

European Agency for Safety and Health at Work



Annual Report 2010





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

Christa Schweng, Chairperson and Jukka Takala, Director

Foreword

For the European Agency for Safety and Health at Work (the Agency), there were two major events in 2010. The first was the opening of the *Healthy Workplaces Campaign on Safe Maintenance* – our two-year health and safety campaigns are now the largest of their kind in the world, reaching the EFTA and pre-Accession and Candidate countries as well as the EU Member States. Our emphasis in this latest campaign is to raise awareness of the importance of maintenance for workers' safety and health, while at the same time highlighting the risks associated with maintenance and the need to carry it out safely. An important achievement of the Safe Maintenance Campaign has been the number of partner organisations that we have involved in it: working with partners is essential for us, if we are to reach Europe's 220 million workers.

The second event was the publication of the results of the European Survey of Enterprises on New and Emerging Risks (ESENER), taking in the views of managers and workers' representatives. For the first time, ESENER provides real-time data from enterprises across Europe on what they are doing to tackle occupational risks (specifically psychosocial risks). The survey provides policymakers with internationally comparable information and is of great importance both in measuring progress in this policy field and also in contributing to policymaking.

Two main causes of long-term absence from the job market are psychosocial factors and musculoskeletal disorders. The results of the ESENER survey help in identifying good practice in relation to the first of these – the preventive measures that can be applied to make sure that workers do not suffer from stress, for example. And we can see clear groupings even between countries – less economically successful countries are often those that are not doing well in protecting workers from psychosocial risks. Effective prevention measures can be quite simple such as managing workload, interpersonal relationships, clear human resources policy, a clear commitment from management – and especially when working with the public, or with patients or pupils, simple steps can be effective in reducing the likelihood of employees being exposed to violence.

When it comes to accidents, their causes are often straightforward. But with these longer-term health problems, effects might only be visible 10 or 20 years after the events that caused them. People often don't realise at the time that they are at risk: they don't feel that they are in danger. The only solution is to keep identifying the factors that can lead to long-term health problems – there's no magic solution. It has to be a continuous activity – raising awareness, supporting good management.

Another highlight of 2010 was our piloting of our *Online interactive Risk Assessment tool (OiRA)*, which is the legacy of the *Healthy Workplaces Campaign on Risk Assessment 2008-09*. OiRA can be seen as the 21st century solution to the challenge of promoting occupational safety and health (OSH) to micro and small enterprises. It is more than just a technical tool – it gives us a way of highlighting the importance of risk assessment, as the cornerstone of health and safety management. There is a real need for interactive tools that micro and small enterprises throughout Europe can use, to make the risk assessment process easier. The OiRA project meets that need and has the potential to help many thousands of small companies across the EU to carry out risk assessments in a simple and cost-effective way.

For the Agency as a whole, a major challenge in 2010 was acting as the representative of all of the 29 EU regulatory agencies. This role put us in the limelight of European politics: during the year we've had an increased level of access to people in the Commission and Parliament, and a rare opportunity to bring issues around OSH to their attention. It was great having members of the

Parliament, Commission, and Court of Auditors, as well as the Prince of Asturias (representing the Spanish Royal Family), coming to Bilbao over the course of the year to find out about our work.

But these remain difficult economic times, and both workers and employers may be tempted to put economic performance above their own wellbeing – keeping or creating a job at any cost, even at the expense of their own health. This, however, is a very short-sighted and unsustainable approach, and we would soon pay the cost of these mistakes, in terms of both economic performance and workers' health.

The new Europe 2020 Strategy emphasises the idea that growth needs to be inclusive, and it made clear the danger that the economic crisis might push people out of employment permanently, and that huge numbers might find themselves excluded from the job market. Once they're in that position, they will find it very hard to get back: already we're seeing high levels of long-term absence and disability. Studies show that restructuring workplaces puts greater pressure also on those left behind. Stress levels and cardio-vascular mortality remain elevated for two or three years afterwards. In the long run this will be a huge problem, if people are pushed into being excluded from work: studies of the Swedish and Finnish labour markets show that up to one third of the workforce is out of work, and some for 30 or more years (through permanent disability for example). And this is not just older people: there is a trend in the more developed countries especially for women below the age of 35 to become burnt-out or depressed. These people are no longer productive in the traditional sense. The dependency ratio becomes radically less favourable and the rest of society still has to work – the burden on the active labour force is doubled, as supporting those unable to work involves huge expenditure.

Research in Finland (which accounts for 1% of the EU economy) shows that this is costing 30 billion Euros a year. In no European country is the average retirement age 65: it's actually around or below 61.2 in most places. For the whole of the EU, therefore, we can estimate the cost of people being excluded from work at 3,000 billion Euros – every year. For comparison, the emergency measures that were introduced to stabilise the Greek economy cost in the range of 110 billion Euros, and those for Ireland 85 billion, just as a one-off (we hope).

What savings we could make if we dealt with this problem! It's not just a question of raising the retirement age – if people get sick or are permanently unable to work, for example due to work-related stress and depression, they're not going to go back to work: we need to create conditions that enable people to continue at work. We're failing at present, but there are many individual factors behind this, so there is no single solution. We should not just worry about the present job that should be safe, healthy and productive; we should strive towards a safe, healthy, productive, satisfying and motivating *working life*, enabling us to be fit and healthy when retiring.

The Agency's priorities for next year include the second year of the Safe Maintenance Campaign, including the promotion of the Good Practice Award winners in April and the closing event in November as the two main campaign highlights. We'll also be continuing with the detailed study of the results of the ESENER survey. And we will be planning for the next Healthy Workplaces Campaign – for 2012-2013 – on the theme of working together for risk prevention. It will have two major components, focused on leadership and worker participation: leadership is a critical management skill, and worker participation is essential in helping to create a workplace culture that is good for health generally. We will be continuing with our work on health promotion too – promoting smoke-free workplaces, for example, in those Member States where smoking at work is not restricted.

Finally, this will be Jukka Takala's last annual report as Agency Director: he will have been at the Agency for exactly five years in September 2011. He will officially launch the OiRA project at the World OSH Congress in September in Istanbul, as his last contribution on behalf of the Agency. He will continue to be involved in health and safety, though, helping to set up a new international panel on working life.

We would like to thank the focal points, stakeholders and our many other partners who play such an important part in our success. We would also like to thank our staff, for the excellent work that they have carried out during the year.

Christa Schweng, Chairperson and Jukka Takala, Director



EU-OSHA staff, focal points and partners at the kick-off meeting of the Safe Maintenance Campaign, February 2010 in Berlin

Summary

In an economic environment that continues to be difficult, the European Agency for Safety and Health at Work (the Agency) continued to work to keep European workers safe. Achievements in 2010 include:

The European Risk Observatory

The **Foresight project** involves going beyond the forecasting of emerging risks, and presenting decision-makers with a range of plausible scenarios to help them take action. The first Foresight study is looking at possible risks associated with new technologies in 'green' jobs, designed to protect the environment. A report identifying key drivers of change in this area was produced in 2010, for publication in 2011.

The Agency's on-going 'OSH in figures' project aims to provide an evidence base that policymakers can use for the prevention of workplace accidents and disease, using statistics and other data from national and European sources, to describe major OSH issues and trends, and the situation of specific groups of workers and particular sectors. As part of the project, in 2010 the Agency published A statistical picture of Maintenance and Occupational Safety and Health, and a report entitled OSH in figures: Workrelated musculoskeletal disorders in the EU - Facts and figures. A draft report on the OSH of women at work was completed, and reports were prepared on the transport sector. Work also began

1,663 65 5,035 1,717 69 5,025 1,846 64 5,174 1,935 67 5,272 2,126 75

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on a project aimed at understanding the occupational burden of disease and injury – the long-term effects of work on health.

The publication of the first findings of the European Survey of Enterprises on New and Emerging Risks (ESENER), one of the Agency's flagship projects, took place in June 2010. ESENER aims to build up a picture of the current situation in Europe's workplaces, by asking managers and workers' health and safety representatives how they deal with health and safety risks, with a particular focus on psychosocial risks such as work-related stress, violence and harassment. The emphasis will now shift to the task of mining this rich source of data, and using the information that ESENER has thrown up: the survey results have been made freely available by the Agency, so that researchers, the social partners and other stakeholders can begin to get a sense of what the results mean in their national contexts.

The European Risk Observatory has finalised a report, *Workplace Violence and Harassment: a European Picture*, which focuses on the effects of **violence and harassment at work**, action that can be taken against violence and harassment in the workplace, and the different cultural norms and perceptions that can affect the way that violence and harassment are defined.

Working Environment Information

A wide range of material has been prepared and made freely available for the **Healthy Workplaces Campaign on Safe Maintenance**, including a campaign guide, and the report *Safe maintenance in practice*. 2010 also saw nominations being received for the European Good Practice Awards in support of the Safe Maintenance Campaign. Work has also begun on the next Healthy Workplaces Campaign, for 2012-13, which will be focusing on leadership and worker participation.

An important legacy of the Healthy Workplaces Campaign on Risk Assessment is the Online interactive Risk Assessment tool (**OiRA**), which makes risk assessment easier for organisations across Europe by giving them an online tool which is free, easily accessible, and adapted to their specific sectors. 2010 has seen a number of pilot projects underway, aiming to show how OiRA can be developed for different sectors in different countries in Europe, and to help engage organisations of all kinds with the tool.

The Agency's report **Economic Incentives** to improve Occupational Safety and Health: A Review from the European Perspective was launched in September 2010. It provides an up-to-date view of the various enticements that countries in Europe offer to encourage good OSH performance, including lower accident insurance premiums or tax rates, better banking terms such as lower interest rates, and state subsidies. The report suggests that economic incentive schemes are a cost-effective option for governments looking to cut the numbers of work-related accidents and illnesses.



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Workplace health promotion (WHP) encompasses everything done by employers, their employees, and the wider society to improve the health and well-being of people at work. WHP information published by the Agency during 2010 includes factsheets for employers and for employees. In addition, reports on health promotion for young workers and mental health promotion were prepared, and will be published in 2011, and the Agency has developed cartoon characters to get across the WHP message in a fun way.

As part of the Agency's ongoing project on the subject of integrating or 'mainstreaming' OSH into education, a report and factsheet Mainstreaming occupational safety and health into university education was published, which presents examples of OSH being included in university-level courses. The Agency also began to collect examples of a 'whole-school' approach to school safety and risk education, in which ideas of risk are taught in the context of maintaining a safe learning environment in pupils' own schools.

Communication, campaigning and promotion

A major part of the Agency's communications work in 2010 was focused on promoting the **Healthy Workplaces Campaign on Safe Maintenance**. The two-year campaign, which will be continuing throughout 2011, has seen record levels of involvement across all the EU Member States and beyond. The campaign was launched on the World Day for Safety and Health at Work, 28 April and is the largest of its kind in the world. In the first year of the campaign more than 40 official campaign partners were recruited. For the campaign, the Agency produced an innovative, multilingual website: http://hw.osha.europa.eu. A particular focus for the campaign was the European Week for Safety and Health at Work in October, which saw hundreds of awareness-raising events organised across Europe.



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The second *Healthy Workplaces Film Award* for the best documentary on work-related topics was given at the 53rd International Leipzig Festival for Documentary and Animated Film to *All That Glitters*, directed by *Tomáš Kudrna*.

The Agency is part of the consortium behind the popular cartoon character, **Napo**. Work has started on a pilot project to develop a *Napo Teachers' Toolkit*, which includes lesson plans that can be used by schools across Europe. A DVD, *Napo in Safe Maintenance*, also supports the Healthy Workplaces Campaign.

The new communication partnership between the Agency and the **Enterprise Europe Network** (EEN) saw a number of pilot projects taking place in 2010, involving the dissemination of Agency publications to EEN partners.



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Developing the network

A key activity in 2010 was the coordination of the regulatory EU agencies. The Agency worked to represent the different regulatory EU agencies, and spoke on behalf of all of them in discussions with the Parliament, Council and Commission, at a time of on-going debate about the future place of the agencies in the European institutional landscape.



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Key activities in 2010

1. Collecting and analysing information

The European Risk Observatory

The overall aim of the European Risk Observatory (ERO) is to anticipate change, so that Europe is better equipped to prevent new and emerging risks. It involves identifying priorities for research on little-understood areas, as well as identifying the action that policymakers and researchers need to take now. The aim is to gather the best available scientific evidence on (sometimes controversial) subjects, and to stimulate policy debate around them.

Foresight project

The ERO's Foresight project involves going beyond the forecasting of emerging risks – it does not assume that the future is pre-determined but that it can evolve in different directions, which can be shaped by the actions of various players and the decisions taken today. This project aims to look further into the future, and to present decision-makers with a range of plausible scenarios in order to stimulate debate on how to shape the future to avoid potential future risks.



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The first Foresight study is looking at the possible risks associated with new technologies in 'green' jobs in the next ten years: the technology and processes that are designed to protect the environment. This is a sector which has significant amounts of new investment going into it, in particular with the development of alternative energy sources.

The first two-year Foresight project explores so-called 'drivers of change': the contextual factors that will shape the future over the next ten years in 'green' jobs – such as changes in demographics, economics, technology and policies in the context of global development. Already the project has received a wide range of contributions from experts and other stakeholders, who have identified key drivers of change focusing especially on the role of government intervention (controls and incentives), effects of climate change, economic growth, public opinion, and competition for access to natural resources. The role of energy and energy security in relation to 'green' jobs has also emerged as a key consideration.

A report identifying these key drivers of change has been produced in 2010, for publication in 2011. The second stage of the project will look at the key technological innovations in 'green' jobs by 2020, while the final and crucial phase will combine these two elements, to identify and test policy-relevant scenarios that can help shape future decision-making towards safe and healthy green jobs in the future.

Work-related accidents among the self-employed

The Agency has published A review of methods used across Europe to estimate work-related accidents and illnesses among the self-employed. While the overall proportion of self-employed workers is stable in Europe, there has been a marked growth over recent years in the number of self-employed people who are working in certain high risk sectors, such as construction. This means that the capturing of accurate OSH data for this group becomes ever more important, but national differences in definitions, reporting rates and systems make it difficult to compare data between countries in Europe. The Agency's report describes the different monitoring systems that are currently in use in ten EU Member States to evaluate the safety and health of self-employed people, and recent initiatives that are designed to improve it.

Nanomaterials

Work has been done on a literature survey on the perception and communication of risk regarding nanomaterials in the workplace. Nanoparticles are already used in many applications, for example in cosmetics, textiles and medicines, and the nanotechnology industry is expected to continue to grow rapidly. But while it is certain that nanoparticles can have very different properties from the same materials at the macro scale, and that they can enter the human body, the degree of damage they can cause is still unknown. There is therefore a need for more research to determine their impact on human health, as well as to develop reliable methods for their detection and measurement in the workplace, and to develop working practices to reduce workplace exposure to nanoparticles. The literature review will be published in 2011 and will formulate recommendations on how to communicate to employers and workers on the risks of nanomaterials in order to promote workers' safety and health.

Biological agents

The Agency has also published an *e-fact on the subject of risk assessment for biological agents*. As well as setting out the hazards that biological agents can lead to in the workplace, and providing a checklist to help identify those hazards, the publication gives an extensive list of examples of preventive measures that can be used to manage the risk that biological agents represent.

OSH in figures

The Agency's on-going 'OSH in figures' project aims to provide an evidence base that policymakers and other stakeholders can use for the prevention of workplace accidents and diseases in Europe. Since 2004, the Agency has combined statistics and



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other data from national and European sources, to describe major OSH issues and trends, work-related health effects or exposures, and the situation of specific groups of workers, as well as providing an OSH profile of selected sectors.

Safe Maintenance

As part of the supporting material for the Agency's Healthy Workplaces Campaign, a report and factsheet were published giving A statistical picture of Maintenance and Occupational Safety and Health. Figures show that around 6% of European workers are involved in maintenance activities on a daily basis, but because they carry out a wide range of different activities, they are exposed to many and varied hazards at work, including physical hazards (such as noise, vibration and excessive heat and cold), chemical hazards (eg working with asbestos and other dangerous substances), biological hazards (such as legionella), and psychosocial hazards (including stress resulting from poor work organisation). Maintenance workers are also at risk of having accidents: figures from EUROSTAT show that around 10-15% of all fatal accidents are related to maintenance operations, while in some European countries as many as 20% of all workplace accidents are connected with maintenance, and in a number of sectors over half of all accidents are maintenance-related.

Work-related musculoskeletal disorders in the EU

The Agency has published a report entitled *OSH* in figures: Work-related musculoskeletal disorders in the EU - Facts and figures. Musculoskeletal disorders (MSDs) remain the most common occupational disease in the EU, affecting workers in all sectors and occupations. This latest report, which follows on from the Agency's previous research, aims to give an updated overview of the current European situation regarding MSDs, the trends over the years since the first Agency campaign that drew attention to MSDs in 2000, and a detailed insight into the causes and circumstances behind these disorders: it shows in particular that lower-limb disorders are not always given sufficient recognition and that MSD risks for specific worker groups, such as women,



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service workers, young workers and workers on a temporary contract, may be overlooked. A holistic approach to recording and recognition of MSDs is recommended. The hope is that the report will feed into a possible new EU Directive on MSDs.

Women at work

'Women at Work' is a two-year project that the Agency is undertaking in line with the Community Strategy for Health and Safety at Work (2007-12), that aims to update existing Agency research on the OSH of female workers. It looks at the implications of the increasing number of women who are being employed in an increasingly service-oriented European economy. As women tend to work in different jobs from men, some of the risks that they are exposed to at work have tended to be overlooked, and as a group the risks they face have been under-researched.



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A draft report was completed in 2010, and a seminar held in December 2010 to discuss ways in which it will be complemented by in-depth analysis of some of the case studies that were gathered for it from the Agency's network of focal points (which are usually the national health and safety bodies in different countries in Europe). The seminar also focused on the employment trends revealed in the report, their implication for women's OSH, and the recommendations that can be made for further research and prevention. Mainstreaming women's OSH into other EU policies is another aim of the research and policy recommendations.

Transport

The 'OSH in figures' project on transport is part of ongoing work at the Agency to look at the occupational risks that transport workers face and to give an outlook on expected future developments. A number of country-specific and thematic reports were prepared during 2010 (for publication in 2011), to give a statistical picture of this industry sector in Europe, together with examples of good practice.

The European transport sector is a dynamic and rapidly changing sector. The expansion of the European Union, intensified relations with neighbouring countries, changing travelling and food consumption habits, the free movement of goods, as well as environmental concerns, have all contributed over the last few years to significant changes in the way that transport companies operate. This has also had a remarkable impact on their employees' working conditions.



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Occupational burden of disease and injury

This project is part of a move towards understanding the long-term effects of work on health, which include chronic, non-fatal illnesses. It began in 2010 by looking at the different methodologies that have been used to estimate the scale of this problem (for every accident at work there are thought to be approximately twenty long-term health conditions that are caused by work, or where work is a contributory factor).

European Survey of Enterprises on New and Emerging Risks

The European Survey of Enterprises on New and Emerging Risks (ESENER) is one of the Agency's flagship projects. It aims to build up a picture of the current situation in Europe's workplaces, by asking managers and workers' health and safety representatives about how they deal with health and safety risks, with a particular focus on psychosocial risks such as work-related stress, violence and harassment. The survey aims primarily to provide policymakers with internationally comparable information to help them design and implement new policies, and to help enterprises tackle risks in this important area.

The first results of ESENER were presented in March 2010 at a briefing at the European Parliament, while the full launch took place in June 2010 in Barcelona, at a conference organised



Maravillas Rojo – Spanish Secretary General of Employment and EU-OSHA Director Jukka Takala

under the Spanish EU Presidency, dealing with the mid-term review of the Community Strategy for Health and Safety at Work (2007-12). As well as a report publishing the initial findings, a summary was translated into the languages of all the countries covered by the survey and a mapping tool was made available, allowing users to view results to individual survey questions by country, sector type and size of enterprise: the ESENER survey involved over 36,000 interviews with company managers and employees in 31 countries. A press conference was also held at the event, which resulted in broad coverage of ESENER's results in both specialist and general media.

In asking questions directly to managers and workers about the way that OSH is managed, ESENER aims to identify important success factors where workplace risks are handled well, and to highlight the principal obstacles to effective prevention. The survey emphasises the practical steps that enterprises can take to manage health and safety, their main reasons for taking action, and what support they need.

The preliminary results of the survey show that while 79%



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European managers concerned by workrelated stress, less than a third of companies have set procedures to deal with it. The results also indicate that while smaller organisations are the most likely to outsource risk assessment, this does not necessarily have to be the case; in some countries the majority of organisations with as few as 10 to 20 employees usually carry out risk assessment themselves.

ESENER also shows that workers' involvement is a key factor in health and safety management. Workplaces with employee participation are much more likely to see successful health and safety measures being implemented; especially where they are organised through a shopfloor trade union or a works council. This is particularly the case for smaller workplaces where it is an important trigger for effective management of psychosocial risks.

Survey evidence demonstrates that to increase the number of smaller companies that are able to carry out in-house risk assessment, there needs to be support available in the form of expertise, guidance and tools to manage their risk management process effectively and to design and implement successful preventive measures.

Promotion work has included Agency seminars at the national level, giving focal points the opportunity to link the ESENER survey results with data available for individual countries (twelve seminars and a press conference were organised, and another four seminars will take place in 2011). The emphasis will now shift to the task of mining this rich source of data, and using the information that ESENER has thrown up: researchers in particular will now play a key role in making use of it. The survey results have been made freely available by the Agency, so that researchers, the social partners and other stakeholders can begin to get a sense of what the results mean in their national contexts, and carry out other more specific, focused, policy-relevant analyses. A number of Member States have already begun to use the information to inform their policymaking.

Further analysis will be carried out in 2011 and four more reports will be forthcoming, focusing on success factors related to health and safety management, psychosocial risk management, the involvement of workers, and the drivers and barriers to psychosocial risk management.

New OSH ERA

The Agency is part of an ERA-NET consortium, which aims to coordinate research on new and emerging risks in OSH. By liaising with each other over their respective research programmes, the organisations involved in the consortium are able to rationalise and pool resources.

The final conference of the New OSH ERA project took place in February 2010 in Berlin, after four years of work. During that time the consortium has analysed the state of OSH research within the EU, identified gaps to be filled in terms of research on new and emerging workplace risks faced by EU workers, and issued a coordinated call for research proposals, including on psychosocial risks at work.

Violence and harassment

The European Risk Observatory has finalised a report, Workplace Violence and Harassment: a European Picture, which focuses on the effects of violence and harassment at work, examining the statistics that are available at the national and EU levels, the actions that can be taken against violence and harassment in the workplace, and the different cultural norms and perceptions that can affect the way that violence and harassment are defined. Violence, bullying and harassment are becoming increasingly common features of European workplaces, yet the response from organisations and national governments is widely felt to be inadequate.



© Gernot Krautberger/Fotolia

The report also reveals that in many European countries there is still not enough recognition of workplace violence, with few specific initiatives dealing with the issue. At national level and among individual organisations there is a need to raise awareness, and put in place policies and procedures to tackle and prevent violence and harassment at work.

EU-OSHA brought together policymakers, researchers and employers' and employees' representatives for a two-day seminar to discuss the challenges in tackling workplace violence effectively, and to identify new and concrete ways to protect workers' health and wellbeing, tailored to specific needs in different countries and organisations. All the presentations, the main points of discussion, and conclusions, are included in the Seminar Online Summary.

Working Environment Information

The objective of the Agency's Working Environment Information activities is to promote Member State cooperation on information collection and research, and the sharing of knowledge on good practice at the workplace level.

The Healthy Workplaces Campaigns

A wide range of material has been prepared and made freely available for the Healthy Workplaces Campaign on Safe Maintenance, including a campaign guide, the report Safe maintenance in practice, four factsheets (information on safe maintenance for workers and employers, and on success factors in safe maintenance), a number of e-facts (including on food and drink manufacturing, quarrying, and asbestos in building maintenance) and PowerPoint presentations in 22 languages. The emphasis is on creating fewer paper publications than in the past, and also on focusing on information of practical use: the second year of the campaign will see more of a sectoral approach, with publications focusing more on specific topics within the area of maintenance.

2010 also saw nominations being received for the European Good Practice Awards in support of the Safe Maintenance Campaign. As with previous Healthy Workplaces Campaigns, the awards aim to recognise organisations that have been outstanding in improving working conditions in Europe. This is the tenth time that the European Good Practice Awards have been held - entries have been received from 23 countries, with the focal points collecting examples of good practice. Standards have been very high – winners will be announced in April 2011 at an event organised together with the Hungarian EU Presidency in Budapest.



Napo at the Official campaign partner meeting

Work has also begun to prepare materials (including case studies on OSH and leadership) for the next Healthy Workplaces Campaign, which will be on the subject of 'Working together for Risk Prevention' and which will take place from 2012-2013.

As part of the process of following up the Healthy Workplaces Campaign on Risk Assessment of 2008-2009, a database of case studies of good practice has been created. A report and factsheet on *Mainstreaming OSH into business management* has also been published: organisations deal with OSH in different ways, with some striving to manage OSH more systematically than others, by building OSH into their overall management. The report aims to provide evidence and information on how OSH can be incorporated into general management and business, thereby achieving safer and healthier working environments.

Online interactive Risk Assessment tool

One of the most important legacies of the Healthy Workplaces Campaign on Risk Assessment will be an online tool, which will make risk assessment easier for organisations across Europe. This is the first initiative at EU level which aims to encourage micro and small enterprises, in particular, to carry out risk assessments, by giving them an online tool which is free, easily accessible, and adapted to their specific sectors (taking account of the characteristics of businesses in different industries, and the way that OSH legislation applies to different sections of the economy). The tool will help guide them through the risk assessment process, from the identification and evaluation of workplace risks, through to the action needed to prevent them, and finally monitoring and reporting. The ultimate goal is to contribute to an improvement in safety and health among workers in Europe's 20 million micro and small enterprises.

The Online interactive Risk Assessment tool (OiRA), developed by the Agency working with a number of partners, is based on a similar tool that was developed in the Netherlands, and which was among the first interactive risk assessment tools to be developed anywhere. In seeking to apply something similar across the whole of Europe, therefore, it has been an important part of the Agency's work in 2010 to try to identify the lessons from the success of the Dutch initiative. The Agency's research into the Dutch experience has demonstrated the importance for OiRA of being accessible and user-friendly, of being actively promoted, with training and support being made freely available for users, and involving the social partners closely in the development of the tool, helping to ensure that the design is relevant to specific sectors, and helping to disseminate it to potential users.

2010 has also seen a number of pilot projects, aiming to show how OiRA can be developed for different sectors in different countries in Europe, to help engage organisations of all kinds with the tool. At a national level, five pilot projects have been taking place in different sectors in Sweden, France, Belgium and Cyprus. In addition, pilot projects are taking place with one of the EU social partners.

Alongside EU and national authorities, the involvement of the social partners in OiRA is particularly important: indeed, the tool is designed to be developed in partnership with the social partners in different sectors at EU and national level. It is often the social partners who are best placed both to ensure that the tools are adapted to meet the particular needs of SMEs in their sectors, and to encourage take-up of the tool among different enterprises. Work has begun, therefore, to promote the usefulness of the tool among the social partners.





Road transport

In conjunction with the Risk Observatory project on various types of transport, the Agency has been working throughout 2010 on five good practice reports on OSH in the road transport sector, which will be published and promoted in 2011, along with a web feature. In 2010 an e-fact on risk assessment in road freight transport was published.

Workers in the road transport sector can be affected for example by accidents loading and unloading vehicles, falls climbing in and out of cabs, and various musculoskeletal disorders due to prolonged driving.

The reports include a review of programmes and campaigns to reach and influence the road transport sector on OSH matters, case studies of prevention practices covering road haulage and bus passenger transport, reviews of good practice guidance available for the taxi sector and courier activities by motorcycle and bicycle, and a review of road transport accidents. 2010 has also seen ongoing work to liaise with other bodies, such as the European Transport Safety Council, to identify examples of good practice in this area.

A promotion campaign on road transport is planned for May 2011, supported by the various reports and factsheets that the Agency will be publishing.



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Economic incentives

The Agency's report Economic Incentives to improve Occupational Safety and Health: A Review from the European Perspective was launched at a conference of the International Occupational Hygiene Association (IOHA) in Rome in September 2010. It provides an up-to-date view of the various enticements that countries in Europe offer to encourage good OSH performance, including lower accident insurance premiums or tax rates, better banking terms such as lower interest rates, and state subsidies. There is growing interest in such economic incentives as ways of motivating organisations to invest in OSH, alongside regulatory enforcement, and there is a need for quality-assured information for organisations in this area – many governments and insurers would like to put in place better incentive schemes, but they need more information on how to do it, and on the models that have proven effective. The overall aim is partly to reward the effort that organisations make to protect their employees, not just penalising them when things go wrong.

The report suggests that economic incentive schemes encouraging companies to invest in risk prevention are a costeffective option for governments that are looking to cut the numbers of work-related accidents and illnesses. Cost-benefit analysis has shown a return of 1.01 – 4.81 Euros for every Euro invested in such schemes.

The Agency's economic incentives project has already encouraged EU Member States to learn from each other in designing incentive schemes, regardless of differences in terms of their social security and accident insurance systems. The Italian workers' compensation authority INAIL, for example, has developed a new incentive scheme which takes account of good practice in other countries, and which experts estimate could lead to the prevention of 30,000 work accidents and an economic benefit of 180 million Euros for a 60 million Euro investment.

The report and a factsheet in 22 languages are available from a new web portal giving information on economic incentives. An



Economic Incentives Expert Group Workshop in the European Parliament

e-fact also provides a *Cost-benefit-analysis of economic incentives* at national level. The challenge for 2011 is to work out ways to incentivise particular sectors in particular countries, as well as to develop a simple, practical guide to economic incentives.

Workplace health promotion

An individual's state of health can have a tremendous impact on their work: companies are affected by disease through workers' absenteeism or reduced productivity, irrespective of the cause. Common illnesses place a major sickness burden on European workers, companies, economies and social security systems. In turn, work has a huge impact on workers' health. Work can either contribute to ill health through poor working conditions or be beneficial to health by providing healthy conditions and through promotional activities.

Workplace health promotion (WHP) encompasses everything done by employers, their employees, and the wider society to improve the health and well-being of people at work. It includes enabling employees to work flexibly, offering healthy canteen food, providing sports classes, offering courses on dealing with stress, and helping people to give up smoking.

WHP information published by the Agency during 2010 includes factsheets for employers and for employees. In addition, reports on health promotion for young workers and mental health promotion were prepared, and will be published in 2011.



© Salus & Co cartoon character

The Agency has also developed cartoon characters to get across the WHP message in a fun, visual way. The characters Bruno, Kevin and Emma (together called Salus & Co) first appeared on the Agency's animated Christmas cards for 2010: in 2011 they will also feature in cartoon strips on mental health promotion, giving up smoking and taking more exercise, as well as featuring on the Agency website.

Mainstreaming OSH into education

As part of the Agency's ongoing project on the subject of integrating or 'mainstreaming' OSH into education, a report and factsheet *Mainstreaming occupational safety and health into university education* was published, which presents examples

of ways in which OSH has been included in university-level courses.



© Marc Dietrich/Fotolia

In February 2010 the Agency attended a joint meeting with the European Network Education and Training in Occupational Safety and Health (ENETOSH) in Brussels with EU stakeholders (including representatives from the education sector, as well as the social partners and DG Employment and DG Education), on the wider issue of mainstreaming health and safety into education.

2010 also saw the Agency beginning to collect examples of a 'whole-school' approach to school safety and risk education, in which ideas of risk are taught in the context of maintaining a safe learning environment in pupils' own schools. Pupils are involved in health and safety management (through hazard-spotting for example), and given a sense of ownership as a part of their risk education. Training teachers to understand what health and safety means in their own environment also helps to give them confidence in teaching it.

Legislation

In 2010, the Agency continued its work to make the legislation section of its website more user-friendly. In addition to continuously updating its new EU OSH directives' section, it put in place a sub-section on EU OSH guidelines which are not legally binding, but of practical importance.

To make it easy to search, EU Directives and EU Guidelines are arranged by topic, and introductory texts to European legislation and abstracts for each piece of legislation are provided, including links to the full text of EU legislation in all the EU languages as well as links to national legislation that implement EU Directives. The legislation web section is a work in progress, and will continue to be updated.

Agriculture

In 2010, the Agency uploaded to its case studies database a series of case studies on the prevention of musculoskeletal disorders (MSDs) in the agriculture sector. Agriculture is one of the areas where MSDs are most common: more than half of all agricultural workers complain of back pain, and the same proportion suffer from muscular pain. The majority of employees say that their work involves repetitive hand and arm movements, tiring or painful positions, or the carrying or moving of heavy loads. The examples of good practice collected as part of this project provide practical information on interventions to prevent MSDs in agriculture.



Other projects

Women, work and health

The Agency has updated its web feature on the particular aspects of occupational safety and health that affect women, reflecting an increasingly gender-sensitive approach to OSH. New information (including a Frequently Asked Questions section) was added to the site, as well as additional links.

· Cleaning workers

As part of its on-going project to look at the particular OSH challenges facing cleaning workers, the Agency published an e-fact on managing psychosocial risks among this vulnerable group of employees.

Frequently asked questions

Around 300 frequently asked questions on various OSH topics were updated and included in a searchable database.



European campaign partnership meeting in Brussels

2. Communication, campaigning and promotion

Two principal objectives underpin the Agency's communication strategy. First, it aims at strengthening the Agency's role as the European reference point for information on OSH issues. And secondly, it focuses on ensuring that the Agency and its network are in a position to deliver the information that people need when they need it, taking into account existing infrastructures and their limitations at European and national levels.

Healthy Workplaces Campaign on Safe Maintenance (2010–2011)

A major part of the Agency's communications work in 2010 was focused on promoting the Healthy Workplaces Campaign on Safe Maintenance. The two-year campaign, which will be continuing throughout 2011, has already helped to raise awareness of maintenance as a key element of good health and safety management in the workplace, as well as identifying good practice in carrying it out.



Jukka Takala, EU-OSHA director and EU Commissioner Andor at the campaign launch

The campaign was launched in Brussels on the World Day for Safety and Health at Work, 28 April, with the involvement of EU Commissioner for Employment, Social Affairs and Inclusion, László Andor.

The campaign, which is now the largest of its kind in the world, has already seen record levels of involvement across all the EU Member States and beyond – hundreds of events were organised around the theme of maintenance and its importance. The Agency has provided support for campaign activities at national level through the European Campaign Assistance Package (ECAP), which makes a wider variety of campaign material and services available to the national focal points to help them publicise the campaign. This has included support for the organisation of 65 partnership meetings and stakeholder seminars, 12 press conferences, 11 other events for journalists, 2 radio call-ins, and news releases adapted to particular countries.

In addition, a vast amount of publicity material has been produced and distributed to support the campaign, including nearly three million fact sheets, over half a million campaign guides, and nearly half a million promotional leaflets. For the campaign, the Agency produced an innovative, multilingual website available in 24 languages (including Norwegian and Icelandic material): http://hw.osha.europa.eu.

All 27 focal points participated in ECAP in 2010 – a sign that the campaign support offered by the Agency is well appreciated. Activities publicising the campaign have included conferences, seminars and training sessions for workers, employees and other stakeholders involved in maintenance work. A particular focus for such activities was the European Week for Safety and Health at Work which took place in October, and which saw hundreds of awareness-raising events being organised across Europe.



Focal point activity in Malta

A notable success of the Safe Maintenance Campaign has been the number of companies and other organisations (including some big names from around Europe) who have joined forces with the Agency as official campaign partners. More than



Partnership meeting in Austria



Journalist excursion in Slovakia

40 partners were recruited in the first year of the campaign (with an opening EU partnership meeting in March); already as many as had been recruited in the whole of the previous one. These campaign partners play an invaluable role in communicating the importance of safe maintenance in the workplace. The Agency's campaign partners organised a wide range of activities in 2010, to promote good practice in safe maintenance. The European Technology Platform on Industrial Safety, for example, focused on the subject of maintenance at its fifth general assembly, and has developed a number of research projects on the optimisation and maintenance of aged and repaired industrial facilities. General Electric Energy hosted a series of conferences and seminars raising awareness among health and safety and operations managers about safe maintenance in the energy sector. The European Construction Industry Federation (FIEC), meanwhile, hosted meetings with contractors, employees and other stakeholders, to help contribute to a health and safety culture within the construction industry.



Official campaign partners receiving their certificates

Awareness-raising activities

European photo competition — exhibition of the best photos

The Europe-wide photography competition that the Agency organised in 2009 under the slogan *What's your image of safety and health at work?* has captured the imagination of photography enthusiasts across the EU, with over 1,670 entries being received. The winning and commended photos were used in a wall calendar and various giveaways. As a follow-up in 2010 the Agency offered its focal point network various displays through which they could organise their own exhibitions. Altogether 50 exhibition sets were ordered to show the winning and commended photographs.

The German OSH Exhibition (DASA), part of the Federal Institute for Occupational Safety and Health (BAuA) in Dortmund, also picked up on the idea and showcased the 50 best pictures in June 2010.



BAuA exhibition in Dortmund

Healthy Workplaces Film Award

The second Healthy Workplaces Film Award for the best documentary on work-related topics was won by All That Glitters, directed by Tomáš Kudrna – a thought-provoking piece about a worker in a goldmine in an inhospitable region of Kyrgyzstan. The award is supported by the Agency as a way of promoting safer and healthier workplaces in Europe. Over 2,800 documentaries from 97 countries were submitted as entries for the 2010 award, which was presented at the 53rd International Leipzig Festival for Documentary and Animated Film.



Scene from the film All That Glitters

All That Glitters highlighted the complexity of managing occupational safety and health in a high risk environment. The film explores the company's relationship with the community against the backdrop of a decade-old environmental

disaster, the repercussions of which are still being felt.

The other nominees also dealt with the physical, psychological and economic consequences of unfavourable working conditions. For example, films showed workers at a shipyard in a time of crisis responding to the changing value of work, as well as portraying the story of a carrier in Mumbai whose lungs were destroyed by exhaust gases, while another entry took the form of an essay on the effects of longer working hours brought on by technology.

The Agency also produced DVDs of the 2009 award winner, A Blooming Business, by Dutch director Ton Van Zantvoort, which shows the painful working conditions in a globalised flower industry. The DVDs were subtitled in 22 languages and distributed to the network of focal points in the Member States.

Press office and promotion

The Agency produced 11 press releases and many OSH articles throughout the year, especially in support of the Healthy Workplaces Campaign and ESENER. Other main areas of focus for promotion work included the Healthy Workplaces Film Award, Economic Incentives report, Workplace Health Promotion, and Mainstreaming OSH into university education.

The Agency has also been doing more to localise press releases, to make them appeal more to the national press in different countries.

Besides, following journalists' requests, the Agency contributed to around 135 articles on OSH throughout Europe in 2010. Media monitoring for 2010 shows that the Agency featured in some 1500 articles.

Audiovisual material

At the beginning of 2010, three video messages, with the Director Jukka Takala addressing the camera, were produced to support the Maintenance and Risk Assessment Healthy Workplaces Campaigns as well as the World Day on Safety and Health at Work. The video messages were made available on the Agency website. This was the first time that the Agency has used audiovisual material in this way, to publicise its campaigns.

Events

In 2010, the Agency worked to increase its visibility at international exhibitions and fairs relating to OSH. In addition to Healthy Workplaces Campaign events, other major events that the Agency has been involved with in 2010 include the Euromaintenance conference in Verona in May, the Interprotect Fair in September in the Czech Republic in cooperation with the focal point, an event in Bruges in October organised by the Federation of European Ergonomics Societies (one of the official campaign partners), the Frankfurt Book Fair also in October, and Expoprotection in Paris in November.



Dr Jukka Takala at the Euromaintenance conference

The Agency stand at a number of fairs was made more attentiongrabbing by showing films involving the Napo cartoon character. A particular focus during 2010 was introducing the Agency and its work to members of the Enterprise Europe Network, through participation in events.

At the same time, Agency staff members took part as speakers in almost 200 conferences organised around Europe and beyond, above all on safe maintenance, but also on ESENER, risk assessment, healthcare, psychosocial issues, and dangerous substances.

Public affairs and cooperation with EU Presidencies

The close involvement of the EU Presidencies in the Healthy Workplaces Campaigns and other work shows the support that the Agency has at the highest political levels in Europe. The twin highlights of 2010 in terms of working with the EU Presidencies were the launch of the ESENER survey results with the cooperation of the Spanish Presidency, at the mid-term review of the Community Strategy for Health and Safety at Work (2007-12), and a conference held in Brussels in November, during the Belgian Presidency, involving Commissioner László Andor and Joëlle Milguet, Deputy Prime Minister for Belgium. The conference, entitled 'Maintenance: Do It Safely', coincided with the release of the Agency's report, Safe Maintenance in Practice, which outlines strategies that businesses should adopt to prevent maintenance risks, and which gives examples of good practice. The conference featured a series of workshops, round table discussions and expert meetings on safe maintenance, and also saw the official partners in the Healthy Workplaces Campaign on Safe Maintenance being recognised for their involvement.



'Maintenance: Do It Safely' conference in Brussels

In 2011, cooperation with the Hungarian and Polish EU Presidencies is also foreseen, above all for major campaign-related activities.

Napo — Safety with a smile

Teachers' toolkit

The Agency is part of the consortium behind the popular cartoon character, Napo. The consortium is supporting an Agency pilot project that will see the development of a *Napo Teachers' Toolkit*, with the idea that this kit could be a springboard for occupational health and safety into Europe's primary school classrooms.

Integrating or *mainstreaming* OSH into education forms a key part of developing a prevention culture, by teaching children and young adults to live and work safely. The Agency's work in this area supports the Community Strategy for Health and Safety at Work,

which recommends that OSH education be part of the school curriculum, either with a view to making people more aware of the problem (much like road safety is taught in some countries) or as a vocational subject in its own right. This strategy is a core part of the Agency's efforts to contribute to a European prevention culture.

So far, three lesson plans have been developed in a way that enables them to be used by schools in all the European countries, despite their varying educational systems and subjects. They are: *Napo's best signs for safety* and *Be bodywise with Napo* for children between 7 and 9 years, and *Napo's Hazard Hunter* for children between 9 and 11 years. The testing phase and further development are foreseen in 2011.

Napo in Safe Maintenance

A DVD called *Napo in Safe Maintenance* was developed in 22 languages to support the Healthy Workplaces Campaign. The film shows Napo in a variety of situations, including as a maintenance worker. We see the importance of isolating or 'lock-off' when maintenance is being carried out on machin-



ery, the problems of 'hidden hazards', work in confined spaces, and the importance of competent persons carrying out maintenance work, particularly inspection and testing.

Napo in Safe Maintenance

Compendium 2010

In addition, the Agency produced the 2010 Napo Compendium, a collection of all 12 Napo films from 1997 to 2010. Napo tackles workplace risks and shows – in an universal language – how to deal with musculoskeletal disorders and noise, gives advice to young workers, builders and cleaning workers, explains new safety signs, and shows how maintenance is carried out safely. All the stories have an educational value and can be used to encourage discussions on health and safety topics. The films are also available online at http://www.napofilm.net, and Napo's latest adventures can be found on Facebook.

Communication partnerships: Enterprise Europe Network

The new communication partnership between the Agency and the Enterprise Europe Network (EEN) reflects the emphasis that

the Agency puts on getting OSH messages across by working with other organisations. The EEN has more than 570 partners in 45 countries and has provided services to three million SMEs since 2007.



At the annual conference of the EEN network in Antwerp

Following the overwhelmingly positive response to the suggestion that the Agency should communicate OSH information through the EEN network, 2010 saw a number of pilot projects taking place. These involved the dissemination of Agency publications to EEN partners, and the organisation of national partnership sessions, through which EEN partners and the Agency's national focal points meet to discuss ways of working together to communicate effectively with SMEs on OSH in general, and the Healthy Workplaces Campaign in particular. The Agency also took part in the EEN's annual conference in Antwerp in October, to promote its work. The success of these pilot projects is shown by the fact that the partnership is now recognised as official by the Commission's DG Enterprise and Industry, and is written into the Annual Guidance Notes for the EEN: communicating OSH information will now be one of the activities that the EEN funds. Working with the EEN and the Executive Agency for Competitiveness and Innovation gives the Agency an important opportunity to multiply its communication efforts around OSH, and reach some 80,000 SMEs across Europe. Activities for 2011 include extending the partnership to European Economic Area countries, and encouraging more EEN partners to get involved.

Web developments

In addition to the launch of the Healthy Workplaces Campaign website, several new topics sections were added or upgraded on the main EU-OSHA website, giving improved access to OSH information on Workplace Health Promotion, Healthcare, Events, Competitions, Legislation, and Safe Maintenance.

The European Risk Observatory section was revamped, and the results of the ESENER survey were made available via a mapping tool.

A new section was also developed giving prominent and more user-friendly access to the network of Agency focal points in Member States and Candidate countries. Information on national OSH systems and relevant organisations is now accessible in 22 languages from each Member State page.

To enable the adaptation of the OiRA tool to Agency needs, a test OiRA website was designed and produced, using the Agency content management system. This site already allows the current community of developers to customise the Agency's OiRA tool to their specific needs.

An evaluation was carried out of the new-look website of the Healthy Workplaces Campaign on Safe Maintenance. A user panel survey is something that the Agency has carried out since 2007: in general, the results for the Maintenance Campaign website were positive, with panel members indicating that they liked both the design and the content of the site. The results seem to show that the Agency has been successful in renewing and improving the Campaign website.

The Agency also continues to develop its website usability and to improve the organisation of its information, eg with the existing thesaurus on the site being expanded and improved, with new categories being added.

To increase awareness of its information, and in addition to its traditional communication and promotion efforts, the Agency has been making more use of social networking sites, and now has its own Twitter page in addition to the Agency blog.

Publishing

The Agency has continued with its programme of publishing, helping to bring in-depth and topical OSH information to a wide range of audiences across Europe. Nine new Agency reports and literature reviews were published during the year, as well as eleven factsheets and promotion materials for the Safe Maintenance Campaign. See annex 9 for a detailed overview of all publications.

All material for the Safe Maintenance Campaign and factsheets were also developed in Norwegian and Icelandic.

The Agency also introduced a new publications strategy with input from a survey and workshop among the national focal points, with the aim of improving the current workflows regarding the language checking, production and distribution of publications.



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3. Developing the network

The Agency aims to have an effective and efficient network structure to support it in achieving its mission. Networks that the Agency works with particularly closely involve the focal points in the 27 EU Member States, the four EFTA countries and the countries involved in the pre-Accession programmes, the European network partners and a number of international partners.

Chairing the EU Agencies

A key activity in 2010 was the coordination of the regulatory EU agencies. The Agency worked to represent the more than 30 agencies, and spoke on behalf of all of them in discussions with the Parliament, Council and Commission, at a time of on-going debate about the future place of the agencies in the European institutional landscape.

2010 was a very important year in which to act as a mouthpiece for the different EU agencies: the European Parliament, the European Council and the Commission have set up an inter-institutional working group on the future of the EU agencies, involving key players from these various bodies. During the year we had interesting meetings especially with Commission President José Manuel Barroso, and Vice-President and Commissioner for Inter-

Institutional Relations and Administration, Maroš Šefčovič, to discuss ways to strengthen the partnership between the EU agencies and the European Commission, and to share their views on the EU's future approach to the agencies. Other productive meetings involved Members of the European Parliament and representatives from the Council.

Naturally, coordinating the local activities of the different EU agencies is a challenge. But we only have around 70 members of staff in Bilbao, and so it is important for us to examine possible synergies with other agencies – looking for example at what could be done jointly in relation to chemicals, food or aviation safety. Similarly, safety and health issues must be closely coordinated with human rights and gender issues.

EU and Member State networking

The Agency's focal point network held three meetings in 2010, with the representatives of the 27 EU Member States remaining the key partners for EU-OSHA activities. The network was boosted in April 2010 when the EEA EFTA countries of Norway, Iceland and Liechtenstein, all of which have focal points, became fully engaged in EU-OSHA activities. Switzerland participates in many Agency activities, although it remains outside of the EEA agreement.

Their Royal Highnesses Prince and Princess of Asturias, Spanish and Basque dignitaries and Heads of EU Agencies in Bilbao





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Preparing for enlargement

The Agency has continued its work to strengthen and develop focal points and national networks in the Candidate and potential Candidate countries. Through a specific programme the Agency has been carrying out preparatory measures in particular to support the countries of the Western Balkans and Turkey, to integrate them into the Agency's focal point network and activities and facilitate future participation in the Agency's work.

The focal points in these countries participate as observers at the focal point meetings three times a year and are invited to the Agency's expert group meetings where they are relevant to them. They are supported in participating in the **Healthy Workplaces Campaign**, organising conferences and seminars on maintenance, encouraged to participate in the Good Practice Awards, and supported in translating Agency publications and other information materials. They also receive campaign materials translated into their languages. In 2010 Agency representatives contributed to events organised in the framework of the **Healthy Workplaces Campaign** on Safe Maintenance, for example in Turkey and Serbia.

Agency staff continued to visit focal point institutions and meet the network partners in these countries, and organised a seminar with national network partners to increase understanding of the function and operation of the Agency and the role of the focal points within their national networks.

The Brussels Liaison Office

The Brussels Liaison Office continues to act as a mediator between the Agency and its key institutional, political and social partners at EU level.

The proximity of the office to the EU institutions was particularly important in 2010, given that this was a busy year for European social dialogue, and given the Agency's role in representing all of the EU regulatory agencies.

The Brussels Liaison Office deals with a constant flow of enquiries and increasing numbers of requests for information and participation from the public and the press. The Brussels office was also involved in organising visits to Bilbao by MEPs Anne Jensen from Denmark and Giorgios Stavrakakis from Greece.

Several interventions by the Director were also organised in the European Parliament.

Relations with the European Commission continued to be of prime importance for the Brussels Liaison Office and in particular with the Luxembourg-based Health and Safety Unit. Here, the Manager of the Brussels Liaison Office is engaged in the strategy work being carried out by the Commission and its Advisory Committee, and work will continue to expand in this area due to the mid-term review of the Community Strategy for Health and Safety at Work to be published in 2011.

International networking

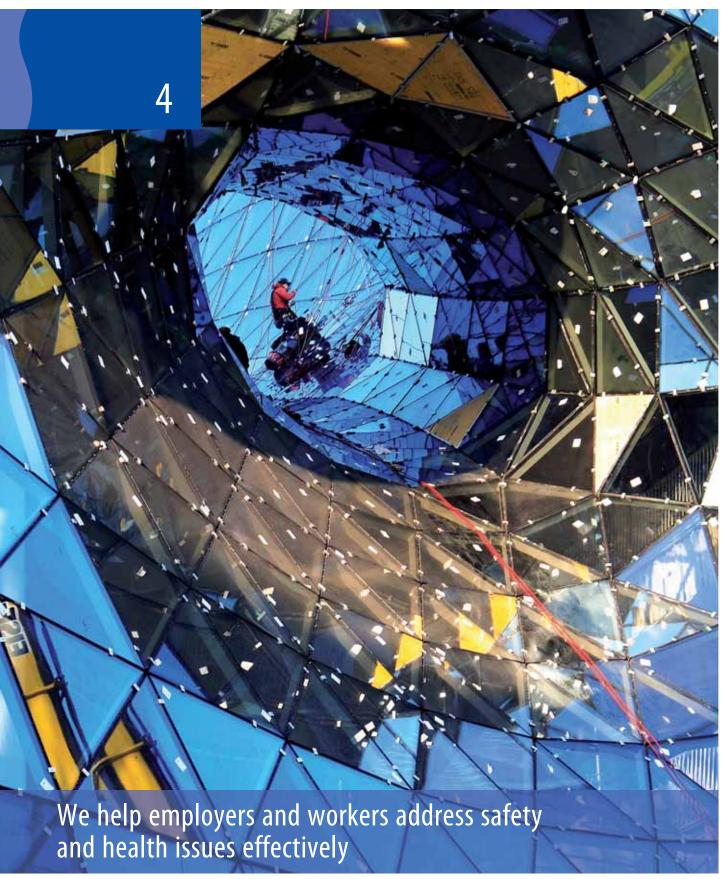
The Agency has continued its work to strengthen collaboration with its international partners. The Agency works for example with the International Labour Organization (ILO) and the World Health Organization (WHO), especially around the World Day for Safety and Health at Work, on 28 April every year: the Good Practice Awards for the Maintenance campaign have been arranged to take place around this day in 2011. The Agency, ILO and WHO are continuing to explore ways to work together better, sharing ideas, and reducing duplication of work.



Visit of the US-OSHA delegation in Bilbao

The Agency is continuing to make its activities consistent not just with the Health and Safety at Work, but also with the WHO's Workers' Health Global Plan of Action, and the ILO's Promotional Framework for OSH. A conference took place in January 2010 to examine ways of harmonising these various strategies.

Liaison further afield saw the Agency receiving delegations from Chile and India, as well as continuing to develop links in emerging as well as established markets, for example by taking part in the sixth bi-annual US-EU Conference on Occupational Safety and Health, held in Boston in September 2010, as well as the fifth China International Forum on Work Safety in Beijing. The ongoing EU-US dialogue on OSH has involved identifying projects where common working might be a possibility and this good cooperation is ongoing.



© Filip Tecuta, EU-OSHA photo competition

4. Administrative activities

Financial management systems

The Agency's total budget for 2010 was approved and financed from the following contributions. Actual amounts are shown in comparison, all amounts in Euros.

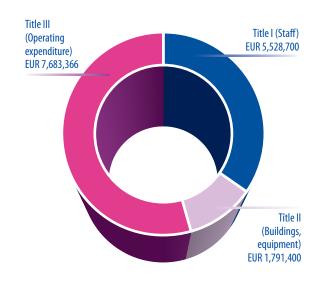
Sources of revenue	Budgeted	Actual revenue
European Community subsidy	14,596,335	13,765,950
European Commission earmarked funds (IPA II)	520,731 ¹	0
Other subsidies	200,000	126,100
Other revenues	207,131	211,995
Total revenue	15,524,197	14,104,045

¹ Reinscription of amount cashed in 2009

Budgeted expenditure by title in 2010 was allocated as follows:

 Title I (staff) Title II (buildings, equipment) Title III (operating expenditure)	5,528,700 1,791,400 7,683,366
Subtotal	15,003,466
• Earmarked activities	520,731
Total	15,524,197

All amounts in Euros.



Of the EUR 15,003,466 available in 2010 (not considering earmarked activities), 96.1~% was committed by the end of the year. With regard to the earmarked activities, EUR 143,685 was paid.

The Court of Auditors' report for 2009 (OJ C 338/46, 14.12.2010) acknowledged the reliability of the 2009 accounts as well as the legality and regularity of the transactions underlying the accounts.

The European Parliament voted the discharge to the Agency for its 2008 budget at its meeting on 5 May 2010 (C7-0187/2009-2009/2116(DEC)).

Internal Control systems

The Internal Audit Service (IAS) report dated 21 June 2010 (IAS. A2-2010-W EU OSHA – 001), following an audit visit in April, acknowledges significant improvement in the implementation of IAS recommendations. All open recommendations from past audits are now closed except three.

Personnel management

Recruitment/Staffing

In 2010, one Temporary Agent left the Agency and no new Temporary Agents have been recruited. As of 31 December 2010, the staff composition was as follows:

Category	Male	Female	Total
Temporary agents (AD)	10	11	21
Temporary agents (AST)	5	15	20
Contractual staff agents	3	21	24 ¹
Local staff agents	0	1	1
Total ²	18	48	66

An additional contract agent (IPA programme) is financed by ear-marked funds and is not included in the above figures.

The Agency also employed one Seconded National Expert (until 30.09.2010) and one trainee who are not included in the statistics.

The distribution by nationality as at 31/12/2010 was as follows:

Austria	3
Belgium	3
Denmark	1
Finland	2
France	7
Germany	3
Ireland	2
Italy	5
Latvia	1
Poland	1
Spain	29
The Netherlands	1
United Kingdom	8
Total	66

Staff policy and regulations

- Staff Implementing Rules adopted by the Governing Board covered:
- Decision on the adoption of the Guide to missions for officials and other servants of the European Commission (C(2008)6215 of 18.11.2008) adopted by the Governing Board on 2 February 2010.
- Agency decision on setting up a Staff Committee (Article 9 of the Staff Regulations and Article 1 of Annex II of the SR) adopted by the Governing Board on 25 October 2010.
- Staff Implementing Rules under development:
- Anti-harassment (Article 12a of the SR)
- Data protection Officer
- Director's appraisal (Articles 43, 34, 44 & 46 of the SR and Article 14 of CEOS)
- Seconded National Experts (Director's decision)

Health and Safety

Main achievements in 2010 include:

 Policy on noise reduction, adopted in March, and implementation of two subsequent pilot projects addressing noise reduction in different units

- MSD strategy adopted in September
- Development of a return to work protocol
- Implementation of Stress Prevention Action Plan
- Provision of ergonomic IT equipment and ergonomic furniture to staff having reported MSDs

Information and communication technology

During 2010 the Agency has been gradually upgrading its information technology infrastructure to take advantage of the latest techniques suitable to support the Agency's operations. The Agency puts strong emphasis on employing automation and electronic communications in ensuring effective delivery of quality OSH information to its business partners as well as to the general audience.

Main developments include:

- The EU-OSHA Extranet service (OSHANET) has been migrated to a new platform including new functionalities to improve the communication channel between the Agency and external partners.
- Hosting of the EU-OSHA website has been migrated to an external company which also manages the maintenance of the content management system, ensuring the availability of the Agency's web.
- The Agency has implemented a new virtual computing environment for the consolidation of its LAN server infrastructure. This new computing environment is made up of new high capacity server machines and Fibre Channelbased SAN fabric.
- The Agency's electronic email anti-SPAM system has been upgraded, achieving higher availability and accuracy in detection.
- The Agency's Active Directory installation has been upgraded to a newer version and LAN resources have been reorganised to ensure better performance and updated services for staff.
- To continue with the established performance standard, the status of user workstations has been reviewed and where appropriate the equipment was renewed and/or supplemented by applicable ergonomic devices. Use of Commission framework contracts for acquisition of high quality ICT goods and services has been confirmed during 2010 as an effective strategy to achieve this goal and will continue in 2011.

Documentation

- Registration of 19,230 incoming and outgoing mail records in the registration software Adonis.
- To ensure the smooth running of the registration software, signature of a maintenance contract to be in place while different options for the future are explored.
- Organisation of the archives to ensure the reliability and integrity of the Agency's documents over time.

Other issues

Seat agreement/Building

Positive developments over 2010 include the negotiations with the Spanish National Authorities and with the Basque

Government in view of a seat agreement and increase of the subsidy provided to the Agency.

Coordination of agencies' heads of administration network

In the framework of EU-OSHA's coordination of EU regulatory agencies, the Resource and Service Centre ran the coordination of the Heads of Administration network. The main priorities of the Agency's mandate in this area were to enhance agencies' resources management through exchange of best practices and networking, to ensure liaison and smooth communication with relevant Commission services and the Discharge Authority on issues of common interest, to monitor the smooth functioning of the services provided by Commission, and to support Heads of Agencies in their contribution to the inter-institutional debate on the future of agencies.

Annexes

- 1. Overview of how the Agency and its partners operate
- 2. Membership of the Governing Board (as of December 2010)
- 3. Organisation chart of the Agency (as of 31 December 2010)
- 4. Agency staff (updated 31 December 2010)
- 5. Focal points (as of December 2010)
- 6. Overview of focal point network activities
- 7. Topic centre
- 8. Website usage and media coverage
- 9. Publications 2010
- 10. Finance 2009/10
- 11. Board assessment and analysis of the Authorising Officer's Annual Activity Report for the financial year 2010
- 12. Outlook for 2011

Overview of how the Agency and its partners operate

Every year in the European Union there are 5,580 fatal workrelated accidents and millions of people are injured or have their health seriously harmed in the workplace. Workers and employers need to be made aware of the risks that they face and how to manage them.

Sometimes, information is all that is required for an employer or worker to address safety and health issues effectively. We at EU-OSHA aim to be the central provider of that information and ensure that it is relevant to every user, regardless of size of enterprise or sector of activity. Set up in 1996 by the European Union and located in Bilbao, Spain, EU-OSHA is the main EU reference point for safety and health at work.

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 two years.

EU-OSHA is a key player in the Community strategy for health and safety at work, 2007-12, which aims to cut work-related accidents by a quarter across the EU and to reduce occupational illnesses.

How we are organised

Director

Finnish health and safety expert Jukka Takala has been Director of the European Agency for Safety and Health at Work since 2006 and will retire in 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 five years, renewable once, and the Director is accountable to the Governing Board.

Governing Board

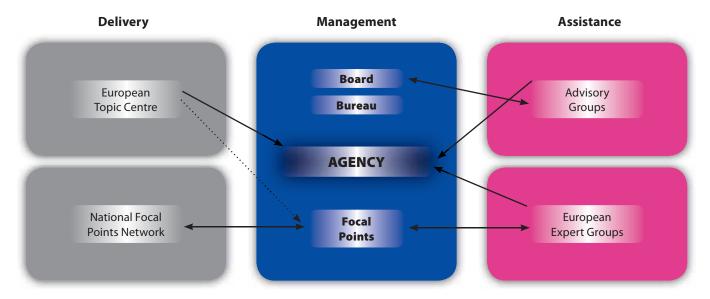
The Governing Board sets the goals and strategies and identifies priority issues where further information or activity is required. It appoints the Director and adopts the annual management plan and Work Programme, the Agency's strategy, Annual report and budget.

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.

AGENCY NETWORK STRUCTURE



Advisory groups

Advisory groups, covering the Agency's European Risk Observatory, Working Environment Information 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 State, 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.

Membership of the Governing Board (as of December 2010)

The Agency's Governing Board is made up of representatives of each of the 27 Member State governments, employers' and employees' organisations, together with three representatives from the European Commission. In addition, four observers are invited — two from the European Foundation for the Improvement of Living and Working Conditions and one each from the European Trade Union Confederation and Business Europe.

Governments

Members	Country	Alternates
Mr Willy IMBRECHTS	Belgium	Mr Christian DENEVE
Mr Atanas KOLCHAKOV	Bulgaria	Ms Darina KONOVA
Ms Daniela KUBÍČKOVÁ	Czech Republic	Ms Anežka SIXTOVÁ
Ms Charlotte SKJOLDAGER	Denmark	Ms Annemarie KNUDSEN
Mr Ulrich RIESE	Germany	Mr Kai SCHÄFER
Mr Tiit KAADU	Estonia	Ms Pille STRAUSS-RAATS
Mr Daniel KELLY	Ireland	Ms Mary DORGAN
Ms Elizabeth GALANOPOULOU	Greece	Mr Antonios CHRISTODOULOU
Ms Concepción PASCUAL	Spain	Mr Mario GRAU-RIOS
Ms Mireille JARRY	France	Mr Laurent GRANGERET
Mr Michele LEPORE	Italy	Mr Mario ALVINO
Mr Leandros NICOLAIDES	Cyprus	Mr Anastassios YIANNAKI
Mr Renārs LŪSIS	Latvia	Ms Jolanta GEDUSA
Ms Aldona SABAITIENĖ	Lithuania	Ms Vilija KONDROTIENÈ
Mr Paul WEBER	Luxembourg	Mr Robert HUBERTY
Mr András BÉKÉS	Hungary	Ms Mária GROSZMANN

Members	Country	Alternates
Mr Mark GAUCI	Malta	Mr Vincent ATTARD
Mr Martin FLIER	Netherlands	Mr Martin DEN HELD
Ms Gertrud BREINDL	Austria	Ms Eva-Elisabeth SZYMANSKI
Ms Danuta KORADECKA	Poland	Mr Daniel PODGÓRSKI
Mr Luis LOPES	Portugal	Mr José Manuel SANTOS
Mr Marian TĂNASE	Romania	Ms Anca Mihaela PRICOP
Ms Tatjana PETRIČEK	Slovenia	Mr Jože HAUKO
Ms Laurencia JANCUROVA	Slovakia	Ms Elena PALIKOVÁ
Mr Leo SUOMAA	Finland	Mr Erkki YRJÄNHEIKKI
Mr Mikael SJÖBERG	Sweden	Mr Stefan HULT
Mr Clive FLEMING	United Kingdom	Mr Stuart BRISTOW

Employers

Members	Country	Alternates
Mr Kris DE MEESTER	Belgium	Mr André PELEGRIN
Mr Georgi STOEV	Bulgaria	Awaiting new name
Mr Karel PETRŽELKA	Czech Republic	Mr Martin RÖHRICH
Mr Thomas PHILBERT NIELSEN	Denmark	Ms Anne-Marie RØGE KRAG
Mr Eckhard METZE	Germany	Mr Herbert BENDER
Mr Marek SEPP	Estonia	Ms Veronika KAIDIS
Ms Theresa DOYLE	Ireland	Mr Kevin ENRIGHT
Mr Pavlos KYRIAKONGONAS	Greece	Ms Natascha AVLONITOU
Ms Pilar IGLESIAS VALCARCE	Spain	Ms Laura CASTRILLO NÚÑEZ
Ms Nathalie BUET	France	Mr Patrick LÉVY
Ms Fabiola LEUZZI	Italy	Mr Marco FREGOSO
Mr Polyvios POLYVIOU	Cyprus	Ms Lena PANAYIOUTOU
Ms Liene VANCĀNE	Latvia	Mr Aleksandrs GRIGORJEVS
Mr Vaidotas LEVICKIS	Lithuania	Mr Jonas GUZAVICIUS
Mr François ENGELS	Luxembourg	Mr Pierre BLAISE
Mr Géza BOMBERA	Hungary	Mr Dezsö SZEIFERT
Mr Joe DELIA	Malta	Mr John SCICLUNA
Mr Mario VAN MIERLO	Netherlands	Mr G.O.H. MEIJER
Ms Christa SCHWENG	Austria	Ms Alexandra SCHÖNGRUNDNER
Mr Jacek MECINA	Poland	Awaiting new name

Members	Country	Alternates
Mr Marcelino PENA COSTA	Portugal	Mr Luís HENRIQUE
Mr Ovidiu NICOLESCU	Romania	Mr Adrian IZVORANU
Mr Igor ANTAUER	Slovenia	Ms Maja SKORUPAN
Mr Róbert MEITNER	Slovakia	Mr Stefan PETKANIC
Ms Katja LEPPÄNEN	Finland	Mr Rauno TOIVONEN
Ms Bodil MELLBLOM	Sweden	Ms Cecilia ANDERSON
Mr Neil CARBERRY	United Kingdom	Mr Keith SEXTON

Workers

Members	Country	Alternates
Mr François PHILIPS	Belgium	Mr Herman FONCK
Mr Aleksandar ZAGOROV	Bulgaria	Mr Ivan KOKALOV
Mr Jaroslav ZAVADIL	Czech Republic	Mr Miroslav KOSINA
Mr Jan KAHR FREDERIKSEN	Denmark	Ms Lone JACOBSEN
Ms Marina SCHROEDER	Germany	Mr Maximilian ANGERMAIER
Mr Argo SOON	Estonia	Mr Ülo KRISTJUHAN
Mr Sylvester CRONIN	Ireland	Ms Esther LYNCH
Mr Ioannis ADAMAKIS	Greece	Mr Ioannis VASSILOPOULOS
Ms Marisa RUFINO	Spain	Mr Pedro J. LINARES
Mr Gilles SEITZ	France	Mr Henri FOREST
Mr Sebastiano CALLERI	Italy	Ms Gabriella GALLI
Ms Maria THEOCHARIDOU	Cyprus	Mr Nicos ANDREOU
Mr Ziedonis ANTAPSONS	Latvia	Mr Mārtiņš PUŽULS
Mr Vitalius JARMONTOVIČIUS	Lithuania	Mr Gediminas MOZÜRA
Mr Claude FORGET	Luxembourg	Mr Marcel GOEREND
Mr Károly GYÖRGY	Hungary	Ms Erika KOLLER
Mr Anthony CASARU	Malta	Mr Joe CARABOTT (awaiting official appointment)
Mr H. VAN STEENBERGEN	Netherlands	Ms Sonja BALJEU
Ms Julia NEDJELIK-LISCHKA	Austria	Mr Alexander HEIDER (awaiting official appointment)
Mr Mariusz ŁUSZCZYK	Poland	Ms Iwona PAWLACZYK
Mr Fernando GOMES (awaiting official appointment)	Portugal	Awaiting new name
Mr Adrian COJOCARU	Romania	Ms Maria GHIMPĀU
Ms Lučka BÖHM	Slovenia	Ms Andreja MRAK

Members	Country	Alternates
Mr Bohuslav BENDÍK	Slovakia	Mr Alexander ŤAŽÍK
Ms Raili PERIMÄKI	Finland	Mr Erkki AUVINEN
Ms Christina JÄRNSTEDT	Sweden	Mr Börje SJÖHOLM
Mr Hugh ROBERTSON	United Kingdom	Ms Liz SNAPE

European Commission

Member	Alternate
Mr Armindo SILVA	Mr Costas CONSTANTINOU
Employment, Social Affairs and Equal Opportunities DG	Employment, Social Affairs and Equal Opportunities DG
Mr Jesús ALVAREZ Vice-Chairperson Employment, Social Affairs and Equal Opportunities DG	Ms Malgorzata STADNIK Employment, Social Affairs and Equal Opportunities DG
Mr Norbert ANSELMANN	Mr Elöd DUDAS
Enterprise and Industry DG	Enterprise and Industry DG

Observers

Member	Alternate
Mr Juan MENÉNDEZ-VALDÉS European Foundation for the Improvement of Living and Working Conditions	Ms Agnès PARENT-THIRION European Foundation for the Improvement of Living and Working Conditions
Ms Stefania ROSSI Chairperson of the Board of the European Foundation for the Improvement of Living and Working Conditions	
Ms Rebekah SMITH, Coordinator Business Europe	Ms Valerie CORMAN Conseil National du Patronat Français (CNPF)
Mr Walter CERFEDA, Coordinator European Trade Union Confederation (ETUC)	
Mr Eyjólfur SÆMUNDSSON Ministry of Social Affairs and Social Security, Iceland	
Mr Robert HASSLER Amt für Volkswirtschaft, Liechtenstein	Mr Elmar FRICK Amt für Volkswirtschaft, Liechtenstein
Ms Hanne LUTHEN The Norwegian Labour Inspectorate Authority	Ms Thorfrid HANSEN The Norwegian Ministry of Labour

Organisation chart of the Agency (as of 31 December 2010)

GOVERNING BOARD

BUREAU

DIRECTOR

Network Secretariat

Network management Strategic planning Legal adviser **Brussels Liaison Office** Enlargement

Resource and Service Centre

Personnel management Finance Accounts Internal control systems Information technologies General services

Documentation

Communication and Promotion Unit

Campaigning European campaign assistance package (ECAP) Communication partnerships Promotion, media relations and events Web development and electronic communications **Publications** Monitoring and evaluation

Working Environment Information Unit*

Good safety and health practice Information collection, analysis and dissemination Sector specific information Campaign — technical content **Good Practice Awards**

European Risk Observatory Unit*

Identification of new and emerging risks Fostering research at EU level Monitoring trends Stimulating debate

^{*} In January 2011, the Working Environment Information and Risk Observatory Units will be merged into a single Prevention and Research Unit.

Agency staff (updated 31 December 2010)

DIRECTORATE

Dr Jukka Takala (FI), Director Ms Irune Zabala (ES), Personal Assistant

RISK OBSERVATORY UNIT

Mr Eusebio Rial González (UK), Head of Unit
Ms Emmanuelle Brun (FR), Project Manager
Mr William Cockburn (UK), Senior Project Manager
Mr Alexandre Herte (BE), Finance Assistant
Mr Xabier Irastorza (ES), Project Officer
Ms Berta Lejarza (ES), Administrative Assistant
Ms Malgorzata Milczarek (PL), Project Manager
Ms Kate Veronica Palmer (UK), Administrative Agent — OSH Projects and Networking
Ms Katalin Sas (FI), Project Manager
Ms Elke Schneider (AT), Project Manager
Ms Mónica Vega (ES), Personal Assistant

WORKING ENVIRONMENT INFORMATION UNIT

Mr Terry Nigel Taylor (UK), Head of Unit
Ms Teresa Cardás (ES), Administrative Assistant
Ms Sarah Copsey (UK), Project Manager
Mr Dietmar Elsler (DE), Project Manager
Mr Lorenzo Munar (ES), Project Manager
Ms Zinta Podniece (LV), Project Manager
Ms Michaela Seifert (AT), Project Officer
Ms Estibaliz Vidart (ES), Administrative Assistant

COMMUNICATION AND PROMOTION UNIT

Mr Andrew Smith (UK), Head of Unit Mr Gaizka Abarrategui (ES), Administrative Agent — Finance Ms Mónica Azaola (ES), Personal Assistant Ms Angela Barrau (NL), Communications Assistant Ms Heike Klempa (AT), Campaigns Manager Ms Miren Larrinaga (ES), Administrative Assistant Ms Estibaliz Martínez (ES), Administrative Agent — Finance Ms Sharon Monti Bonafede (IT), Electronic Communications Administrative Agent Mr Gorka Moral (ES), Administrative Agent — Webmaster Ms Birgit Müller (DE), Communications Officer Ms Manuela Pegoraro (IT), Communications Officer — Web Editor Ms Paola Piccarolo (IT), Communications Officer Ms Violaine Roggeri (FR), Communications Assistant Mr Bruno Thiébaud (FR), Communications Manager Mr David Tijero (ES), Administrative Assistant Ms Pascale Turlotte (FR), Finance Assistant Ms Maria José Urkidi (ES), Administrative Agent Ms Marta Urrutia (ES), Corporate Promotions Manager

NETWORK SECRETARIAT

Mr Jesper Bejer (DK), Network Manager Ms Boglarka Bola (HU), Network Manager — Pre-accession Ms Marta de Prado (ES), Administrative Agent — OSH Projects and Networking Ms Maria Micaela Kristof (UK), Administrative Agent — OSH Projects and Networking Ms Brenda O'Brien (IE), Manager — Brussels Liaison Office Ms Aisling O'Neill (IE), Finance Officer Ms Elena Ortega (ES), Legal Advisor Ms Dagmar Radler (DE), Administrative Assistant Mr Tim Tregenza (UK), Network Manager Ms Usua Uribe (ES), Administrative Assistant

RESOURCE AND SERVICE CENTRE

Ms Françoise Murillo (FR), Head of Unit Mr Xabier Altube (ES), ICT Officer Mr Philippe Baillet (BE), Finance Officer Ms Susana Bilbao (ES), Administrative Assistant Ms Laurence Bonhomme-Pasqua (BE), Human Resources Officer Ms Mari Carmen de la Cruz (ES), Administrative Agent — Finance Mr Juan Carlos Del Campo (ES), Accountant Ms Iraide Estrataetxe (ES), Administrative Agent — Documentation Ms Silvia Grados (ES), Administrative Agent — General Services Ms Begoña S. Graña (ES), Administrative Assistant Ms Nadia Groppelli (IT), Administrative Agent — ICT Ms Ana Izaguirre (ES), ICT Officer Mr Novica Jenic (FR), Administrative Agent — ICT Ms Yolanda Ortega (ES), Finance Assistant Ms Ilaria Piccioli (IT), Administrative Agent — Networking Ms Fabienne Rousseille, (FR) Administrative Assistant Ms Noelia Ruiz, (ES), Administrative Assistant Ms Azucena Urtasun (ES), Finance Assistant

Focal points (as of December 2010)

Focal points, in more than 30 countries, coordinate and disseminate information from the Agency within their individual countries, as well as 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 27 EU Member States, focal points have also been established in the EFTA countries and EU candidate countries.



FOCAL POINTS OF THE EU MEMBER STATES

AUSTRIA

Bundesministerium für Arbeit, Soziales und Konsumentenschutz

 $Sektion\ IX/6 -- Zentral-Arbeits in spektor at$

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AUSTRIA

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Federal Public Service Employment, Labour and Social Dialogue

Federale Overheidsdienst Werkgelegenheid, Arbeid en

Sociaal Overleg

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BELGIUM

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Ministry of Labour and Social Policy

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Department of Labour Inspection

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1493 Nicosia

CYPRUS

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CZECH REPUBLIC

Ministry of Labour and Social Affairs

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Arbejdstilsynet

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DENMARK

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Labour Department

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Ministry of Social Affairs and Health

Department for Occupational Safety and Health

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Awaiting new name

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GERMANY

Bundesministerium für Arbeit und Soziales

Referat IIIb2 — Grundsatzfragen des Arbeitsschutzes

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GREECE

Ministry of Labour and Social Affairs

General Directorate of Working Conditions and Health

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GREECE

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OMMF — Hungarian Labour Inspectorate

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IRELAND

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IRELAND

Contact person: Ms Annette SLATER

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Istituto Superiore per la Prevenzione e la Sicurezza del Lavoro

Documentation, Information and Education Department

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ITALY

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LITHUANIA

State Labour Inspectorate of the Republic of Lithuania

Algirdo, 19 2006 Vilnius LITHUANIA

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LUXEMBOURG

Inspection du Travail et des Mines

3, rue des Primeurs 2361 Luxembourg LUXEMBOURG

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MALTA

Occupational Health and Safety Authority

Communications and PR Division

17, Edgar Ferro' Street

Pieta′ PTA 1533 MALTA

Contact person: Mr Remigio BARTOLO

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NETHERLANDS

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NETHERLANDS

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POLAND

Central Institute for Labour Protection

National Research Institute ul. Czerniakowska 16 00-701 Warsaw

POLAND

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PORTUGAL

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ROMANIA

Contact person: Ms Mihaela SOVIANI TRIPCOVICI †

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SLOVAKIA

Narodny Inspectorat Prace

Masarvkova 10 040 01 Kosice **SLOVAKIA**

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SLOVENIA

Ministry of Labour, Family and Social Affairs

Kotnikova, 5 SI-1000 Ljubljana **SLOVENIA**

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SPAIN

Instituto Nacional de Seguridad e Higiene en el Trabajo

c/Torrelaguna 73 28027 Madrid

SPAIN

Contact person: Ms Belén PEREZ-AZNAR

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SWEDEN

Arbetsmiljöverket

Information Unit Lindhagensgatan 133 SE-105 71 Stockholm

SWEDEN

Contact person: Mr Matts RYDIN

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UNITED KINGDOM

Health and Safety Executive

Westminster Office, 6th Floor

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UNITED KINGDOM

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OBSERVERS

European Commission — Employment, Social Affairs and Equal Opportunities DG

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European Trade Union Confederation

ETUC Secretariat

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FOCAL POINTS OF THE EFTA COUNTRIES

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Administration for Occupational Safety and Health

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LIECHTENSTEIN

Amt für Volkswirtschaft

Health and Safety at Work

Gerberweg, 5 FL-9490 Vaduz LIECHTENSTEIN

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Norwegian Labour Inspection Authority

Statens hus

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NORWAY

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SECO — Staatssekretariat für Wirtschaft

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FOCAL POINTS OF THE CANDIDATE COUNTRIES AND POTENTIAL CANDIDATE COUNTRIES

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State Inspectorate of Labour

Rr. Kavajes No 53

Tirana ALBANIA

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FORMER YUGOSLAV REPUBLIC OF MACEDONIA

Ministry of Labour and Social Policy

State Labour Inspectorate Partizanski Odredi 48a

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FORMER YUGOSLAV REPUBLIC OF MACEDONIA

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CROATIA

Ministry of Economy, Labour and Entrepreneurship

Directorate for Labour and Labour Market

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CROATIA

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MONTENEGRO

Ministry of Labour and Social Welfare

Labour Inspection for Safety at Work

Rimski trg 46

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MONTENEGRO

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SERBIA

Ministry of Labour, Employment and Social Policy

Occupational Safety and Health Directorate

Nemanjina 22-26 SR-11000 Belgrade

SERBIA

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TURKEY

Ministry of Labour and Social Security

General Directorate of Occupational Health and Safety

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TR-06100 Emek Ankara

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INTERNATIONAL PARTNERS

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CANADA Mr Len Hong, President

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European Union of Medical Specialists (UEMS)

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Dr Aiguader, 80 08003 Barcelona

SPAIN

Dr Consol Serra.

President of the UEMS Section of OM

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00040 Monteporzio Catone (Rome)

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Dr Sergio Iavicoli, Secretary-General

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SWITZERLAND

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Occupational Safety and Health Administration (OSHA)

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Washington, DC 20210
UNITED STATES OF AMERICA
Mr David Michaels,
Assistant Secretary of Labor for OSH
http://www.osha.gov

Pan American Health Organization (PAHO)

525 23rd St., NW Washington, DC 20037 UNITED STATES OF AMERICA Dr Mirta Roses Periago, Director http://www.paho.org/

Serviço Social da Indústria — SESI

SBN, Quadra 1, Bloco C, Ed. Roberto Simonsen

Brasilia — DF CEP: 70040-903

BRAZIL

Mr Antonio Carlos Brinto Maciel, Director

http://www.sesi.org.br/

International Labour Organization

4, route des Morillons
CH-1211 Geneva 22
SWITZERLAND
Dr Sameera Al-Tuwaijri,
Director of Safework programme
http://www.ilo.org/

World Health Organization (WHO)

Avenue Appia 20 CH-1211 Geneva 27 SWITZERLAND Dr Margaret Chan, Director-General http://www.who.int/

Overview of focal point network activities

Country	Network partners	Social partners	Meetings	Comments
Albania	-	-	-	
Austria	42	4	2	
Belgium	7	3	2	
Bulgaria	13	8	1	No changes for 2010
Croatia	-	-	-	
Cyprus	16	10	2	
Czech Republic	16	3	2	No changes in the list of network partners
Denmark	19	15	3	
Estonia	17	2	3	
Finland	14	8	5	
France	36	19	2	
Former Yugoslav Republic of Macedonia	-	-	-	
Germany	15	6	0*	*Many bi- or multilateral contacts on several occasions at meetings, workshops, seminars, trade fairs, and phone-/ e-mail-contacts throughout the year
Greece	37	1*	4	*Umbrella organisation, named Hellenic Institute for Occupational Health and Safety (ELINYAE), founded by and representing the most significant employees' organisation (G.S.E.E.) and employers' (S.E.V.) organisation at national level.
Hungary	12	15	2	
Iceland	46	6	8	Social partners meetings: 6. National network meetings: 2
Ireland	14	11	3	
Italy	95	20	2	
Latvia	1	1	7	
Liechtenstein	1*	-	-	* 1 Observer included in CH National Network
Lithuania	30	8	3	

Luxembourg				3 preliminary tripartite meetings
Malta	36	8	3	
Montenegro	-	-	-	
Netherlands	19	5	3	
Norway	14	10	3	Network members no change
Poland	36	24	2	
Portugal				
Romania				
Serbia	24	3	1	
Slovakia	38	10	2	
Slovenia	24	9	1	
Spain	70	9	1	
Sweden	17	10	3	
Switzerland	13	2	2	
Turkey	50	12	1	
United Kingdom	23	3	2	Two OSH organisations closely involved in the network

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 the Agency's work.

LEAD ORGANISATION

Työterveyslaitos (FIOH)

Topeliuksenkatu 41 a A FI-00250 Helsinki **FINLAND**

PARTNER ORGANISATIONS

Bundesanstalt für Arbeitsschutz und Arbeitsmedizin (BAuA)

Friedrich-Henkel-Weg 1-25 44149 Dortmund **GFRMANY**

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Czerniakowska 16 00-701 Warsaw **POLAND**

Deutsche Gesetzliche Unfallversicherung (DGUV)

Alte Heerstraße 111 53754 Sankt Augustin **GERMANY**

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Health and Safety Executive (HSE.HSL)

2 Southwark Bridge London SE1 9HS UNITED KINGDOM

Institut national de recherche et de sécurité (INRS)

30 rue Olivier Noyer 75680 Paris Cedex 14 **FRANCE**

Instituto Nacional de Seguridad e Higiene en el Trabajo (INSHT)

Torrelaguna 73 28027 Madrid **SPAIN**

Istituto Superiore per la Prevenzione e la Sicurezza del Lavoro (ISPESL)

Via Urbana 167 00184 Rome RM ITALY

National Research Centre for the Working Environment (NRCWE)

Lersø Parkallé 105 2100 Copenhagen DENMARK

Országos Munkahigiénés és Foglalkozás-egészségügyi Intézet (OMFI)

Budapest Nagyvárad ter 2 1096 HUNGARY

Prevent

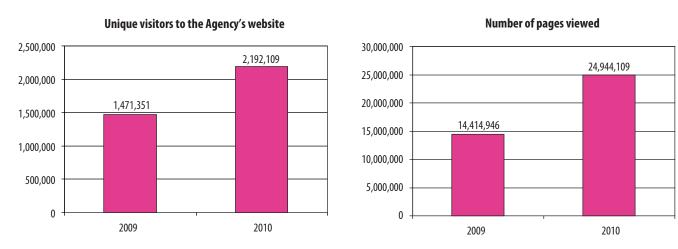
Rue Gachard 88, boîte 4 1050 Brussels BELGIUM

Nederlanse Organisatie voor toegepastnatuurwetenschappelijk (TNO)

Schoemakerstraat 97 2826 VK Delft NETHERLANDS

Website usage and media coverage

Visitors to the Agency's website http://osha.europa.eu

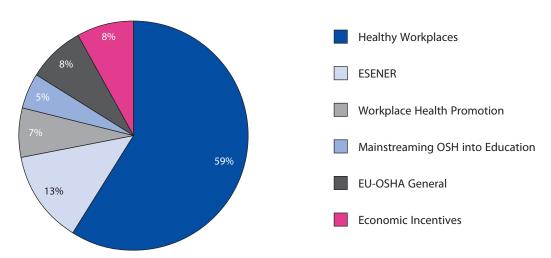


NB: Following the introduction of new web statistics software, the figures for 2009 have been adjusted to facilitate year-on-year comparisons. "Unique visitors" refers to the number of visitors, counted only once, to a website. One unique visitor can make several visits to a website. On each visit, a visitor can view several pages (pages viewed).

Media coverage

Total media coverage in 2010: 1,524 print and online clippings

Media coverage by topics (top 6)



Publications 2010

Print copies of reports, factsheets 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 (http://osha.europa.eu/publications).

Corporate Publications



Annual Report 2009: spending on health and safety is an investment not a cost

Available in English — 68 pages ISBN: 978-92-9191-304-6 doi:10.2802/22381 Catalogue No: TE-AB-10-001-EN-C

Summary — Annual Report 2009

Available in 22 languages — 4 pages http://osha.europa.eu/en/publications/annual_report

Annual Work Programme

Annual management plans and work programmes are available at http://osha.europa.eu/en/publications/work_programmes

Information Reports

http://osha.europa.eu/en/publications/reports



European Survey of Enterprises on New and Emerging Risks (ESENER) — Managing safety and health at work

Available in English — 156 pages ISBN: 978-92-9191-327-5 doi: 10.2802/30026 Catalogue No: TE-RO-10-002-EN-C

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

Available in 25 languages ISBN: 978-92-9191-311-4 doi:10.2802/24997

Catalogue No: TE-30-10-334-EN-C



OSH in figures: Work-related musculoskeletal disorders in the EU — Facts and figures Available in English — 179 pages

ISBN: 978-92-9191-261-2 doi: 10.2802/10952

Catalogue No: TE-RO-09-009-EN-C



Safe maintenance in practice

Available in English — 102 pages ISBN: 978-92-9191-338-1 doi:10.2802/3897 Catalogue No: TE-WE-10-003-EN-C

Campaign material

http://osha.europa.eu/en/campaigns/hw2010/resources

Leaflet, flyer, poster, banner, e-signature



Maintenance Campaign Guide

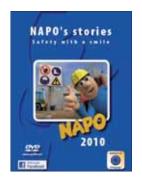
Available in 24 languages — 24 pages ISBN 978-92-9191-283-4 DOI 10.2802/18425

Catalogue No: TE-31-09-241-EN-C



DVD: Napo in Safe Maintenance

Available in 22 languages ISBN 978-92-9191-273-5 doi:10.2802/1500 Catalogue No: TE-30-09-217-EN-Z



DVD: Napo Compendium 2010

Available in 22 languages ISBN 978-92-9191-274-2 doi:10.2802/13498

Catalogue No: TE-31-09-001-1X-Z

Economic incentives to improve occupational safety and health: a review from the European perspective

Available in English — 155 pages ISBN: 978-92-9191-268-1 doi:10.2802/12198

Catalogue No: TE-RO-09-010-EN-C

Mainstreaming OSH into business management

Available in English — 189 pages ISBN: 978-92-9191-298-8 doi:10.2802/2138 Catalogue No: TE-30-09-247-EN-C

Mainstreaming occupational safety and health into university education

Available in English — 181 pages ISBN: 978-92-9191-271-1 doi:10.2802/12315 Catalogue No: TE-WE-09-007-EN-C

Literature reviews



A review of methods used across **Europe to estimate work-related** accidents and illnesses among the self-employed

Available in English — 30 pages ISBN: 978-92-9191-354-1 doi:10.2802/39479 Catalogue No: TE-32-10-430-EN-N

Facts

http://osha.europa.eu/publications/factsheets



Factsheet 96 — Safe maintenance in practice — **Success factors**

Available in 24 languages Catalogue No: TE-AE-10-096-EN-C

Maintenance and Occupational Safety and Health: a statistical picture

Available in English — 62 pages ISBN: 978-92-9191-328-2 doi: 10.2802 / 30149

Catalogue No: TE-31-10-422-EN-N

Factsheet 95 - Summary of the report on Economic incentives to improve occupational safety and health: a review from the European perspective

Available in 22 languages

Catalogue No: TE-AE-10-267-EN-C

Factsheet 94 — Workplace Health Promotion for Employees

Available in 22 languages

Catalogue No: TE-AE-09-094-EN-C

Factsheet 93 — Workplace Health Promotion for Employers

Available in 22 languages

Catalogue No: TE-AE-09-093-EN-C

Factsheet 92 — Mainstreaming OSH into business management. Summary of an Agency report

Available in 22 languages

Catalogue No: TE-AE-09-092-EN-C

Factsheet 91 — Challenges and opportunities for mainstreaming OSH into university education — Summary of a Report

Available in 22 languages

Catalogue No: TE-AE-09-091-EN-C

Factsheet 90 — Maintenance and OSH — A statistical picture

Available in 30 languages

Catalogue No: TE-AE-10-001-EN-C

Factsheet 89 — Safe maintenance — For employers Safe workers — Save money

Available in 30 languages

Catalogue No: TE-AE-09-089-EN-C

Factsheet 88 — Safe maintenance — Safe workers

Available in 30 languages

Catalogue No: TE-AE-09-088-EN-C

Factsheet 87 — Workforce diversity and risk assessment: ensuring everyone is covered Summary of an Agency report

Available in 22 languages

Catalogue No: TE-AE-09-087-EN-C

E-FACTS

http://osha.europa.eu/en/publications/e-facts



E-fact 53: Risk assessment for biological agents

E-fact 52: Safe maintenance – food and drink manufacturing

E-fact 51: Managing psychosocial risks with cleaning workers

E-fact 50: Cost-benefit-analysis of economic incentives at national level

E-fact 49: Safe maintenance – quarrying sector

E-fact 48: Safe maintenance – asbestos in building maintenance

Finance 2009/10

Actual financial implementation

The table includes payments and carry-over generated on the year (figures in EUR).

	Final Budget 2010	Actual implementation 2010	Final implementation 2009
Revenues			
European Community subsidy	14,596,335	13,765,950	12,517,169
European Commission earmarked funds (CARDS, IPA)	520,731 ¹	1	759,550
Other subsidies	200,000	126,100	126,937
Other revenues	207,131	211,995	19,484
Total revenue	15,524,197	14,104,045	13,423,140
Expenditure			
Title I	5,528,700	5,289,118	4,602,147
Staff costs (salaries, allowances and other staff costs)	5,528,700	5,289,118	4,602,147
Title II	1,791,400	1,618,424	1,469,354
Buildings, equipment and miscellaneous operating expenditure	1,791,400	1,618,424	1,469,354
Title III	7,683,366	7,515,544	6,681,974
European Risk Observatory	1,301,225	1,265,624	1,819,558
Working Environment information	1,155,470	1,137,927	671,376
Communication, campaign and promotion	3,830,000	3,731,362	3,121,234
Networking and coordination	1,396,671	1,380,631	1,069,806
Subtotal expenditure	15,003,466	14,423,086	12,753,475
Earmarked activities ²	520,731	520,731	779,930
GRAND TOTAL	15,524,197	14,943,817	13,533,405

NB: Figures related to actual implementation for year N refer to definitive payments and provisional carry-overs to be paid during N+1. Final implementation for year N-1 takes into accounts the definitive carry-overs paid in year N.

Reinscription of credits for amounts already cashed in 2009.

Including credits carried over and commitments carried forward.

Board assessment and analysis of the Authorising Officer's Annual Activity Report for the financial year 2010

The Governing Board,

Having regard to Council Regulation (EC) No 2062/94 of 18 July 1994,

Having regard to the Financial Regulation of the European Agency for Safety and Health at Work of 18 November 2009 and in particular article 40 therein,

Having regard to The Annual Activity Report of the Authorising Officer of the European Agency for Safety and Health at Work for the year 2010 signed by the Director on 3 May 2011,

- Considers that the Annual Activity Report represents a comprehensive and transparent account of EU-OSHA's activities and results during the year. The Board takes note that the Agency has no reservation to report for 2010.
- 2. Welcomes the results achieved in 2010, in particular:
 - a. The Agency's continued efforts to improve its resource management and takes particular note of the improved budget implementation and execution as well as the remarkable reduction in the number of open recommendations from the Internal Audit Service.
 - b. The Agency's delivery of the foreseen outputs from the annual management plan.

- c. The successful coordination of the Heads of Agencies' and Heads of Administrations' networks, in particular the increased recognition of the agencies as an important partner in European institutional landscape.
- d. Significant progress made towards putting into practice the vision and multi-annual, general objectives as formulated in the EU-OSHA Strategy 2009-2013. The evidence provided in the report shows that the Agency is playing a key role in promoting awareness of occupational safety and health risks and their prevention in Europe.
- 3. Considers that the information provided in the Annual Activity Report gives the Governing Board reasonable assurance that the resources available to EU-OSHA in 2010 were used for their intended purpose and in accordance with the principles of sound financial management. Furthermore, the control procedures in place give necessary guarantees concerning the legality and regularity of the underlying transactions.

Károly György Chairperson of the Governing Board 3 May 2011

Outlook for 2011

European Risk Observatory

Second wave of analysis of the ESENER results

Further reports are being developed in four specific areas:

- Management of health and safety at work analysis of results from ESENER
- Worker representation and consultation on health and safety - analysis of results from ESENER
- Factors associated with effective management of psychosocial
- Management of psychosocial risks drivers, obstacles, needs and measures taken by enterprises

These secondary analysis reports investigate how workplaces' different features are linked to their approach to managing health and safety, involving workers and addressing the new challenges presented by psychosocial risks.

The analysis of the ESENER data provides evidence that will help guide policymakers in designing measures to facilitate psychosocial risk management in companies, but bearing in mind their different needs related to factors such as size or sector.

Large-scale Foresight project

The foresight study, exploring emerging risks arising out of new technologies in 'green' jobs by 2020, will continue until January 2012.

The first part of the project involved the identification of key contextual drivers of change that have the potential to influence health and safety. The second part, which involves the identification of new technologies that may impact on workers' safety and health - positively or negatively - will be carried out and, in a third step, eight workshops will take place in which the findings from the first two phases will be combined into 'future scenarios'. Towards the end of the year, a final workshop will be organised to demonstrate how policymakers can use the scenarios produced to assess what actions and decisions should be taken in order to shape safe green jobs by 2020.

Other publications

A new report 'Workplace Violence and Harassment: a European Picture' will be published in early 2011. The report reveals that in many European countries there is still not enough recognition of workplace violence, with few specific initiatives dealing with the issue. At national level and among individual organisations there is a need to raise awareness, and put in place policies and procedures to tackle and prevent violence and harassment at work.

The online summary of the Agency's seminar on 'The health and safety of women at work' will be published in the first half of 2011. The policy conclusions from EU-OSHA's 2009-2010 research on the topic will be presented at the XIX World Congress on Safety and Health at Work in Istanbul in September 2011, together with first results of the case studies on mainstreaming gender.

Working Environment Information

OiRA tool

During 2011 the Agency will present the OiRA tool at national level, with requests being made for political support from key stakeholders at national and European level. Several pilot projects are taking place, with tools being developed and tailored to specific sectors. The OiRA tool will be officially launched at the XIX World Congress on Safety and Health at Work in Istanbul, which will feature a symposium on risk prevention in small and micro-enterprises, and an exhibition stand that will enable OiRA to be presented to visitors and the media.

Healthy Workplaces Campaigns

The second year of the Safe Maintenance Campaign will see reports and factsheets being produced, including on maintenance in the agriculture sector, and specific risks such as 'Legionella and Legionnaires' Disease'.

Materials will also be prepared for the forthcoming Healthy Workplaces Campaign 2012-13 'Working together for risk prevention', which will be focusing on leadership and worker participation. These materials aim to emphasise that the joint effort of workers and managers is the key to successful and sustainable risk prevention in the workplace. Therefore it will provide practical guidance, information and tools to promote a risk prevention culture in all European companies, with a focus on SMEs.

Workplace Health Promotion (WHP)

As part of its project on Workplace Health Promotion (WHP), the Agency will publish several reports and factsheets on topics such as health promotion among young workers or mental health promotion, as well as some information material to promote smoke-free workplaces. Cases will be collected on partnership and networking and motivating factors in implementing WHP programmes. Visual materials on WHP and OSH (cartoons and captures) will also be produced.

EU-OSHA will present the findings from its case studies on mainstreaming OSH into education at various events, and

continues to work closely with ENETOSH (European Network Education and Training in Occupational Safety and Health).

In May, EU-OSHA will organise a meeting of its Economic Incentives Expert Group, hosted by the Swiss national accident insurance SUVA. The workshop aims to develop a simple, practical guide to economic incentives for organisations that would like to offer incentive schemes in order to promote OSH.

In January 2011, the Working Environment Information and Risk Observatory Units will be merged into a single Prevention and Research Unit.

Communication, Campaigning and Promotion

Healthy Workplaces Campaigns

The European Good Practice Awards, recognising the outstanding contribution of eight European companies to safe maintenance, will be presented on 28 April (World OSH Day) in Budapest, as part of a joint event with the Hungarian EU Presidency. The closing event of the Safe Maintenance Campaign will take place in November in Bilbao.

Material being developed in preparation for the 2012-13 campaign includes interactive tools for the focal points and campaign partners, to help them run campaign events. To support the campaign, the Agency is also developing a campaigning toolkit, to help equip non-communication or campaigning experts, who are interested in OSH, with the necessary skills and tools to run low-cost actions to get across safety and health messages. The toolkit will include campaign checklists and examples of good practice in campaigning.

Napo

A new Napo DVD will be created on workplace transport (Napo in ... Safe Moves), as well as a clip to raise awareness of the dangers of workplace tobacco smoke (Napo in ... Lungs at Work).

The testing phase for the Napo Teachers' Toolkit will take place in the first semester of 2011 in schools in Denmark, Ireland, Slovenia and Spain, and, depending on the results, a dissemination plan and further lesson plans will be developed in the second half of 2011.

Road Transport

Coinciding with the launch of the United Nation's Decade of Action on Road Safety 2011-2020, EU-OSHA will be launching a new website to help keep drivers safe – including a series of reports and factsheets to meet the challenges of managing health and safety in the road transport sector. The resources will be promoted at various events in the sector throughout the year, the International Transport Forum (conferences and fair) in Leipzig, the World Conference in Istanbul and the A+A in Düsseldorf.

A report 'OSH in figures – Occupational safety and health in the transport sector: an overview' will be published in March 2011.

Awareness-raising

Activities will include promotion of the Healthy Workplaces Film Award at the DOK Leipzig festival, and the second edition of the European Photo competition, with a focus on risk prevention.

Events

Early in 2011 European agencies (including EU-OSHA) will host an exhibition at the EU Parliament in Brussels to show their impact on the lives of Europe's 500 million citizens. Today the agencies play a key role in the implementation of EU policies and are making a valuable contribution to EU 2020 strategic objectives.

Developing the Network

2011 will see the first year of full participation of the countries of the European Economic Area (EEA).

The Agency will be an active participant in the XIX World Congress on Safety and Health at Work, which is being held in Istanbul, and is being organised by the Turkish Ministries of Labour and Social Security, as well as the International Labour Organization (ILO) and the International Social Security Association (ISSA).

Finally, a new Agency Director will be taking over from Jukka

European Agency for Safety and Health at Work

Annual Report 2010

Luxembourg: Publications Office of the European Union

2011 — 63 pp. — 21 x 29.7 cm

ISBN 978-92-9191-402-9

doi:10.2802/54888

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• via one of the sales agents of the Publications Office of the European Union (http://publications.europa.eu/others/agents/index_en.htm).

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