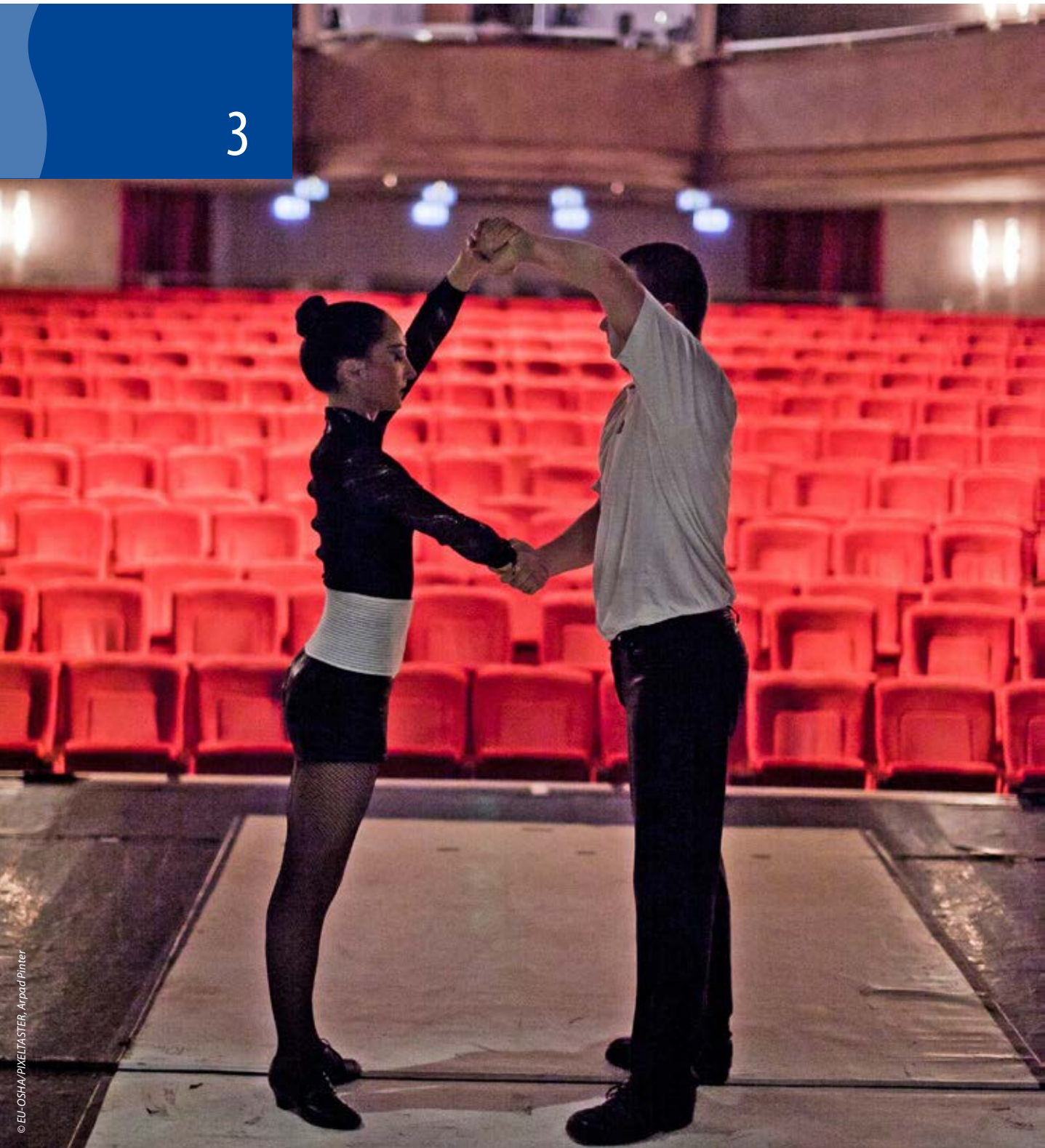
2.5 OSH overview: costs and benefits of OSH

One of EU-OSHA's major objectives is to help policy-makers, researchers and intermediaries understand the costs of poor and non-existent OSH and, conversely, the economic benefits that can result from good OSH management. This applies to all levels, from individual enterprises to the European economy as a whole.

With this in mind, in 2015 EU-OSHA began a multi-annual project intended to achieve a better estimate of the cost at European level of work-related illnesses, injuries and deaths. The project will involve two stages. The initial work will involve researching and writing a major report providing an overview of the availability and quality of the national and international data that would be required to arrive at a calculation of the cost. The templates for data collection in Member States were finalised in spring 2016, with the report to be published early in 2017. The second stage of the project will begin in 2016, with the procurement of services to create an economic model for estimating the costs of occupational accidents and ill-health to Europe.

In addition, the year also saw promotional activities undertaken to disseminate the findings of EU-OSHA's 2014 report on the costs and benefits of OSH in MSEs.

3



© EU-OSHA/PIXELTASTER, Arpad Pinter

Risk assessment is at the heart of good workplace safety and health

3 Tools for OSH management

3.1 Online interactive Risk Assessment (OiRA) project

EU-OSHA's OiRA project made great progress again in 2015. OiRA is an interactive web platform that allows users to carry out risk assessments using sector-specific tools quickly and easily and at no cost. OiRA was originally inspired by the Netherlands RI&E (risk inventory and evaluation) model. It has been developed specifically for micro and small enterprises (MSEs), and it is a cornerstone of EU-OSHA's wider strategy to support small businesses to manage workplace risks.

Early in 2015, EU-OSHA commissioned an evaluation of OiRA that included an online survey of users and telephone interviews with OiRA national partners. Results showed that stakeholders are very satisfied with the way the project is developing. Furthermore, they expect that not only will new tools continue to be developed but also the scope of the project will be broadened in future. The findings validate OiRA's mission, objectives and overall strategies.

As the OiRA project has developed, it has grown into a community of over 27,000 registered users. By the end of 2015, the total number of published OiRA tools was 86, and at least another 30 were under development. New tools were published in a wide range of sectors, including catering, sports and live performance. The last two are particularly interesting because they are EU OiRA tools, published by the sectoral social dialogue committees, rather than national tools. Three EU OiRA tools were published for the sports sector (active leisure, not for profit and professional sports) and another two in the live performance sector (venues and production), all with the support of EU-OSHA and the OiRA community.

A new user interface, OiRA 2.0, was launched successfully on 9 November without any disruption in service for users. The new interface gives the OiRA platform a contemporary new look and feel, providing a better overall experience for users. Specifically, it is a mobile-oriented design, so it will work much better on

smartphones and tablets, and it is now possible to access OiRA as a guest user without having to register, both of which will benefit small businesses, OiRA's target audience.

Under the Awareness Raising Package, eight focal points chose to organise nine OiRA seminars for 15 people and four seminars (supported by media activities) for 50 people.

Best of all, in November, the OiRA project was awarded a Best Practice Certificate by the European Public Sector Award (EPSA) scheme at a ceremony in Maastricht. The Award recognises public sector practices that promote working in partnership, and it is a fitting tribute to EU-OSHA and the OiRA community.

3.2 Tools for implementing OSH solutions

More and more electronic tools (e-tools) for OSH management are being developed and are now widely available online. In view of the technical challenges and its limited resources, EU-OSHA has taken on the role of facilitating the development and promotion of e-tools through its website and promotional activities, rather than developing them per se.

To this end, in 2015, EU-OSHA held two seminars on e-tools. The first was in Bilbao on 9 June, and the topic was the development of applications for mobile phones. The event brought together e-tool developers and policy-makers who were particularly interested in the benefits that mobile applications will have for OSH management in MSEs. The second seminar was held on 22 October at the Understanding Small Enterprises (USE) 2015 Conference in Groningen and jointly organised with INRS, the French institute for the prevention of occupational accidents and diseases. The aim was to highlight and promote e-tools that would make it easier for MSEs to assess workplace risks and implement effective risk prevention measures.

Following an audit by the European Commission Internal Audit Service, it was recommended that EU-OSHA's work on e-tools be integrated into activity 5.2, 'Other networking knowledge actions'. This will better reflect the shift in emphasis from developing e-tools to fostering the networking and sharing of knowledge to enable their development.

4



© EU-OSHA/Markel Redondo

Our campaigning and promotion activities take our messages into workplaces across Europe and beyond

4 Raising awareness

4.1 Healthy Workplaces Campaign 2012-13: Working together for risk prevention

It was during the 2012-13 campaign that EU-OSHA held its first benchmarking — or good practice exchange — workshop in response to a suggestion from campaign partners.

EU-OSHA defines benchmarking as ‘a planned process by which an organisation compares its health and safety processes and performance with others to learn how to reduce accidents and ill health, improve compliance with health and safety law and/or cut compliance costs’. Taking this definition, EU-OSHA carried out a review of OSH benchmarking schemes, with the aim of assessing their benefits and limitations and identifying the key factors in, and main obstacles to, their success.

The final report — ‘Review of successful OSH benchmarking initiatives’ — was published on 7 July 2015. It concluded that the benefits of benchmarking for organisations are considerable, particularly in terms of sharing good practice and improving OSH management. In turn, EU-OSHA benefits from supporting its campaign partners, on which it relies for the success of the campaigns, and the wider promotion of the campaign messages.

4.2 Healthy Workplaces Campaign 2014-15: Healthy Workplaces Manage Stress

The 2014-15 campaign was EU-OSHA’s most successful to date, with over 11,000 active participants. As in previous campaigns, the 2014-15 campaign was mainly supported by the campaign website, the campaign guide, promotional leaflets and a video in 25 languages. New for this campaign was an e-guide on the management of work-related stress and psychosocial risks, available in over 30 national versions and designed to be particularly applicable to small and medium-sized enterprises (SMEs). EU-OSHA also produced two new infographics focusing on two particular psychosocial risks — sexual harassment and third-party violence, the latter being the most commonly reported

psychosocial risk in Europe’s workplaces. The infographics explain how to recognise the risks, how many workers are affected by them and what organisations can do to prevent them. There were also new developments in communication, particularly the use of social media, a campaign newsletter and weekly news articles published on the website.

In January 2015, EU-OSHA and its sister agency Eurofound (European Foundation for the Improvement of Living and Working Conditions) published in 25 languages the executive summary of a 2014 report, ‘Psychosocial risks in Europe: prevalence and strategies for prevention’. The report gives an overview of psychosocial risks in European workplaces and is illustrated with case studies. It also provides practical guidance on the way forward for individual organisations and policy advisers.

Official campaign partners and media partnership

During the 2014-15 campaign, EU-OSHA recruited 102 official campaign partners (see Annex 6). The campaign partners included businesses, employers’ organisations, trade unions, OSH professionals, researchers and other network organisations. They organised a wide range of activities to promote and support the campaign, such as training courses, workshops and seminars. For example, the European Federation of Food, Agriculture and Tourism Trade Unions used managing stress and psychosocial risks as the theme for its annual conference in April 2015. In addition, EU-OSHA supported its national focal points by financing 39 national partnership meetings and 139 seminars for stakeholders over the 2 years of the campaign.

The 34 media partners (see Annex 7) of the 2014-15 campaign comprised journalists and editors involved in OSH across Europe, who use their networks and print and online media channels to promote the campaign and raise awareness of its messages. Media partners also organised events to help promote the campaign and its messages. For example, Aragon Valley ran a ‘campaign within a campaign’ to promote good safety and health and explain psychosocial risks to children and young people in schools and colleges in Aragon and Catalonia using the Napo for Teachers toolkit and other campaign materials.

Healthy Workplaces Good Practice Awards

The Healthy Workplaces Good Practice Awards celebrate outstanding examples of good practice in OSH management and are one of the highlights of each campaign. The awards ceremony was held on 27 April 2015, the eve of the World Day for Safety and Health at Work, at the Latvian Presidential Conference in Riga. The awards were presented by EU-OSHA Director Christa



Sedlatschek and Uldis Augulis, the Latvian Minister for Welfare. Eleven organisations received awards for best practice in managing stress and psychosocial risks at work, and a further 12 were highly commended.

One of the award winners was Siemens, a multinational company, whose Belgium base tailored the company's holistic Life in Balance programme to local conditions to tackle psychosocial risks in five areas: awareness, leadership involvement, communication, training and an employee assistance programme. The results were impressive, notably in terms of reduced absenteeism and increased commitment to a healthy lifestyle.

Another award winner, Schuberg Philis in the Netherlands, operates in a different, and inherently high-pressure, industry — IT outsourcing. It offers clients a 100 % guarantee that their systems are safe in its hands, which it achieves by accepting that mistakes will be made, fostering an open and honest culture, and providing a lot of support to help staff meet deadlines and keep clients' systems running. In return, the company benefits from high levels of customer satisfaction and from staff turnover and sickness rates that are well below average.

These examples illustrate that psychosocial risks can be managed successfully regardless of the type of organisation. As with any

form of risk prevention, key factors are good leadership and worker participation.

European Week for Safety and Health at Work

The European Week for Safety and Health at Work kicked off on 19 October. Events were held throughout the week to mark the occasion and get Europe talking about psychosocial risks and stress at work. For example, the Estonian focal point hosted a screening of the award-winning documentary film *C(us)todians*, highlighting the stresses of working in a Brazilian prison, which was followed by a discussion led by a psychologist. On a different scale, the UK focal point organised a 'Managing Stress Train 2015 Challenge', which toured cities during the European Week promoting free courses for employers to train staff to recognise and manage psychosocial risks in the workplace.

Healthy Workplaces Summit

One of the other highlights of every campaign, the Healthy Workplaces Summit, was held in Bilbao in November to mark the end of the 2014-15 campaign. It was dedicated to the memory

of Dr Eusebio Rial González (1966-2014), who was the Head of the Prevention and Research Unit at EU-OSHA and the architect of this particular campaign.

The summit attracted over 300 OSH professionals, researchers, representatives of trade unions and employers, decision-makers and policy advisers from across Europe. They came to Bilbao to network, to reflect on the campaign and the lessons learned and to share good practice.

During the opening session, speakers from the European Commission, the Luxembourg EU Council Presidency, the Spanish and Basque Governments, BusinessEurope and the European Trade Union Confederation set the scene. They all warmly congratulated EU-OSHA on its work on raising awareness of work-related stress and psychosocial risks and improving their prevention by providing information, solutions and practical tools.

One of the highlights of the summit were the interactive parallel sessions on contemporary OSH topics. The tables were turned, and speakers put questions to the audience, which delegates answered using individual keypads. This innovative approach proved very successful in stimulating discussion and debate. And the audience did have the chance to put questions to the

speakers at the end. Three sessions were held in parallel: (1) Good practices for managing stress and psychosocial risks at work; (2) Strategies and programmes for managing stress and psychosocial risks at work; and (3) Let's talk about OSH — innovative ways for communicating on OSH.

Another highlight of the summit, and an exciting development for EU-OSHA, was the use of social media to promote the campaign and its messages. In the 28 days before the event, @EU_OSHA gained on average eight new followers a day. And, during the summit, #EUOSHAsummit featured in the top 10 trending topics in Bilbao.

Good practice exchange initiative (benchmarking)

Building on the success of events hosted by campaign partners in 2014, EU-OSHA held its second good practice exchange event in Brussels on 5-6 March 2015. There were several interactive workshops on topics such as 'Learning from incidents and accidents', 'Leadership training', 'The safety and health culture of an organisation' and 'Indicators of good OSH performance'. Key messages arising from the panel discussions were the importance of strong leadership and promoting a no-blame culture and that,



in terms of developing a safety and health culture, the results reflect the effort invested. The panel also agreed that developing key performance indicators to measure psychosocial risks would be a good first step towards gauging stress in the workplace.

At an evening ceremony, Marianne Thyssen, European Commissioner for Employment, Social Affairs, Skills and Labour Mobility, presented the new Official Campaign Partner Good Practice Award to Siemens for its outstanding and innovative contribution to managing psychosocial risks and stress at work. Acciona Energy and Airbus were also highly commended. All entries were praised in particular for their participative approach and high level of commitment from senior management.

Inspired by the success of previous good practice exchange events, two campaign partners hosted events in 2015: SEAT in Barcelona on 30 June and 1 July, and Siemens in Berlin on 14 and 15 October. The level of engagement of the partners was impressive — it was clear that they really saw the benefits — and further events are already planned for 2016.

Healthy Workplaces Campaign Secretariat

One of the important 'firsts' for this campaign was the campaign newsletter. Published every 2 months, it provides informal but informative pieces on psychosocial risks and news about campaign activities with links to further information. In addition, weekly news articles were published on the website on topics relevant to the campaign, for example burn-out, or to mark milestones, for example the Healthy Workplaces Good Practice Awards. The other 'first' was the highly successful use of social media to promote the @EUmanagestress campaign and spread its messages. The audience increased exponentially throughout 2014 and 2015. Of the 365,000 visits to the campaign website, 95 % came via Facebook (50 %), Twitter (25 %) and LinkedIn (20 %). By the close of the campaign, @EU_OSHA had 14,000 followers on Twitter.

European Campaign Assistance Package

The European Campaign Assistance Package (ECAP) provides the national focal points with practical support to organise campaign activities such as seminars and conferences. Focal points receive credits that they can use to 'buy' items or services, thus making the best use of EU-OSHA's resources and ensuring that the focal points get the activities most relevant to their country.

The 2015 ECAP proved very popular and enjoyed considerable success: focal points ordered and implemented a total of 19 national partnership meetings, 65 stakeholder seminars, three

media training sessions, 11 interviews, 16 press releases and five journalist round table events. Of the campaign materials, 85,710 campaign-branded items, 235,690 publications in 25 languages, 10 campaign stands and three exhibition kits were distributed.

4.3 Healthy Workplaces Campaign 2016-17: Healthy Workplaces for All Ages

Preparation for the 2016-17 campaign is at an advanced stage. Again, EU-OSHA will address another topical and challenging issue — Europe's ageing workforce — but by promoting safe and healthy workplaces for people of all ages through good OSH management and worker participation. If people's safety and health are effectively managed from the start of their working lives, they are more likely to remain active, healthy and motivated at work as they age.

Preparation of print, online, audio-visual and promotional material started in 2015 and will be ongoing until the launch of the campaign. Preparation of the new campaign website was started and the splash page was launched on 1 December.

The unofficial start of the campaign was a kick-off meeting for national focal points in Malmö on 3 February 2016. The aim of this meeting was to give them a good understanding of the background to the campaign and its main messages, so that they could promote them effectively at home. The official launch followed on 14 April with the Dutch Presidency of the Council of the EU.

4.4 Awareness-raising activities

Healthy Workplaces Film Award

For the seventh year running, EU-OSHA presented the Healthy Workplaces Film Award category at DOK Leipzig, the International Leipzig Festival for Documentary and Animated Film, on 31 October 2015. Films about the risks that people face at work are nominated by the festival managers and judged by an international panel.

There were two winners: a documentary film and an animated film. This was the first year that animated films were eligible for the



© EU-OSHA/Susann Jehrichen

award, and the jury felt that the films complemented each other very well and should be shown together. The documentary, *Work for One Day* by Rita Bakacs, focuses on the world of precarious work, literally 1-day jobs arranged early in the morning at a job centre in Berlin, and the deadening effect of hard work, low pay and no security. The animated film, *Automatic Fitness* by Alejandra Tomei and Alberto Couceiro, is a cynical satire on the idea of 'human resources' in the modern world of work, showing daily life as a relentless conveyor belt, from pre-set wake-up call onwards. This world, in which people have too much work, contrasts starkly with the world of precarious work.

The winner of the 2014 award, *Harvest* by Paul Lacoste, was subtitled into 14 European languages, and distribution of the DVDs was completed by the end of June 2015. The service is very popular with the focal points, who arrange screenings and debates to promote the films and get people talking about the issues they highlight.

Napo — safety with a smile

Napo stars in a series of short animated films produced by the Napo Consortium, of which EU-OSHA is a member. Napo is a

worker on a mission to draw attention to workplace risks and get people thinking and talking about them. The films are the ideal awareness-raising tool, as they are entertaining and applicable to all sectors and make their points perfectly without language.

In 2015, a new film on electrical hazards, *Napo in ... shocking situations*, was produced. The new Napo website was also launched, with a fresh look and feel and a style that complements EU-OSHA's new website. It is now much easier to download films and scenes, and there is a new frequently asked questions section with advice on rights and permissions, among other things. Feedback from users and the Napo Consortium has been very positive.

The main messages of the Napo film to support the 2016-17 Healthy Workplaces Campaign were agreed and the film was ready in time for the official campaign launch in April 2016.

Napo for Teachers is an online toolkit of lesson plans and other resources based on the Napo films, designed for children aged 7-11 years. The aim is to introduce children to safety and health in a fun way and establish good habits that will remain with them throughout their working lives. As the toolkit has now been under development for 3 years, EU-OSHA engaged a contractor



© EU-OSHA/KOSHA

to carry out an external evaluation. Focal points and users were very satisfied with the quality of the resources, but limitations on the toolkit’s dissemination and how widely it is used were identified. It was concluded that the focus should shift from further development to promotion to extend the uptake of the toolkit. To this end, as part of the rebranded 2016 Awareness Raising and Promotion Package (ARPP), focal points will have the opportunity to organise seminars for teachers and education officials to promote the Napo for Teachers toolkit.

Events

On Europe Day (9 May 2015), EU-OSHA set out its stall in the street as usual and went out to meet the public and talk to the people of Bilbao about the benefits of the EU for citizens, workplace safety and health in general and the management of psychosocial risks in particular.

In June 2015, EU-OSHA attended the 31st International Congress on Occupational Health (ICOH) in Seoul. The theme of the congress was ‘Global harmony for occupational health: bridge the world’, and the aim was to improve the standard of OSH

worldwide by capacity building to reduce the gap between developed and developing countries. EU-OSHA Director Christa Sedlatschek gave two presentations: one on the European model and how new challenges and emerging risks can be addressed; and the other on accident preventive strategies and activities in the EU and how they might inform policy in Asia. EU-OSHA also



© EU-OSHA

promoted OiRA, OSHwiki and the Healthy Workplaces Manage Stress campaign at a stand in the exhibition hall.

Closer to home, EU-OSHA was represented at the 13th Congress of the European Trade Union Confederation (ETUC) from 29 September to 2 October in Paris, when a new General Secretary and team were elected to office. The EU-OSHA stand was visited by trade unionists from all across Europe, and much of the discussion during the week centred on safety and health, both in the main programme and on the fringes of the event.

Finally, EU-OSHA attended the A+A International Congress and trade fair at the end of October in Düsseldorf.

Awareness Raising Package

The 2015 Awareness Raising Package (ARP) was presented to the national focal points in November 2014 and the following resources were taken up: the production of two Napo costumes and the organisation of two photograph exhibitions and 12 film screenings and debates. The Napo for Teachers toolkit was also promoted in five countries.

For 2016, the scheme has been rebranded as the Awareness Raising and Promotion Package (ARPP), offering a wider range of services for focal points, for example seminars on ESENER-2 (the second edition of the European Survey of Enterprises on New and Emerging Risks).

5



We bring safety and health professionals together globally and generate high-quality knowledge through new tools and channels

5 Networking knowledge

5.1 OSHwiki

OSHWiki is EU-OSHA's multilingual collaborative web platform that allows users to create and share knowledge on OSH and network online. The aim is to provide an accessible and authoritative source of information, which can be readily updated or translated by the OSHwiki community, to support governments, policy-makers, employers' organisations and workers' representatives on all aspects of workplace safety and health. Only accredited authors can write articles, which acts as a quality control and protects OSHwiki's reputation as a reliable source of information.

Following the launch in August 2014, the aim in 2015 was to expand the knowledge base and the OSHwiki community by reaching out to stakeholders through social media to promote the site and attract new authors. As a result, new articles were published and existing ones edited and translated. One in particular that attracted a lot of attention was a comprehensively referenced article, 'Monitoring new and emerging risks', by a group of Dutch researchers. OSHwiki was also extensively promoted by highlighting and providing links to OSHwiki articles on the corporate website, through social media and through links from OSHmail, EU-OSHA's monthly newsletter. The OSHwiki site has experienced an impressive increase in number of visits.

On 2 November, the OSHwiki Scientific Committee, consisting of the directors of the PEROSH member organisations (Partnership for European Research in Occupational Safety and Health), met at the premises of EU-OSHA. EU-OSHA gave presentations on the



latest developments regarding OSHwiki and asked the OSHwiki Scientific Committee members for feedback and input on the way forward and a long-term strategy for OSHwiki.

5.2 Other networking knowledge activities

Other networking knowledge activities are organised as required to support the creation and sharing of knowledge on key topics and to encourage networking among key groups of stakeholders.

Following the adoption of the Strategic Framework on Health and Safety at Work for 2014-20, EU-OSHA, with the help of its national focal points, collected information regarding national OSH strategies at Member State level. The results were shared with the European Commission and will be used to support its plans to set up an EU-wide OSH information system.

In addition, EU-OSHA's web page on legislation was updated by adding new OSH legislation and guidance documents.



We work closely with our network of partners to reach our goals

6 Networking and corporate communication

6.1 Strategic networking

The Board and Bureau

In 2015, the Governing Board and Bureau made adaptations to its ways of working to allow it to plan further ahead. Among other measures, at the March meeting it was agreed that in future years the Board would meet in January and May (rather than March and November) to align better with the planning and reporting cycle of EU-OSHA's activities. Before that meeting, a pre-Board seminar was held to discuss how best to engage intermediaries in the Member States and encourage Member States to participate in EU-OSHA's work. The seminar was addressed by the Director-General Michel Servoz of the Directorate-General for Employment, Social Affairs and Inclusion (DG EMPL).

Among the decisions made by the Board in 2015 were the theme for the 2018-19 Healthy Workplaces Campaign — which is to focus on dangerous substances, targeting specific groups with the aim of establishing a risk prevention culture — and the adoption of the 2016 management plan.

During the year, the Board also adopted additional measures to prevent fraud and situations of conflict of interest. EU-OSHA carried out an assessment of the declarations of interest and summary CVs of the members, alternates and observers of the Board, the Bureau and the advisory groups. No cases of conflict of interest were found.

The advisory groups

In June 2015, the Advisory Group on Communication and Promotion (AGCP) reviewed the ongoing work on the 2016-17 Healthy Workplaces Campaign, on good practice exchanges and on the launch of ESENER-2 (the second edition of the European Survey of Enterprises on New and Emerging Risks) at the European Parliament. Other topics addressed were the new corporate website and the introduction of a stakeholder management system.

At its October meeting, the Prevention and Research Advisory Group (PRAG) discussed, among other issues, the dissemination of the ESENER-2 findings and secondary analysis projects; ways to capitalise on and promote the findings of the European Parliament pilot project 'Safer and healthier work at any age'; and the concept for the 2018-19 Healthy Workplaces Campaign.

European networking

In 2015, EU-OSHA continued to build and nurture its relationships with the European Parliament and the European Commission in both Brussels and Luxembourg, providing input on OSH issues and to sectoral social dialogue committees.

At the Commission, among other activities, EU-OSHA participated in meetings of the inter-service steering group on the evaluation of the OSH *acquis*; presented its annual management plan, along with a preview of the ESENER-2 results and other activities, to the Advisory Committee on Safety and Health at Work (ACSH); and was very active in a number of ACSH working parties, including the working party on OSH strategies and the recently established working party on the creation of a new Europe-wide OSH information system. The year 2016 is likely to be a busy one as a result of EU-OSHA's involvement in the ongoing evaluation of OSH legislation, with the Commission likely to make significant new proposals in the second half of 2016.

With regard to the European Parliament, EU-OSHA got to know the new MEPs, organising a visit to Bilbao for an EP delegation in September. Throughout 2015, EU-OSHA liaised with the Parliament on the production of a major report on the future of OSH in Europe, which was adopted in December. In June 2015, Ole Christensen, the rapporteur of the report, and EU-OSHA co-hosted an event in the Parliament to showcase the main findings of ESENER-2. Mr Christensen was also able to give a keynote speech at the Healthy Workplaces Summit in November.

In 2015, EU-OSHA worked closely with both presidencies of the Council of the EU, helping to organise a conference in Riga to tie in with the Latvian Presidency's hosting of the Healthy Workplaces Good Practice Awards in April and providing support and assistance to the Luxembourg Presidency in the latter half of the year. EU-OSHA also liaised with the Netherlands, which held the presidency in the first half of 2016 — and which stated that workplace safety and health is one of its priorities on its planned initiatives and conferences. The Dutch Presidency will take a role in the launch of the 2016-17 Healthy Workplaces Campaign. EU-OSHA has also begun preparing to collaborate with the Slovakian Presidency in the second half of 2016.



EU-OSHA continued to work with European social partners in 2015, participating in and promoting a workshop on gender and sustainable work at the European Trade Union Institute (ETUI) conference on women's health and work, held in March. In collaboration with the ETUI and the European Chemicals Agency, EU-OSHA also promoted a call-to-action leaflet on REACH (the regulation on registration, evaluation, authorisation and restriction of chemicals), targeting workers' representatives in companies manufacturing, importing or using chemicals.

6.2 Operational networking

EU-OSHA has a national focal point in every Member State, each of which in turn runs a national, tripartite network. The focal points are key actors in EU-OSHA's structure, not only providing data and disseminating materials but also providing the essential link between the EU and national levels.

Three focal point meetings were held in Bilbao in 2015: in February, June and November. The February meeting was combined with a seminar on micro and small enterprises (MSEs), and the November meeting incorporated the Healthy Workplaces Summit.

The June meeting is a planning meeting, at which the focal points discuss the following year's work programme with key EU-OSHA staff and identify areas of particular interest in the Member States. This allows EU-OSHA to develop its 'portfolio' approach, where outputs are tailored to national requirements.

The November meeting included a session to agree the scope of the 2018-19 Healthy Workplaces Campaign (working title: Establishing a prevention culture on dangerous substances while targeting specific groups of workers). Focal points were sent a detailed questionnaire to gauge national priorities on the campaign topic. The results were presented and discussed at the first focal point meeting in Malmö in February 2016.

In 2015, EU-OSHA Director Christa Sedlatschek and EU-OSHA staff attended national network meetings in Croatia in April and in Germany in May. In October, the Director also visited the Danish national network, and EU-OSHA staff attended a Romanian network meeting. She also visited the Croatian Parliament on 18 June and attended a joint meeting of the Labour, Retirement System and Social Partnership Committee and the Committee on the Economy.

In terms of communication partnerships, in June, EU-OSHA met the new Enterprise Europe Network (EEN) at its annual conference in Brussels and briefed the EEN OSH Ambassadors.

On 27 November, a new Declaration of Intention for Cooperation was signed by EU-OSHA, DG GROW (the Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs) and EASME (the Executive Agency for SMEs). This cements a very fruitful relationship and secures collaboration in the future, giving a fresh impetus to the task of reaching out to small and medium-sized enterprises (SMEs) and MSEs across Europe.

EU-OSHA attended meetings of the Senior Labour Inspectors Committee (SLIC). Labour Inspectorates are vital in EU-OSHA's work, as they share information and educate duty holders, as well as carry out inspection and enforcement activities.

Events came full circle when EU-OSHA hosted the 10th anniversary meeting of ENETOSH (the European Network for Education and Training in Occupational Safety and Health) on 15-16 October. ENETOSH was created with significant input from EU-OSHA and launched in Bilbao in October 2005, so it was a privilege to welcome it back to the new headquarters for its first big anniversary.

Internationally, EU-OSHA continued to build on its partnership with the International Labour Organisation (ILO) by supporting its training and project development. EU-OSHA also collaborates with the Baltic Sea Network, a regional OSH network.

6.3 Corporate communications

Press office

The Healthy Workplaces Manage Stress campaign was promoted throughout 2015, particularly the Healthy Workplaces Good Practice Awards in April, the European Week for Safety and Health at Work in October and the Healthy Workplaces Summit in November. The campaign was rated highly by EU-OSHA's 34 media partners, who found the topic very relevant to their readership and were satisfied with the level of communication. The official media partners are journalists, editors and broadcasters with a special interest in OSH, who promote the campaign through their media channels. In return, they receive a package of benefits, such as early access to press material and preferential interview opportunities, a bi-monthly newsletter and a raised profile through EU-OSHA's social media channels.

Another 'hot topic' in 2015 was the widely anticipated launch of the initial findings of ESENER-2 at the European Parliament on 23 June. A press event was held in Brussels, and EU-OSHA issued a press release highlighting the main findings, which were highly relevant to the 2014-15 campaign topic. In addition, press releases were issued in 25 Member States and received extensive



© EU-OSHA/Pierre Wachholder

coverage in a number of countries from Bulgaria to Sweden. This 'big push' reached over 3,000 journalists and over 163 million readers, viewers and listeners across Europe and generated 343 print media clippings and 306 online clippings, almost 20 % of all online clippings.

Throughout the year, the press office published eight press releases and 21 articles and dealt with 66 requests for information and interviews. A media event with campaign media partners was held at the Healthy Workplaces Summit, and two interviews with the Director were arranged and a further six with key speakers. A press conference was held at the good practice exchange event in Brussels. In addition, three journalist visits were arranged to winners of the Healthy Workplaces Good Practice Awards in Belgium, Finland and Poland. By the end of 2015, 1,650 online clippings and over 3,660 social media posts had been generated.

Website and online information

EU-OSHA's new corporate website was launched on 10 June 2015, with a contemporary look and feel and a new structure behind the scenes, making it easy to navigate and use on mobile devices. It features highlights, forthcoming events and OSH news, and offers quick access to key resources such as OiRA and ESENER. Readers can browse the pull-down menus to find information on specific topics or the results of surveys and statistics and access to tools and publications. There are also extensive links to OSHwiki, which allows the information on the main website to be kept concise, while providing access to much more information for those readers who wish it through OSHwiki.

During the year, EU-OSHA was developing a new customer relationship management strategy. This will tie in to the corporate website and many of EU-OSHA's systems, helping to work towards more coherent, better targeted, more personalised communications, with a greater focus on intermediaries.

The 2016-17 Healthy Workplaces Campaign website was written in English and a holding page with a countdown clock was launched on 1 December 2015. The website will be translated into the other 24 languages in time for the official campaign launch in April 2016.

By the end of 2015, the main website had received over 2.5 million visitors, the new Napo website 307,359 visitors, the 2015-16 Healthy Workplaces Campaign website 173,551 visitors, OSHwiki 209,780 unique browser visits, and OiRA 38,127 visitors. Altogether, over 50 web teasers and nine blog posts were published.

EU-OSHA's presence on social media continued to increase throughout 2015. At the end of 2015, the Facebook page

had 18,706 likes, an increase of 11 % over the same time the previous year, and the Twitter account had 13,834 followers, a 23 % increase on the previous year. During the same period, LinkedIn followers more than doubled, to 7,819, and subscribers to the YouTube account increased by approximately one-third, to 1,624.

Finally, EU-OSHA's online newsletter, OSHmail, continued to be popular, with subscribers increasing by almost 10 % to over 72,000.

Publishing activities

Four reports, seven case studies and 10 summaries and articles, as well as campaign publications and audio-visual material, were produced and published in 2015. A full list of publications can be found in Annex 8.

6.4 Preparatory measures for the Western Balkans and Turkey

For more than a decade, EU-OSHA has been supporting Turkey and other countries and territories in the Western Balkans covered by the Instrument for Pre-Accession Assistance (IPA), namely Albania, the Former Yugoslav Republic of Macedonia, Montenegro, Serbia and Kosovo (under United Nations Security Council Resolution 1244/99). It has established national focal points in these countries with a view to integrating these national OSH networks into the EU-OSHA system in preparation for enlargement. The support provided is both financial — for example to enable focal points to attend meetings — and practical — in the form of information, expertise and awareness raising, for example attending seminars to support focal points and raise their profile at home. After a 1-year hiatus, in 2015, a new contract was signed on 30 November, allowing EU-OSHA to continue this important work in 2016.

6.5 Preparatory measures for the collaboration of ENP countries with EU-OSHA

The European Neighbourhood Policy (ENP) offers countries to the south and east of the EU the chance to build relationships with



it based on a mutual commitment to values such as democracy, the rule of law and respect for human rights. The southern neighbourhood includes Morocco, Algeria, Tunisia, Egypt, Israel, Palestine, Jordan and Lebanon. The eastern partnership includes former Soviet countries, namely Armenia, Azerbaijan, Georgia, Moldova and Ukraine. As part of this partnership building, the countries can take part in the work of EU agencies.

In February 2014, EU-OSHA started a project with the aim of reaching out to these countries to establish a focal point and then help with capacity building and the development of a national tripartite OSH network by sharing knowledge and good practice. EU-OSHA staff visited a number of countries to learn about their OSH systems and the challenges that they face and to identify focal points.

In 2015, EU-OSHA held separate seminars for the eastern and southern partnerships in Bilbao. Staff also visited Ukraine, along with the Estonian focal point, and Azerbaijan, in the company of the Finnish focal point. A number of training seminars and workshops were held in ENP countries; for example, with the International Labour Organization, EU-OSHA co-hosted a training seminar for labour inspectors in Georgia. We also welcomed the Palestine national OSH Committee on a study visit to Bilbao. During 2015, EU-OSHA supported the translation of key materials into Arabic, Georgian, Ukrainian, Azeri and Armenian.

The funding for the project ended in January 2016, with future funding not yet in place. However, in a short time, EU-OSHA has made a valuable contribution to these countries' development by providing a link to the EU occupational safety and health system.



We are working for safer, healthier and more productive workplaces in the European Union

7 Corporate management

7.1 Management and control

Activity-based management

EU-OSHA first moved to activity-based management in 2014, and this model was further rolled out throughout 2015. It not only supports effective internal management but also provides the Governing Board with key information — such as what resources will be needed to achieve the objectives in the annual management plan. Furthermore, results are achieved efficiently, making the best use of resources, thereby ensuring that EU-OSHA is accountable to its stakeholders and end users.

Internal control standards

Action plans for prioritised internal control standards and corporate risks were agreed and implemented in 2015. These plans are reviewed every 4 months by the management group. Internal control priorities and corporate risks for 2016 were also agreed.

EU-OSHA was audited on site by the Internal Audit Service from 20 to 24 April 2015. This audit focused on two main points: (1) a follow-up on recommendations made during previous audits — at the end of 2015, EU-OSHA had no very important recommendations that remained open — and (2) an audit of tools for OSH management, in response to which the Governing Board approved an action plan, which was accepted by the auditors. The audit result was generally positive and no critical or very important recommendations were made.

By undergoing regular audits, EU-OSHA ensures ongoing improvement and is transparent to its stakeholders and end users. Audits also allow it to demonstrate that it has an effective internal control and management system.

Data protection

Recent data protection issues that have been dealt with related to EU-OSHA's new campaign website, the new business continuity plan and the conflict of interest forms for staff members. Several privacy statements for new processing operations were prepared in order to give data subjects detailed information on how EU-

OSHA is processing data and the kind of personal data that is processed.

Other data protection issues dealt with in 2015 were related to EU-OSHA's new video surveillance policy; EU-OSHA's new attendance system and the relevant transfer of data to Allegro, the Timepiece system for registering working time; the policy on anti-harassment and the selection and recruitment of confidential counsellors; policies on e-communication; and as the updating of EU-OSHA's contact database.

Moreover, a favourable opinion on the policy on 'management of conflict of interest' and 'breach of trust' was received by the European Data Protection Supervisor (EDPS).

7.2 Programming and evaluation

EU-OSHA's Annual Activity Report for 2014 was presented to the Governing Board at its meeting in March 2015. The Bureau approved the final version of the analysis and assessment of the report in May, and the report, together with the analysis and assessment, was subsequently distributed to the European Parliament, European Commission, Council and Court of Auditors and published on the website.

Also at its meeting in March, the Board approved the draft management plan for 2016 and the theme for the 2018-19 Healthy Workplaces Campaign (working title: Establishing a prevention culture on dangerous substances while targeting specific groups of workers). The final 2016 management plan was discussed at a Board meeting in November and approved in writing on 15 December.

Work continued on the creation of a programming document, which will combine and replace the current annual management plan, financial fiche and multi-annual staff policy plan. The Board discussed an early draft of the Programming Document 2017-19 in November and adopted a draft version in January 2016.

The Director approved a new evaluation policy and procedure, which will be used for *ex ante* evaluation of future activities, as well as for *ex post* or mid-term evaluation of current activities. As a result of the policy, a multi-annual *ex post* evaluation plan was adopted. The Director also approved a new programming, monitoring and reporting procedure, which will fit in with the new planning and reporting procedures outlined in the Financial Regulation.

In addition, the Board revised and approved the list of key performance indicators, monitoring of which began in January 2016.



© SHUTTERSTOCK/bikeriderlondon

We help employers and workers address safety and health issues effectively

8 Administrative support

8.1 Human resources

In 2015, the human resources (HR) team made a great deal of progress on the implementation of the new Staff Regulations, making sure that internal rules and procedures align with them. The new regulations came into force in 2014 with the objective of ensuring that the staff of EU agencies benefit from a robust statute.

A procurement process was launched for external consultants to advise on EU-OSHA's structure and work organisation and to identify options for maximising human and financial resources by improving efficiency and effectiveness to best meet the objectives set out in the Multi-annual Strategic Programme.

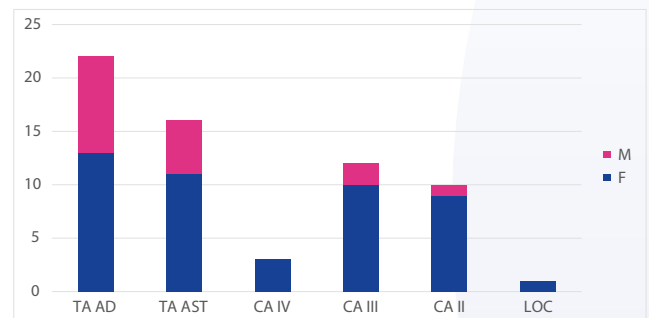
Management continued to work to make sure that there is a permanent, fruitful social dialogue with staff, and a new staff committee was elected in October. In terms of training, a management development programme, comprising two 2-day sessions, was put in place to help the management team to work together optimally and make decisions as efficiently as possible. The learning and development plan for 2015 was approved in March, and in addition to ongoing training in a number of areas, specific training sessions on anti-fraud measures and the prevention of harassment delivered in the autumn. Training on aspects of project management and data visualisation were identified as priorities for 2016.

A new, more user-friendly version of the HR software was released in February 2015, and EU-OSHA explored the possibility of linking the existing e-HR tool to a new clock in and out system. This was tested with positive results and will be released in 2016, resulting in efficiency savings and greater security.

Recruitment and staffing

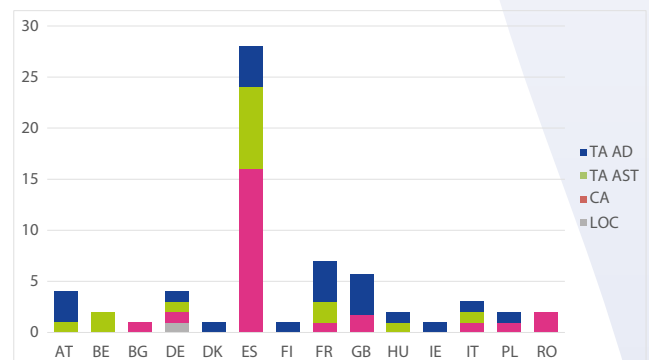
During 2015, six vacancies were filled. Two recruitment procedures are to be concluded in 2016.

As of 31 December 2015, staff composition by gender and type of employment contract was as follows:



TA AD and TA AST (temporary agents), CA (contract agents), LOC (local staff). M (male), F (female).

As of 31 December 2015, staff distribution by nationality was as follows:



TA AD and TA AST (temporary agents), CA (contract agents), LOC (local staff).

8.2 Financial management

All the relevant authorities reported that EU-OSHA has in place good governance and sound financial management; it has robust internal control standards and provides good value for money. The Court of Auditors confirmed the legality and regularity of the 2014 accounts and the transactions underlying them in its report. The final report, together with EU-OSHA's reply to the two observations made, is published in the *Official Journal of the European Union*. Discharge for the financial year 2013 was granted by the European Parliament in April 2015.

Budget

EU-OSHA's total budget (in euros) for 2015 was approved and financed from the following contributions (actual amounts are shown for comparison):

Revenue	Budget	Actual
EU subsidy	15,110,160.00	14,732,995.00
Other subsidies	60,100.00	60,100.00
Other revenues	p.m. ¹	78,678.07
Total	15,170,260.00	14,871,773.07

¹ pro memoria.

Budgeted expenditure by title in 2015 (in euros) was allocated as follows:

Revenue	Budget	Committed
Staff	5,491,200.00	5,287,680.22
Building and infrastructure	1,426,755.00	1,389,802.13
Operational activities	8,292,805.00	8,157,092.84
Total	15,210,760.00	14,834,575.19

Overall, the budget was implemented to a level of 97.5 %.

EU-OSHA also runs projects (grant contracts and delegation agreement) for the European Commission funded by the EU budget. As of 31 December 2015, the budgets for these were as follows:

Specific projects	Period	Funding	Committed	Paid
Grant for 'IPA III programme to support Western Balkans & turkey' ¹	2011-14	900,000.00	871,348.85	871,348.85
Pilot project for 'Health and Safety at Work of Older Workers'	2012-16	2,000,000.00	1,893,848.17	1,058,705.18
Grant for 'Preparatory measures for the collaboration of ENP countries'	2014-16	373,424.00	313,782.59	235,364.84
Grant for 'New IPA II programme'	2015-17	410,000.00	–	–
Total		3,683,424.00	3,078,979.61	2,165,418.87

¹ The IPA III programme ended in November 2014. In 2015, only outstanding payments were made.

8.3 Activity-based budgeting

The year 2015 saw full implementation of the activity-based approach to budgeting that was piloted in 2014. This involves planning much further ahead than was the norm in the past, as well as a greater emphasis on collaboration and teamwork within the organisation. It is intended to ensure an efficient use of resources, more flexibility and greater transparency. The approach, which has so far been a great success, is under continuous development.

In 2015, a great deal of progress was made on the development of an e-tool for activity-based management and budgeting, to be implemented in 2016.

8.4 Information and communications technology

For the information and communications technology (ICT) team, 2015 was a busy year. In addition to supporting operational activities, it had many major projects in hand.

A new client relationship management tool to replace the old contacts database was delivered, and the process of integrating this with all other systems was begun. The new system will allow EU-OSHA to keep track of information about partners and stakeholders and better understand how they interact with the Agency.

In preparation for the implementation of the activity-based management tool, a gap analysis was completed, the tool was installed and cost estimates were carried out. The process of customising the tool to EU-OSHA's needs began. The time management module was launched early in 2016, with the procurement and contract management module to follow.

Data visualisation is an area of ever-greater importance for an organisation such as EU-OSHA, and in 2015 a new tool to help in creating graphics was selected and the ICT team began creating a framework by adapting the tool to EU-OSHA's needs.

Furthermore, among other developments, EU-OSHA's business continuity plan was fully revised and tested, and the final version adopted; the ICT team entered into a collaboration with CERT-EU (the EU's Computer Emergency Response Team) to improve security; work continued on the new, more user-friendly and economical, Virtua intranet tool; and EU-OSHA's own tool for recording software issues was installed, making suppliers more accountable and allowing the history of an issue to be accessed more easily.

In terms of infrastructure, an infrastructure monitoring tool was deployed, EU-OSHA changed internet contractor and the audio-visual facilities were improved.

Annexes

Annex 1	Overview of how the Agency and its partners operate
Annex 2	Membership of the Governing Board
Annex 3	Organisation chart of the Agency
Annex 4	Focal points
Annex 5	Network activities and national networks 2015
Annex 6	Official campaign partners 2015
Annex 7	Campaign media partners
Annex 8	Publications 2015
Annex 9	Human and financial resources by activity

Annex 1

Overview of how the Agency and its partners operate

In line with the objectives of the EU Strategic Framework on Health and Safety at Work (2014-20) and the Europe 2020 Strategy for the creation of a smart, sustainable and inclusive European economy, the Agency developed its 2014-20 Multi-annual Strategic Programme to ensure that there was a clear focus for its efforts. The six priorities the Agency identified are:

1. anticipating change and new and emerging risks through 'foresight' activities;
2. facts and figures — gathering and disseminating information, for example through ESENER (the European Survey of Enterprises on New and Emerging Risks);
3. developing tools for good OSH management, such as the Online interactive Risk Assessment (OiRA);
4. raising awareness, particularly through the Healthy Workplaces Campaigns;
5. networking knowledge, primarily through the development of the OSHwiki online encyclopaedia; and
6. networking (at both strategic and operational levels) and corporate communications.

With these goals in place, and with the help of EU-OSHA's partners, the Agency is working hard to improve understanding and awareness of workplace risks and increase commitment to OSH across Europe.

Our central role is to contribute to the improvement of working life in the European Union

- We work with governments, employers and workers to promote a risk prevention culture.

- We analyse new scientific research and statistics on workplace risks.
- We anticipate new and emerging risks through our European Risk Observatory.
- We identify and share information, good practice and advice with a wide range of audiences, such as social partners, employers' federations and trade unions.

Our main awareness-raising activity is the Healthy Workplaces Campaign, which focuses on a different theme every 2 years.

How we are organised

Director

Austrian health and safety expert Dr Christa Sedlatschek has been Director of the European Agency for Safety and Health at Work since September 2011.

The Director is the legal representative and is responsible for the management and day-to-day running of the Agency, including all financial, administrative and personnel matters. The post is for a term of 5 years, renewable once, and the Director is accountable to the Governing Board.

Governing Board

The Governing Board sets the goals and strategies, and identifies priority issues where further information or activity is required. It appoints the Director and adopts the annual management plan and work programme, the Agency's strategy, annual report and budget.

The Board is made up of representatives of governments, employers and workers from EU Member States, representatives of the European Commission and other observers.

Bureau

The Bureau works as a steering group, overseeing operational performance, and meets four times a year. It is made up of 11 members from the Governing Board.

Advisory groups

Advisory groups, covering the Agency's Prevention and Research Unit and Communication and Promotion Unit activities, provide us with strategic guidance and feedback on our work.

Their members are appointed by EU-OSHA and its Board and include individuals from workers' and employers' groups and government.

Focal points

Our main safety and health information network is made up of focal points in Member States and candidate and EFTA countries. Focal points are nominated by each government as the official representative and are usually the national authority for safety and health at work.

They support our initiatives with information and feedback and work with national networks including government, workers' and employers' representatives. The focal points contribute to the Healthy Workplaces Campaign, organise events and nominate representatives to our expert groups.

Expert groups

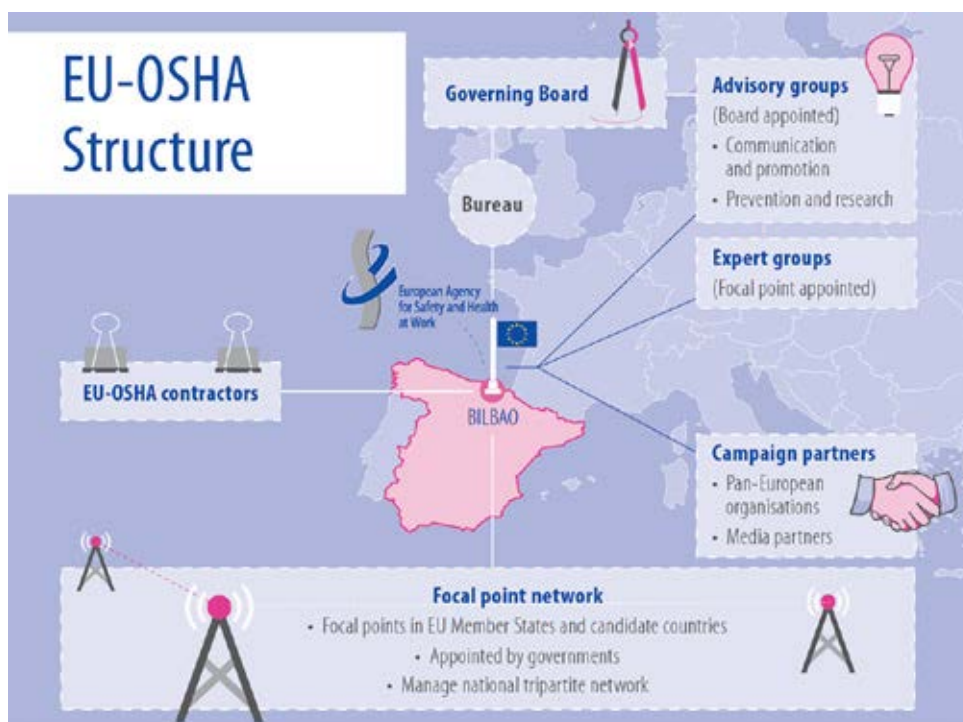
Several expert groups contribute to our work and provide advice in their field in line with the requirements of the annual management plan. They are nominated by national focal points, together with observers representing workers, employers and the Commission.

Topic centre

Our topic centre is a consortium of national safety and health institutions under contract to collect and analyse existing national data to support key areas of our work.

Staff

A dedicated staff of specialists in occupational safety and health, communication and public administration bring with them a wealth of knowledge from around Europe.



Annex 2

Membership of the Governing Board (as of December 2015)

The Agency's Governing Board is made up of representatives of each of the 28 Member State governments and of employers' and employees' organisations, together with three representatives from the European Commission. In addition, observers are invited: tripartite delegations from Iceland,

Liechtenstein and Norway, two from Eurofound (European Foundation for the Improvement of Living and Working Conditions) and one each from the European Trade Union Confederation and BusinessEurope.

Governments

Members	Country	Alternates
Mr Jan BATEN	Belgium	Ms Véronique CRUTZEN
Ms Darina KONOVA	Bulgaria	Ms Vaska SEMERDZHIEVA
Mr Zdravko MURATTI	Croatia	Ms Inga ŽIC
Mr Jaroslav HLAVÍN	Czech Republic	Ms Anežka SIXTOVÁ
Ms Charlotte SKJOLDAGER	Denmark	Ms Annemarie KNUDSEN
Mr Kai SCHÄFER	Germany	Ms Ellen ZWINK
Ms Maret MARIPUU	Estonia	Ms Kristel PLANGI
Ms Margaret LAWLOR	Ireland	Ms Paula GOUGH
Mr Antonios CHRISTODOULOU	Greece	Mr Ioannis KONSTANTAKOPOULOS
Ms Dolores LIMÓN TAMÉS	Spain	Ms Mercedes TEJEDOR
Ms Sophie BARON	France	Mr Olivier MEUNIER
Mr Paolo ONELLI	Italy	Ms Alessandra PERA
Mr Anastassios YIANNAKI	Cyprus	Mr Aristodemos ECONOMIDES
Mr Renārs LŪSIS (Coordinator)	Latvia	Ms Jolanta GEDUŠA
Ms Aldona SABAITIENĖ	Lithuania	Ms Vilija KONDROTIENĖ
Mr Marco BOLY	Luxembourg	Mr John SCHNEIDER
Ms Katalin BALOGH	Hungary	Mr Gyula MADARÁSZ
Mr Mark GAUCI	Malta	Mr Vincent ATTARD
Mr Rob TRIEMSTRA	Netherlands	Mr Martin DEN HELD
Ms Gertrud BREINDL (Chairperson)	Austria	Ms Anna RITZBERGER-MOSER
Ms Danuta KORADECKA	Poland	Mr Daniel PODGÓRSKI

Members	Country	Alternates
Mr Antonio SANTOS	Portugal	Mr Carlos PEREIRA
Mr Nicolae VOINOIU	Romania	Mr Marian TĂNASE
Awaiting new name	Slovenia	Mr Jože HAUKO
Ms Laurencia JANČUROVÁ	Slovakia	Ms Eleonóra FAVIÁNOVÁ
Mr Leo SUOMAA	Finland	Mr Wiking HUSBERG
Ms Erna ZELMIN-EKENHEM	Sweden	Ms Boel CALLERMO
Mr Clive FLEMING	United Kingdom	Mr Stuart BRISTOW
Mr Eyjólfur SÆMUNDSSON (Observer)	Iceland	Awaiting new name
Mr Robert HASSLER (Observer)	Liechtenstein	Mr Elmar FRICK (Observer)
Mr Yogindra SAMANT (Observer)	Norway	Ms Thorfrid HANSEN (Observer)

Employers

Members	Country	Alternates
Mr Kris DE MEESTER	Belgium	Mr Thierry VANMOL
Mr Georgi STOEV	Bulgaria	Awaiting new name
Mr Nenad SEIFERT	Croatia	Mrs Admira RIBICIC
Ms Jana MALÁ	Czech Republic	Mr Martin RÖHRICH
Ms Lena SØBY	Denmark	Mr Benjamin HOLST
Mr Eckhard METZE	Germany	Mr Stefan ENGEL
Ms Marju PEÄRNBERG	Estonia	Ms Piia SIMMERMANN
Mr Michael GILLEN	Ireland	Mr Kevin ENRIGHT
Mr Christos KAVALOPOULOS	Greece	Mr Pavlos KYRIAKONGONAS
Ms Marina GORDON ORTIZ	Spain	Ms Laura CASTRILLO NÚÑEZ
Ms Nathalie BUET	France	Mr Patrick LÉVY
Ms Fabiola LEUZZI	Italy	Awaiting new name
Mr Polyvios POLYVIOU	Cyprus	Mr Emilios MICHAEL
Ms Irena UPZARE	Latvia	Mr Aleksandrs GRIGORJEVS
Mr Vaidotas LEVICKIS	Lithuania	Mr Jonas GUZAVIČIUS
Mr François ENGELS	Luxembourg	Mr Pierre BLAISE
Mr Géza BOMBERA	Hungary	Mr Dezső SZEIFERT
Mr Andrew Agius MUSCAT	Malta	Mr John SCICLUNA
Mr Mario VAN MIERLO	Netherlands	Mr R. VAN BEEK
Ms Christa SCHWENG (Vice-Chairperson)	Austria	Ms Julia ENZELSBERGER
Mr Jacek MECINA	Poland	Awaiting new name
Mr Marcelino PENA COSTA	Portugal	Mr Luis HENRIQUE
Mr Ovidiu NICOLESCU	Romania	Mr Octavian Alexandru BOJAN

Members	Country	Alternates
Mr Igor ANTAUER	Slovenia	Ms Maja SKORUPAN
Ms Silvia SUROVÁ	Slovakia	Mr Štefan PETKANIČ
Mr Jan SCHUGK	Finland	Mr Rauno TOIVONEN
Ms Bodil MELLBLOM	Sweden	Ms Cecilia ANDERSSON
Mr Dominic FROST	United Kingdom	Awaiting new name
Mr Jón Rúnar PÁLSSON (Observer)	Iceland	Ms Guðrun S. EYJÓLFSDÓTTIR (Observer)
Mr Jürgen NIGG (Observer)	Liechtenstein	Ms Brigitte HAAS (Observer)
Ms Ann Torill BENONISEN (Observer)	Norway	Awaiting new name

Workers

Members	Country	Alternates
Mr François PHILIPS	Belgium	Mr Herman FONCK
Mr Aleksandar ZAGOROV	Bulgaria	Mr Ivan KOKALOV
Ms Gordana PALAJSA	Croatia	Mr Marko PALADA
Mr Václav PROCHÁZKA	Czech Republic	Ms Radka SOKOLOVÁ
Mr Jan KAHR FREDERIKSEN	Denmark	Mr Stephan AGGER
Ms Sonja KÖNIG	Germany	Ms Susanne JASPER
Mr Argo SOON	Estonia	Ms Aija MAASIKAS
Mr Sylvester CRONIN	Ireland	Mr Frank VAUGHAN
Mr Andreas STOIMENIDIS	Greece	Mr Ioannis ADAMAKIS
Mr Pedro J. LINARES	Spain	Ms Marisa RUFINO
Mr Gilles SEITZ	France	Mr Henri FOREST
Mr Marco LUPI	Italy	Mr Sebastiano CALLERI
Mr Nikos SATSIAS	Cyprus	Mr Nicos ANDREOU
Mr Ziedonis ANTAPSONS	Latvia	Mr Mārtiņš PUŽULS
Ms Inga RUGINIENĒ	Lithuania	Mr Petras GRĒBLIAUSKAS
Mr Serge SCHIMOFF	Luxembourg	Mr Marcel GOEREND
Mr Károly GYÖRGY (Vice-Chairperson)	Hungary	Awaiting new name
Mr Anthony CASARU	Malta	Mr Joe CARABOTT
Mr Rik VAN STEENBERGEN	Netherlands	Ms Sonja BALJEU
Ms Julia NEDJELIK-LISCHKA	Austria	Mr Alexander HEIDER
Mr Dariusz GOC	Poland	Ms Marzena FLIS
Ms Vanda CRUZ (Awaiting official appointment)	Portugal	Mr Fernando GOMES
Mr Corneliu CONSTANTINOAIA	Romania	Ms Mihaela DARLE
Ms Lučka BÖHM	Slovenia	Ms Andreja MRAK
Mr Bohuslav BENDÍK	Slovakia	Mr Alexander ŤAŽÍK

Members	Country	Alternates
Mr Erkki AUVINEN	Finland	Ms Paula ILVESKIVI
Ms Christina JÄRNSTEDT	Sweden	Ms Karin FRISTEDT
Mr Hugh ROBERTSON	United Kingdom	Ms Liz SNAPE
Mr Björn Ágúst SIGURJÓNSSON (Observer)	Iceland	Ms Helga JÓNSDÓTTIR (Observer)
Mr Sigi LANGENBAHN (Observer)	Liechtenstein	Ms Christine SCHÄDLER (Observer)
Ms Marianne SVENSLI (Observer)	Norway	Mr Jon Olav BERGENE (Observer)

European Commission

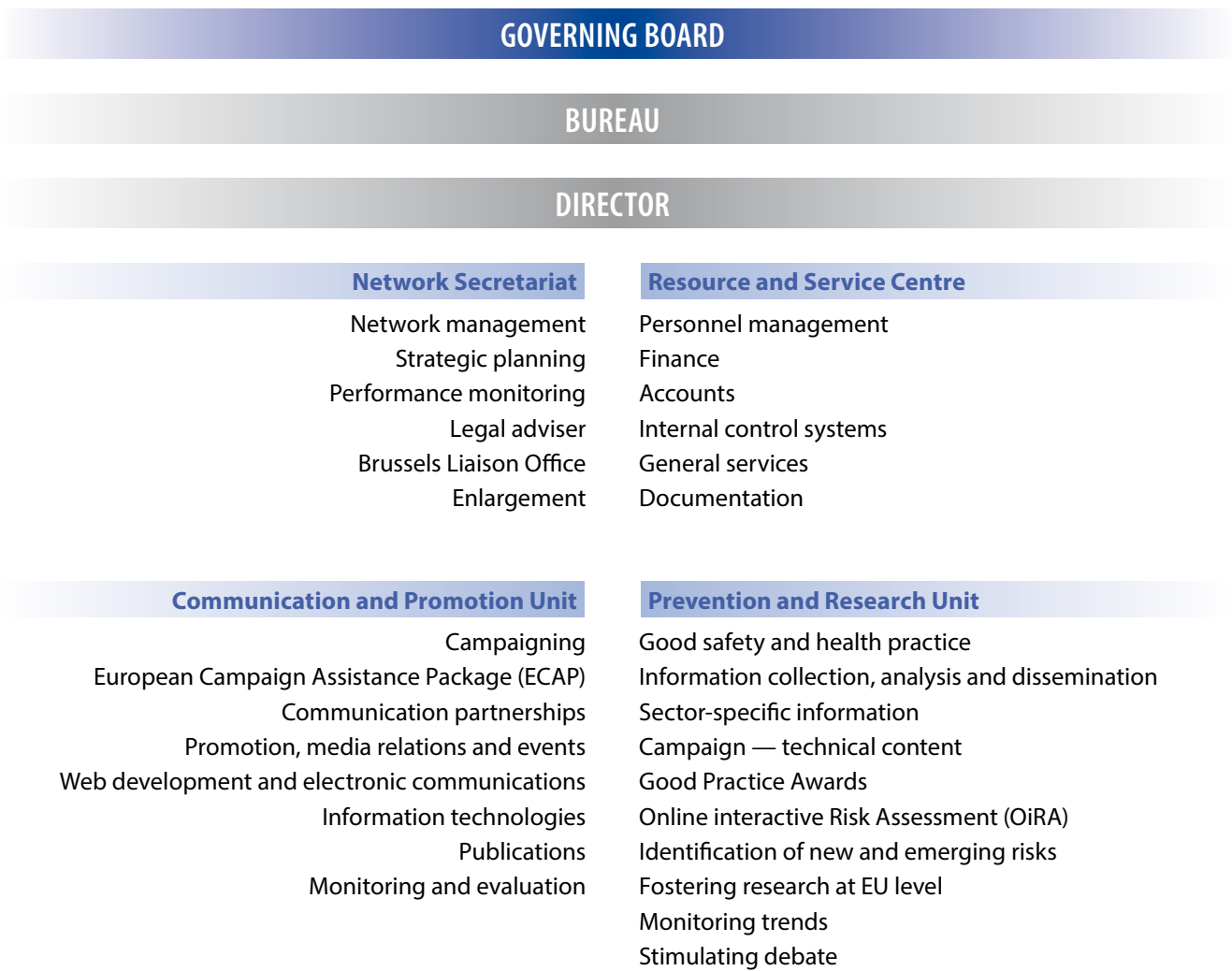
Member	Alternate
Mr Stefan OLSSON Employment, Social Affairs and Equal Opportunities DG	Ms Maria-Teresa MOITINHO DE ALMEIDA Employment, Social Affairs and Equal Opportunities DG
Mr Jesús ALVAREZ Vice-Chairperson Employment, Social Affairs and Equal Opportunities DG	Awaiting new name
Mr Andrzej RUDKA Enterprise and Industry DG	Awaiting new name

Observers

Member	Alternate
Mr Juan MENÉNDEZ-VALDÉS Eurofound	Ms Erika MEZGER Eurofound
Mr Herman FONCK Chairperson of the Board of Eurofound	
Ms Rebekah SMITH, Coordinator BusinessEurope	Ms Valerie CORMAN Conseil National du Patronat Français (CNPF)
Mr Józef NIEMIEC, Coordinator European Trade Union Confederation (ETUC)	

Annex 3

Organisation chart of the Agency (as of December 2015)



Annex 4

Focal points (as of December 2015)

The focal points, in more than 30 countries, coordinate and disseminate information from the Agency within their individual countries, and provide feedback and recommendations. Typically the lead OSH organisation in their respective countries, they are the Agency's official

representatives at national level. They contribute to the development of the Agency's information services and campaign activities. As well as the 28 EU Member States, focal points have also been established in the EFTA countries and EU candidate and potential candidate countries.

UPDATED LIST OF FOCAL POINTS: [HTTPS://OSHA.EUROPA.EU/EN/OSHNETWORK/FOCAL-POINTS](https://osha.europa.eu/en/oshnetwork/focal-points)

AUSTRIA

Bundesministerium für Arbeit, Soziales und Konsumentenschutz
Sektion Arbeitsrecht und Zentral-Arbeitsinspektorat
Stubenring 1
1010 Vienna
AUSTRIA
Contact person: Martina HÄCKEL-BUCHER
Tel: +43 1711 0022 74
Email: AT.FocalPoint@sozialministerium.at

BELGIUM

Federal Public Service Employment, Labour and Social Dialogue
Ernest Blerotstraat 1
1070 Brussels
BELGIUM
Contact person: Frank DEHASQUE
Tel: +32 2233 4228
Email: focalpoint@werk.belgie.be

BULGARIA

Ministry of Labour and Social Policy
2 Triaditza Street
1051 Sofia
BULGARIA
Contact person: Darina KONOVA
Tel: +359 (2) 8119 518
Email: d.konova@mlsp.government.bg

CROATIA

Ministry of Labour and Pension System
Ulica grada Vukovara 78
10 000 Zagreb
CROATIA
Contact person: Zdravko MURATTI
Tel: +385 (0)1 6109 230
Email: zdravko.muratti@mrms.hr

CYPRUS**Ministry of Labour, Welfare and Social Insurance**

Department of Labour Inspection

12 Apelli Street

1493 Nicosia

CYPRUS

Contact person: Anastassios YIANNAKI

Tel: +357 2240 5623

Email: ayiannaki@dli.mlsi.gov.cy

CZECH REPUBLIC**Ministry of Labour and Social Affairs**

Na Porícním právu 1

12801 Prague

CZECH REPUBLIC

Contact person: Daniela KUBÍČKOVÁ

Tel: +420 724 301 255

Email: kubickova.daniela.praha@gmail.com

DENMARK**Danish Working Environment Authority**

Landskronagade 33

2100 Copenhagen

DENMARK

Contact person: Elsebeth JARMBAEK

Tel: +45 7 220 9431

Email: elja@at.dk

ESTONIA**Labour Inspectorate of Estonia**

Gonsiori, 29

10147 Tallinn

ESTONIA

Contact person: Kristel PLANGI

Tel: +372 626 9414

Email: kristel.plangi@ti.ee

FINLAND**Ministry of Social Affairs and Health**

Department for Occupational Safety and Health

PO Box 536

33101 Tampere

FINLAND

Contact person: Liisa HAKALA

Tel: +358 9 16001

Email: liisa.hakala@stm.fi

FRANCE**Ministère du Travail, de l'Emploi, de la Formation professionnelle et du Dialogue social**

Direction des relations du travail (DRT/CT)

39-43 quai André Citroën

75739 Paris Cedex 15

FRANCE

Contact person: Olivier MEUNIER

Tel: + 33 (0)1 44 38 25 08

Email: olivier.meunier@travail.gouv.fr

GERMANY**Bundesanstalt für Arbeitsschutz und Arbeitsmedizin**

Friedrich-Henkel-Weg 1-25

44149 Dortmund

GERMANY

Contact person: Nathalie HENKE

Tel: +49 (0)231 9071 2466

Email: henke.nathalie@baua.bund.de

GREECE**Ministry of Labour, Social Security and Welfare**

29 Stadiou str.

10110 Athens

GREECE

Contact person: Antonios CHRISTODOULOU

Tel: +30 210 3214 310

Email: ikonstantakopoulos@ypakp.gr

HUNGARY

**Ministry for National Economy - Dep. of Labour
Inspection OSH**
Kálmán I.u.2.
1054 Budapest
HUNGARY
Contact person: Katalin BALOGH
Tel: +3618963015
Email: katalin.balogh@ngm.gov.hu

IRELAND

Health and Safety Authority
The Metropolitan Building
James Joyce Street
Dublin 1
IRELAND
Contact person: Annette SLATER
Tel: +35 3179 9780 0
Email: annette_slater@hsa.ie

ITALY

**Istituto Nazionale per l'Assicurazione contro gli
Infortuni sul Lavoro (INAIL)**
Piazzale Giulio Pastore, 6
00144 Rome
ITALY
Contact person: Ester ROTOLI
Tel: +39 06 54874196
Email: f.grosso@inail.it

LATVIA

State Labour Inspectorate of the Republic of Latvia
Kr. Valdemara Str. 38 k-1
1010 Riga
LATVIA
Contact person: Linda MATISĀNE
Tel: +371 670 2172 1
Email: linda.matisane@vdi.gov.lv

LITHUANIA

State labour Inspectorate of the Republic of Lithuania
Aguonų g. 4
03213 Vilnius
LITHUANIA
Contact person: Nerita SOT
Tel: +370 5 265 1628
Email: nerita.sot@vdi.lt

LUXEMBOURG

Inspection du Travail et des Mines
1, Bd Porte de France
4360 Alzette
LUXEMBOURG
Contact person: John SCHNEIDER
Tel: +35 2247 7621 1
Email: john.schneider@itm.etat.lu

MALTA

Occupational Health and Safety Authority
17 Edgar Ferro Street
1533 Pieta
MALTA
Contact person: Romina RIECK-ZAHRA
Tel: +356 21 247 677
Email: romina.riECKzahra@gov.mt

NETHERLANDS

TNO Prevention, Work and Health
P.O. Box 3005
2301 DA Leiden
NETHERLANDS
Contact person: Jos DE LANGE
Tel: +31 88 866 90 00
Email: Organisatie-TNO-FocalPointNederland@tno.nl

POLAND

**Central Institute for Labour Protection - National
Labour Institute**
Ul. Czerniakowska 16
00-701 Warsaw
POLAND
Contact person: Wiktor Marek ZAWIESKA
Tel: +48 22 623 36 97
Email: focalpoint.pl@ciop.pl

PORTUGAL**Autoridade para as Condições do Trabalho**

Avenida Fernão Magalhães 447-1º

3000-177 Coimbra

PORTUGAL

Contact person: Emília TELO

Tel: +351 23 940 0013

Email: emilia.telo@act.gov.pt

ROMANIA**National Research & Development Institute on Occupational Safety 'Alexandru Darabont'**

Bd. Ghencea nr.35A, sector 6

061 692 Bucharest

ROMANIA

Contact person: Ioana-Georgiana NICOLESCU

Tel: +40 (21) 313 31 58

Email: georgiana.nicolescu@gmail.com

SLOVAKIA**National Labour Inspectorate - Narodny Inspectorat Prace**

Masarykova 10

04001 Kosice

SLOVAKIA

Contact person: Laurencia JANČUROVÁ

Tel: +421 55 7979927

Email: laurencia.jancurova@ip.gov.sk

SLOVENIA**Ministry of Labour, Family, Social Affairs and Equal Opportunities**

Kotnikova, 28

1000 Ljubljana

SLOVENIA

Contact person: Vladka KOMEL

Tel: +386 1 369 77 40

Email: vladka.komel@gov.si

SPAIN**Instituto Nacional de Seguridad e Higiene en el Trabajo**

Torrelaguna 73

28027 Madrid

SPAIN

Contact person: Belén PEREZ AZNAR

Tel: +34 91 363 41 00

Email: pfocalagenciaeuropea@insht.meys.es

SWEDEN**Arbetsmiljöverket - Swedish Work Environment Authority**

Lindhagensgatan 133

112 79 Stockholm

SWEDEN

Contact person: Mats RYDERHEIM

Tel: +46 8 730 96 87

Email: mats.ryderheim@av.se

UNITED KINGDOM**Health and Safety Executive**

Caxton House (7th Floor) Tothill Street

SW1H 9NA London

UNITED KINGDOM

Contact person: Stuart BRISTOW

Tel: +44 207 2273 810

Email: UK.FocalPoint@hse.gsi.gov.uk

OBSERVERS**European Commission**

DG Employment and Social Affairs

Rue de la Loi, 200

1049 Brussels

Contact person: Zinta PODNIECE

Email: zinta.podniece@ec.europa.eu

BusinessEurope

Av. de Cortenbergh, 168

1000 Brussels

BELGIUM

Contact person: Rebekah SMITH

Tel: +32 (0) 2 2376534

Email: r.smith@businesseurope.eu

European Trade Union Confederation

Bld du Roi Albert II, 5, bte 7

1210 Brussels

BELGIUM

Contact person: Viktor KEMPA

Tel: +32 2224 0411

Email: vkempa@etui.org

FOCAL POINTS IN THE EEA/EFTA COUNTRIES

ICELAND

Administration of Occupational Safety and Health

Bildshofdi 16

110 Reykjavik

ICELAND

Contact person: Inghildur EINARSDÓTTIR

Tel: +354 550 46 00

Email: inghildur@ver.is

NORWAY

Norwegian Labour Inspection Authority

Statens hus

7468 Trondheim

NORWAY

Contact person: Gro Synnøve Rygh FÆREVÅG

Tel: +47 73 19 97 00

Email: focal.point@arbeidstilsynet.no

LIECHTENSTEIN

Federal Department for Economic Affairs

Gerberweg, 5

9490 Vaduz

LIECHTENSTEIN

Contact person: Robert HASSLER

Tel: +423 236 64 53

Email: robert.hassler@avw.llv.li

FOCAL POINTS IN THE EFTA COUNTRIES

SWITZERLAND

SECO - Staatssekretariat für Wirtschaft

Effingerstrasse 31

3003 Bern

SWITZERLAND

Contact person: Eduard BRUNNER

Tel: +41 31 323 89 68

Email: eduard.brunner@seco.admin.ch

Annex 5

Network activities and national networks 2015

Country	Network partners	Social partners	Meetings
Austria	40	5	2
Belgium	90	28	2
Bulgaria	11	8	1
Croatia	5	4	1
Cyprus	16	10	3
Czech Republic	15	2	3
Denmark	9	7	5
Estonia	5	4	0 (exchange of emails and meeting at events)
Finland	Approx. 50	20	15-20
France	21	18	2
Germany	Approx. 10	2	2
Greece	170	7	4
Hungary	25	6	4
Iceland	18	16	8
Ireland	17	8	3
Italy	30	17	3
Latvia	5	2	1
Lithuania	27	6	2
Luxembourg	10	5	0
Norway	8	8	3
Poland	37	4	2
Portugal	2,054	85	136
Slovakia	35	18	2
Slovenia	25	8 + 2 EEN employers	1
Spain	74	9	3
Sweden	14	9	4
The Netherlands	7	6	4
United Kingdom	16	4	2

Annex 6

Official campaign partners 2015

Companies and associations from the private and public sector have joined forces with us in the Healthy Workplaces Campaigns. The campaign partners help to publicise the importance of occupational safety and health through a variety of activities, including conferences, seminars and

training sessions. Engaging with large-scale organisations can be particularly effective, as it means that our messages can reach small and medium-sized enterprises through the supply chains that those large organisations have.

Acciona Energía

Actavis Baltics

AGE Platform Europe

AIRBUS GROUP

Allergan Pharmaceuticals

ArcelorMittal Distribution Solutions SA

BAD Gesundheitsvorsorge und Sicherheitstechnik GmbH, TeamPrevent

Baxter

Behavioural Science Technology International

BusinessEurope

Campofrio Food Group

Capital Safety Group

CEOC International

Comité Européen des Fabricants de Sucre

Contractor Safety Alliance

CSR Europe

Delphi

DuPont Sustainable Solutions

Edenred

Électricité de France

Electrocomponents plc

Employee Assistance European Forum

EuroCommerce

EuroHealthNet

European Academy of Occupational Health Psychology

European Aggregates Association

European Association of National Productivity Centres

European Association of Paritarian Institutions

European Brain Council

European Centre of Employers and Enterprises providing Public Services

European Chemical Transport Association

European Cockpit Association

European Confederation of Independent Trade Unions (CESI)

European Construction Industry Federation

European Federation for Company Sport

European Federation for Welding, Joining and Cutting

European Federation of Building and Woodworkers

European Federation of Food, Agriculture and Tourism Trade Unions

European Federation of National Maintenance Societies

European Federation of Public Service Unions

European Hospital and Healthcare Employers' Association

European Industrial Gases Association

European Network Education and Training in Occupational Safety and Health

European Network for Workplace Health Promotion

European Network of Safety and Health Professional Organisations

European Operating Room Nurses Association

European Public Law Organization

European Safety Federation

European Society of Safety Engineers

European Solvents Industry Group

European Steel Association

European Technology Platform on Industrial Safety

European Trade Union Committee for Education

European Trade Union Confederation

European Transport Safety Council

European Transport Workers' Federation

European University College Association

European Virtual Institute for Integrated Risk Management

European Work Hazards Network

FCC Citizen Services

Federación Iberoamericana de Asociaciones de Psicología

Federation of European Risk Management Associations

Federation of Occupational Health Nurses within the European Union

Federation of the European Ergonomic Societies

Gamesa Corporación Tecnológica
Gas Natural Fenosa
General Electric
Global Alliance of Mental Illness Advocacy Networks - Europe
Heineken International
Hewlett-Packard
Houghton International Inc
Iberdrola
Ideal Standard International
industriAll European Trade Union
Intel International B.V.
International Association of Mutual Benefit Societies
International Federation of Musicians
International Institute of Risk and Safety Management
International Safety and Health Construction Coordinators Organization
LEGO
Medicover
Nutricia
OMV
ORCHSE Strategies, LLC
Partnership for European Research on Occupational Safety and Health
Pirelli & C
PostEurop - Association of European Public Postal Operators, AISBL
ProCME, SA
Procter & Gamble
PSYA
Royal Mail Group
SEAT, S.A.
Siemens AG
SME Safety
Sofidel S.p.A.
Standing Committee of European Doctors
Syndex
Telecom Italia Spa
Toyota Material Handling Europe
TRW Automotive
UNI EUROPA
Union Internationale des Entrepreneurs de Peinture

Annex 7

Campaign media partners

Our media partners work with us to raise awareness of the campaign topics, using their various channels to advertise and promote the campaign. They form an exclusive pool of journalists and editors from European, national and regional media interested in promoting occupational safety and health.

ABEO News

ActuEL-HSE

Aragon Valley

Aufbruch und Wandel. Das Demografieblog

Avant Media

BEZPEČNÁ PRÁCA

CBS e - Magazine

Das Büro

Entreprise & Carrières

ERGONOMA JOURNAL

euroXpress

Face au Risque

Formacion de SEGURIDAD LABORAL

Gesunde Arbeit

Health & Safety Times

HealthandSafetyZone.Com

HMS-magasinet

ISSA Mining Newsletter

MaintWorld magazine

MEDICALEXCELLENCE.TV

ppe.org

PrevenBlog

Prevent

Préventica

Prevention World

Promotor BHP

PuntoSicuro

Quotidiano Sicurezza

Reputation Today

Revista "segurança"

rhsaludable

Safety Management

Segurança Comportamental (BEHAVIORAL SAFETY MAGAZINE)

Vakblad Arbo, Vakmedianet

Annex 8

Publications 2015

Print copies of reports, brochures and other publications can be ordered via the EU Bookshop (<http://bookshop.europa.eu>). All publications can be downloaded free of charge from

the Agency's website (<https://osha.europa.eu/en/tools-and-publications/publications>). Publications can be filtered by type, topic and language.

Corporate publications



Annual Report 2014 — Improving working conditions across Europe

Available in English — 73 pages
Catalogue number: TEAB15001ENN

Annual Report 2014 — Summary

Available in 25 languages — 10 pages
Catalogue number: TEAF15001XXN

Consolidated Annual Activity Report (CAAR) of the European Agency for Safety and Health at Work (EU-OSHA) 2014

Available in three languages — 123 pages

EU-OSHA Funding Guide 2015

Available in English — 112 pages
Catalogue number: TE0415546ENN

2016 Annual Management Plan

Available in three languages — 30 pages

Information reports



First findings from the Second European Survey of Enterprises on New and Emerging Risks (ESENER-2)

Available in English — 8 pages
Catalogue number: TERO15001ENN

Summary — Second European Survey of Enterprises on New and Emerging Risks (ESENER 2)

Available in 25 languages — 18 pages
Catalogue number: TERO15102XXN

Report — EU-OSHA review of successful Occupational Safety and Health benchmarking initiatives

Available in English — 85 pages
Catalogue number: TEWE15001ENN

Executive Summary — Review of successful Occupational Safety and Health benchmarking initiatives

Available in 19 languages — 4 pages

Success factors for achieving policy impact in foresight studies

Available in English — 40 pages
Catalogue number: TERO15003ENN

Healthy Workplaces Campaign material 2015



<http://hw2014.healthy-workplaces.eu/en/campaign-material/e-materials>

Healthy Workplaces Good Practice Awards 2014–2015

Available in 21 languages — 54 pages
Catalogue number: TEAL15001EN2/TEAL15001XXN

Infographic # 4 — Third party violence in the workplace

Available in English

Infographic # 5 — Sexual harassment at work

Available in English

Audiovisual



<https://www.youtube.com/user/EUOSHA>
<https://www.napofilm.net/>

DVD — NAPO in: Shocking Situations!

Available in 25 languages
Catalogue number: TE0215447ENZ

Promotional material



Healthy Workplaces Film Award 2015 leaflet

Available in English/German

REACH 2018 — Call to action! in cooperation with ECHA

Available in 23 languages

Catalogue number: ED-02-15-696-EN-N

Case studies



United Kingdom — Sheffield occupational health advisory service and its role in improving access to psychological therapies

Available in English

Denmark — The Danish National Return-to-Work Programme

Available in English

Finland — The Insurance Rehabilitation Association (VKK)

Available in English

France — Assisting companies in taking better account of chronic diseases IN the workplace (ARACT Aquitaine)

Available in English

Germany — ‘Integrationsprojekt Rehafuturreal®’: rehabilitation by the Westphalian pension insurance scheme

Available in English

Netherlands — Certification of ‘experts by experience’: return-to-work coaching services for people with a chronic disease by people with a chronic disease

Available in English

Sweden — Financial coordination of rehabilitation measures

Available in English

Austria — Fit2Work

Available in English

Belgium — Pilot project in the youth welfare agency: Reintegration of employees after sick leave

Available in English

Discussion papers



The future of work: robotics

Available in English

The future of work: performance-enhancing drugs

Available in English

The future of work: crowdsourcing

Available in English

Position Paper 1 Challenge of Europe in a changing world — inclusive, innovative and reflective societies: The changing world of work and OSH

Available in English

Position Paper 2 Leadership in enabling and industrial technologies: Prevention through Design

Available in English

Position Paper 3 Health, demographic change and wellbeing: Occupational safety and health in the context of demographic change

Available in English

Annex 9

Human and financial resources by activity

In this annex, information is provided on the actual consumption of human and financial resources by activity (activity-based costing — ABC). The activity structure is defined in the annual management plan.

Together with the adoption of the 2015 management plan, the Board approved an estimation of the resources needed for each activity (activity-based budget — ABB). The figures are presented below.

The data is based on the Agency's financial systems and its time register where staff register the time spent against the activities.

Activity-based budgeting 2015 by activity	Cost	FTE
1.2. Large-scale foresight	408,869	2.0
2.1. European Survey of Enterprises on New and Emerging Risks (ESENER)	1,130,479	3.6
2.2. OSH overview: Older workers	508,772	4.4
2.3. OSH overview: Micro and small enterprises	1,031,589	4.4
2.4. OSH overview: Work-related diseases	978,982	4.2
2.5. OSH overview: Costs and benefits of OSH	787,859	2.8
3.1. Online interactive Risk Assessment (OiRA) tool	925,690	5.0
3.2. Support for OSH e-tools	185,223	1.2
4.1. Healthy Workplaces Campaign (HWC): 'Working together for risk prevention'	3,000	–
4.2. Healthy Workplaces Campaign (HWC): 'Healthy Workplaces Manage Stress'	3,352,203	10.7
4.3. Healthy Workplaces Campaign (HWC): 'Healthy Workplaces for All Ages'	1,411,375	5.5
4.4. Awareness-raising activities	775,670	2.8
5.1. OSHwiki	332,198	2.3
5.2. Other networking knowledge actions	190,180	1.3
6.1. Strategic networking	1,048,678	3.5
6.2. Operational networking	982,010	5.7
6.3. Corporate communications	1,217,983	7.4
	15,270,760	67.0

Activity-based costing 2015 by activity	Cost	FTE
1.2. Large-scale foresight	290,729	1.8
2.1. European Survey of Enterprises on New and Emerging Risks (ESENER)	1,275,979	4.3
2.2. OSH overview: Older workers	474,678	3.8
2.3. OSH overview: Micro and small enterprises	816,320	2.2
2.4. OSH overview: Work-related diseases	538,503	2.2
2.5. OSH overview: Costs and benefits of OSH	586,080	1.6
3.1. Online interactive Risk Assessment (OiRA) tool	799,891	3.9
3.2. Support for OSH e-tools	83,097	0.5
4.1. Healthy Workplaces Campaign (HWC): 'Working together for risk prevention'	23,815	0.2
4.2. Healthy Workplaces Campaign (HWC): 'Healthy Workplaces Manage Stress'	3,235,825	10.0
4.3. Healthy Workplaces Campaign (HWC): 'Healthy Workplaces for All Ages'	1,645,729	4.3
4.4. Awareness-raising activities	746,107	3.2
5.1. OSHwiki	325,295	2.3
5.2. Other networking knowledge actions	125,652	0.9
6.1. Strategic networking	1,309,157	6.1
6.2. Operational networking	1,013,298	5.1
6.3. Corporate communications	1,544,420	7.0
	14,834,575	59.5

1.2 Large-scale foresight: Owing to an unforeseen staff shortage in 2015, some actions under this activity had to be postponed until 2016 and two were cancelled.

2.1 ESENER: The funding needs from Title 3 were higher than expected to carry out one of the follow-up studies (Worker participation).

2.2 Older workers: The costs related to translation were higher than expected due to the unforeseen length of country reports published under this activity.

2.3 Micro and small enterprises: A high-level seminar planned for 2015 was postponed until 2016. Preparations for publishing the state-of-the-art report took place mainly in 2016, not in 2015 as initially assumed.

2.4 Work-related diseases: Owing to an unforeseen staff shortage, the procurement procedure was delayed, which resulted in actions scheduled in 2015 being postponed until 2016 and a budgetary carry-over. Staff resources originally allocated to the activity were further reduced because of additional unplanned work in other areas (see 6.1 below).

2.5 Costs and benefits of OSH: The funding needs from Title 3 were lower than planned and translation costs were lower because of a lower-than-expected focal point demand. Staff

time allocated to the activity was lower than planned due to an unforeseen staff shortage.

3.2 Support for OSH e-tools: In terms of budget, the main action undertaken under this activity — the workshop — was less expensive than expected. The activity was reoriented to increase efficiency and explore better synergies across the activities and this resulted in less staff time than planned being consumed. As of 2016, this activity shall be merged with 'Other networking knowledge actions'.

4.1 'Working together for risk prevention': The promotion for the only product remaining pending for 2015 was carried out using internal resources as part of the corporate promotion programme.

4.2 'Healthy Workplaces Manage Stress': The costs for missions and translations were lower than estimated. The second phase of the HWC 2014-15 *ex post* evaluation was moved to 2016.

4.3 'Healthy Workplaces for All Ages': Title 3 expenditure was higher than foreseen because of decisions related to technical developments of tools and features that could be taken only at a late stage in the planning and of which the implementation costs were higher than expected. In order to ensure timely and effective dissemination before the campaign launch, the production of the promotion material started earlier than planned. Finally, the

costs of translation were higher than expected, due to the higher complexity of the new campaign website.

5.2 Other networking knowledge actions: The expenditure on the activity was lower than expected because of the cancellation of the seminar on research priorities and the follow-up summary.

6.1 Strategic networking: The expenditure for the activity was lower than planned because of a slight overestimation of travel reimbursement allowances to experts. Additional staff time was spent on the activity to meet the Commission's request for support in the *ex post* evaluation of the directives.

6.3 Corporate communications: Funding needs were higher than expected because of increasing translation needs attributed to the activity and to undertake extra work related to data visualisation tools. A feasibility study for an Agency Customer Relation Management strategy was also launched, which had an impact on the expenditure under the activity.

It should be noted that the difference between the total FTE of 67 in the ABB and 59.5 in the ABC is explained by non-occupied posts, sick leave, other forms of leave and working arrangements.

HOW TO OBTAIN EU PUBLICATIONS

Free publications:

- one copy:
via EU Bookshop (<http://bookshop.europa.eu>);
- more than one copy or posters/maps:
from the European Union's representations (http://ec.europa.eu/represent_en.htm); from the delegations in non-EU countries (http://eeas.europa.eu/delegations/index_en.htm); by contacting the Europe Direct service (http://europa.eu/europedirect/index_en.htm) or calling 00 800 6 7 8 9 10 11 (freephone number from anywhere in the EU) (*).

(*). The information given is free, as are most calls (though some operators, phone boxes or hotels may charge you).

Priced publications:

- via EU Bookshop (<http://bookshop.europa.eu>).

The **European Agency for Safety and Health at Work (EU-OSHA)** contributes to making Europe a safer, healthier and more productive place to work. The Agency researches, develops and distributes reliable, balanced and impartial safety and health information and organises pan-European awareness-raising campaigns. Set up by the European Union in 1994 and based in Bilbao, Spain, the Agency brings together representatives from the European Commission, Member State governments, employers' and workers' organisations, as well as leading experts in each of the EU Member States and beyond.

European Agency for Safety and Health at Work

Santiago de Compostela 12
E-48003 Bilbao, Spain
Tel. +34 944358400
Fax +34 944358401
E-mail: information@osha.europa.eu

<http://osha.europa.eu>



Publications Office