



European Agency for Safety and Health at Work



Annual Report 2014

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Dr Eusebio Rial González

The European Agency for Safety and Health at Work (EU-OSHA) lost a much loved and respected member of staff in 2014. Dr Eusebio Rial González, Head of the Prevention and Research Unit, died on 18 December of cancer at the age of 48.

He joined EU-OSHA as a project manager in 2003, bringing to us his experience as a researcher and consultant. Dr Rial González soon became Head of the Agency's European Risk Observatory and took up the reins at the Prevention and Research Unit in 2011. His contribution to the work of EU-OSHA was immense. He was the architect of the 2014–15 Healthy Workplaces Campaign on work-related stress and psychosocial risks, this being an area in which he had specialised earlier in his career. Among his many other achievements at the Agency were the design and launch of the European Survey of Enterprises on New and Emerging Risks (ESENER), the launch of the Online interactive Risk Assessment tool (OiRA) and the establishment of the innovative OSHwiki web platform.

Dr Rial González was at the forefront of the Agency's efforts to improve safety and health in Europe's workplaces. His kindness and his generous spirit ensured that, in addition to being an energetic and highly esteemed colleague, he was also a dear friend to many of us at the Agency. He will be much missed.



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

Foreword by the Director and Chair of the Governing Board

The year 2014, the first in our new premises, has been one of highlights and achievements mixed with challenges, one of which is the continuing difficult economic climate in Europe. This makes it all the more important to keep reinforcing our key message that good occupational safety and health (OSH), healthy workplaces, is good for business.

The new European Agency for Safety and Health at Work (EU-OSHA) multiannual strategic programme for 2014–20, adopted by its tripartite Board at the end of 2013, highlights priority areas on which our work will focus in the medium term and informs the annual management plans, thereby giving us a clear view of how best to promote workplace safety and health in a difficult business environment.

The six priority areas are: (1) anticipating change and new and emerging risks for OSH, mainly through our foresight activities; (2) facts and figures, namely providing essential information for researchers and policy-makers through our European Survey of Enterprises on New and Emerging Risks (ESENER), overviews and opinion polls; (3) tools for the management of OSH, primarily our Online interactive Risk Assessment (OiRA) tool but also new tools for implementing OSH solutions; (4) raising awareness of OSH, through our flagship Healthy Workplaces Campaigns and other activities; (5) networking knowledge, mainly through our OSHwiki project; and (6) networking, at both the strategic and the operational level, and corporate communications.

Adopting the new strategic programme has involved developing new planning processes, evaluating them and amending them, and it has been a considerable challenge for EU-OSHA staff at a time when they are having to do more with fewer resources.

The communications strategy to complement and support the strategic programme was developed in 2014, with an emphasis on building on the Agency's experiences to adapt communications activities, channels and tools to clearly defined target audiences.

In the past year we received high-level recognition and expression of support for our work. At the end of January, Martin Schulz, President of the European Parliament, made an official visit to Bilbao to learn first-hand about EU-OSHA's work. He emphasised how important it was for Europe to take the lead on safety and health in the workplace, in terms of not only improving individual workers' lives but also creating a strong and sustainable economy.

On 31 March, the European Commissioner for Employment, Social Affairs and Inclusion, László Andor, attended the official inauguration of our new premises. He emphasised the important role of the Agency, while announcing that the Commission would shortly be publishing its eagerly awaited Strategic Framework on Health and Safety at Work for 2014–20.

This date also saw both the official inauguration of the new premises in the Miribilla district of Bilbao and the signing of the Seat Agreement between the Kingdom of Spain and EU-OSHA. The new premises provide better working conditions for staff and meeting facilities for visitors at significantly lower annual rent, while the Seat Agreement secures Bilbao as our home in the long term.

Adopted on 6 June, the new European Union Strategic Framework on Health and Safety at Work 2014–20 identifies key challenges and strategic objectives for workplace safety and health. The three

key challenges are: (1) improving the implementation of safety and health measures, with a particular focus on micro and small and medium-sized enterprises (SMEs); (2) improving the prevention of work-related diseases by focusing on new and emerging risks without losing sight of the existing risks; and (3) addressing the ageing workforce in the EU.

The strategic objectives of particular relevance to EU-OSHA are: (1) providing practical support to small and micro enterprises, in which the OiRA tool will play a key part; (2) addressing the ageing workforce and identifying new risks in the workplace, e.g. nanomaterials and green technologies; (3) improving data collection to provide better information for policy-makers, and here ESENER will have a significant role; and (4) strengthening collaboration with international organisations, e.g. the International Labour Organization (ILO).

These strategic objectives are very much in tune with EU-OSHA's key areas of work: supporting small enterprises, addressing Europe's ageing workforce, identifying new and emerging risks, improving data collection and building on links with other organisations.

The past year has also been very significant in terms of our work. The 2014–15 Healthy Workplaces Campaign — Healthy Workplaces Manage Stress — was launched on 7 April in Brussels. Work-related stress was identified as an important topic to address, because it was evident from our own surveys and opinion polls and other research that workers feel that it is common in the workplace and not handled well enough. Employers, particularly micro enterprises and SMEs, view psychosocial risks as being a sensitive and therefore difficult area and one that they may not have the time or resources to tackle. The aim of the 2014–15 campaign is to get people talking about work-related stress and get across the messages that it is an organisational issue that can be managed in the same systematic way as any other OSH issue — by workers and employers taking responsibility and working together — and that the benefits of doing so outweigh the costs.

The launch of OSHwiki on 25 August at the XX World Congress on Safety and Health at Work in Frankfurt was widely anticipated and a major achievement. OSHwiki is a new EU-OSHA web platform for the OSH community, designed to provide reliable, evidence-based information on a range of OSH topics and a new way of networking online for OSH professionals. Unlike many other wiki-type platforms, only accredited authors can add content, edit or translate to maintain quality and credibility.

Fieldwork for the Agency's second enterprise survey, ESENER-2, was completed in 2014. Some 50,000 interviews were carried out in 36 countries (five more than in the previous survey in 2009) and the coverage was increased by 50%. For the first time the survey includes micro enterprises (5–10 employees), a key group for EU-OSHA and one that can be hard to reach, and the agriculture sector, which is also significant as it is known to be a high-risk activity. The initial results are due to be published in the first quarter of 2015.

During 2014, Dr Sedlatschek made official visits to five Member States (Austria, Greece, Italy, Portugal and Slovenia). She also attended the EU presidency OSH conferences in Athens in June and Rome in December. These visits are an important way of supporting and raising the profile of the national focal points, which are our key network and vital to helping us reach out to workplaces across Europe.

Research activity for our major pilot project 'Safer and healthier work at any age — OSH in the context of an ageing workforce', initiated in response to a mandate from the European Commission and European Parliament, is due to be completed in 2015. This project aims to understand the OSH challenges posed by an ageing workforce, identify strategies that take account of our ageing workforce and ensure better OSH for everyone throughout their working lives. The results will be analysed early in 2015 and presented at a conference later in the year and will help policy-makers to develop a more holistic approach to workplace safety and health across Europe.

November 2015 will see the end of the current awareness-raising campaign — Healthy Workplaces Manage Stress. The closing event is the Healthy Workplaces Summit in Bilbao. Always well attended, this gives delegates from across the EU the opportunity to reflect on lessons learned and share experiences and good practices, thereby ensuring that managing psychosocial risks in the workplace will remain on the agenda long after the end of the campaign.

As one door closes another opens: preparation for the 2016–17 Healthy Workplaces Campaign — Healthy Workplaces for All Ages — is already well under way, taking the topical theme of sustainable working lives and raising awareness of how good safety and health at work can promote healthy ageing. This will enable people to stay in active employment through their whole working life and keep older workers motivated and active in the labour force for longer, thus helping to fulfil the EU social and employment policy objective of creating sustainable growth and demonstrating how good OSH is central to prolonging working lives.

As always, we will continue our day-to-day work: using our networks to promote safety and health in workplaces across Europe and providing authoritative information and user-friendly tools to make managing OSH simple and cost-effective for micro enterprises and SMEs. We will also continue to stress the importance of working together and supporting each other — whether workers and managers or new and established Member States — to achieve the best results.

During the past year further efforts have been made to strengthen the tripartite nature of our Agency, building on the cooperation of representatives of social partners and governments at the level of the Bureau, advisory bodies and expert groups. Best practices of the national focal point networks are explored for improving partnership-based cooperation.

We would like to thank our network of national focal points and other partners and stakeholders, who are central to our success in getting our message across. We would also like to pay tribute to all EU-OSHA staff for their dedication and hard work throughout the year.

Christa Sedlatschek, Director



Károly György, Chair of the Governing Board



1



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

Key activities in 2014

1 Anticipating change

1.1 Foresight of new and emerging OSH risks associated with new technologies in green jobs

Foresight projects aim to identify and anticipate emerging occupational safety and health (OSH) risks in the longer term using a scenario approach. The results are especially useful for policy-makers, helping them to anticipate trends. Following a state-of-the-art literature review, a series of workshops are held to debate the implications for workplace safety and health of

developments in technology or changes in society. The Agency's first foresight project looked at how work in green jobs which contribute to preserving or restoring the environment is likely to develop by 2020, and what future OSH challenges this may bring.

In 2014, the European Agency for Safety and Health at Work (EU-OSHA) published the findings of two workshops. The first was held in Bilbao on 12 and 13 November 2013 for national focal points, and the second was held in Brussels on 20 March 2014 for representatives of the European Sectoral Social Dialogue Committee on Electricity. In both the aim was to discuss the findings of the foresight project, demonstrating to delegates how the scenario tool can be used to anticipate new and emerging risks and exploring policy options to address them.

Other important publications in 2014, for the wind energy sector in particular, were a comprehensive report, 'Occupational safety and health in the wind energy sector', and two e-facts: one on the same topic, designed for use in the workplace, and the other a hazard identification checklist.





1.2 Large-scale foresight

Healthcare

Health- and social care is one of the main sectors in the European job market, employing approximately 10 % of the EU workforce; 77 % of those employed in healthcare are women. As a result of Europe's ageing population, the sector is growing rapidly and will provide increasing employment opportunities for the foreseeable future. Healthcare workers encounter a great many different risks — biological, chemical, ergonomic and psychosocial. Furthermore, because people are living longer and increasingly need long-term care, the emphasis is shifting from the controlled setting of acute hospital care to care in the community and people's homes, which can present particular safety and health challenges.

In 2014, the Agency published the report 'Current and emerging occupational safety and health (OSH) risks in the healthcare sector, including home and community care'. It combined a state-of-the-art literature review with the results of a survey that was sent to OSH professionals in all Member States, and this allowed the findings in the literature to be compared with those from the 'front line'. With people living longer and increasingly needing long-

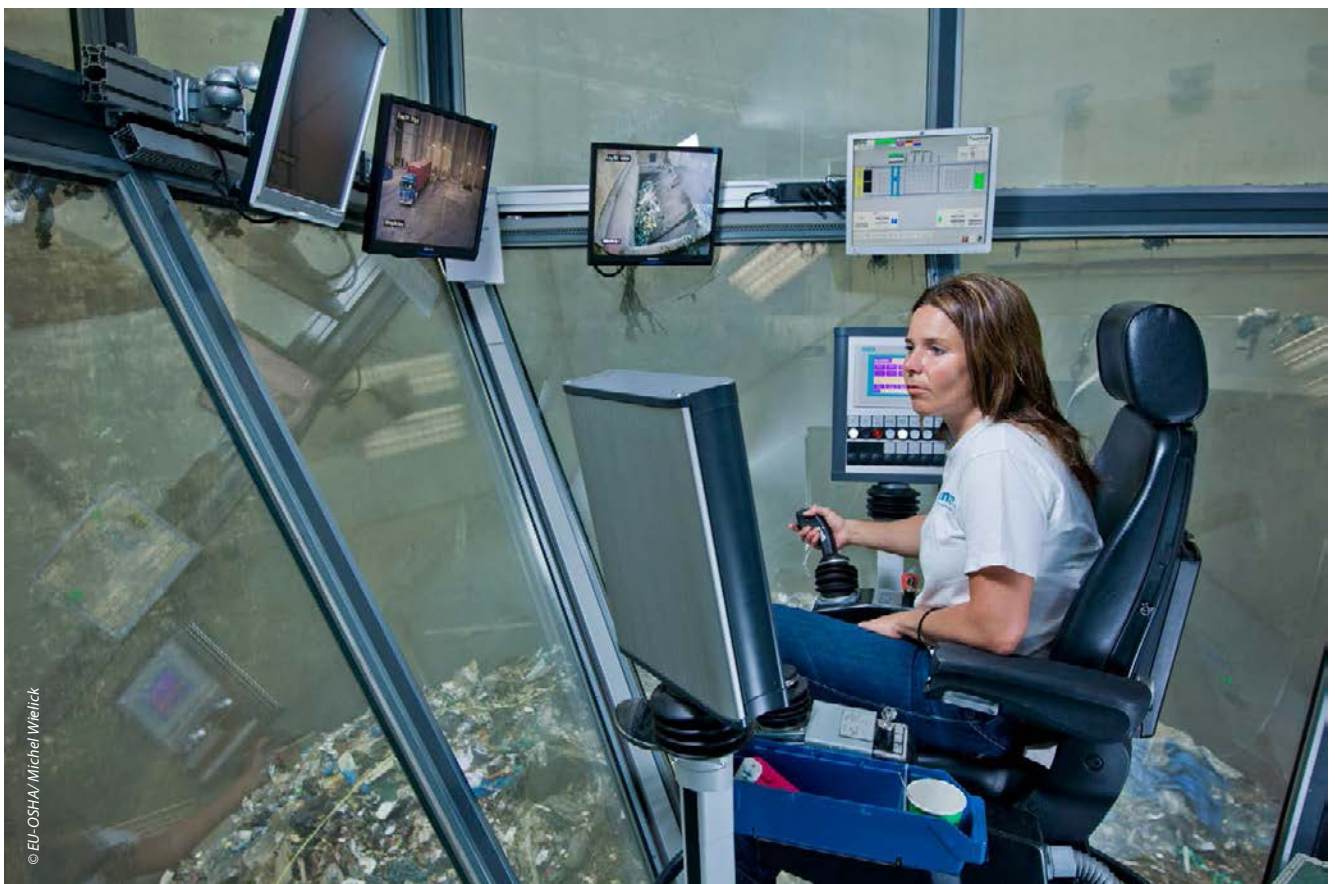
term care, there is an emphasis on shifting from the controlled setting of acute hospital care to care in the community and people's homes. For this reason the report explored the activities associated with healthcare in institutions such as hospitals and nursing homes, as well as activities undertaken in patients' own homes. This review highlights the challenges that the sector faces, including the growing demand for healthcare; the need for more long-term care; the rise in palliative care; shortages of skilled and experienced professionals; an ageing workforce; the increasing use of technology that required new skills; and the introduction of new care pathways to tackle multiple chronic conditions. The report discussed the impact that each of these current and emerging OSH risks would have on healthcare workers, and considered possible preventive measures. Examples of good practice were also provided.

This report was published at a time when healthcare workers are increasingly exposed to a variety of risks that range from work-related stress or burnout to exposure to tropical diseases such as the Ebola virus. In addition, many healthcare systems in Europe are currently undergoing a process of significant reform. One of the key features of the healthcare sector is that the care of patients is quite rightly the main priority — but sometimes this has been to the detriment of workers' safety and health. There is a need to get the message across that, in order to achieve and maintain high-quality patient care, workplace safety and health must be

a priority. The results of this report provide guidance for policy-makers, researchers and OSH professionals in terms of improving workplace safety and health in this sector. Such improvements are essential if the healthcare sector is to meet the challenges it faces and provide high-quality patient care well into the future.

Foresight scoping study

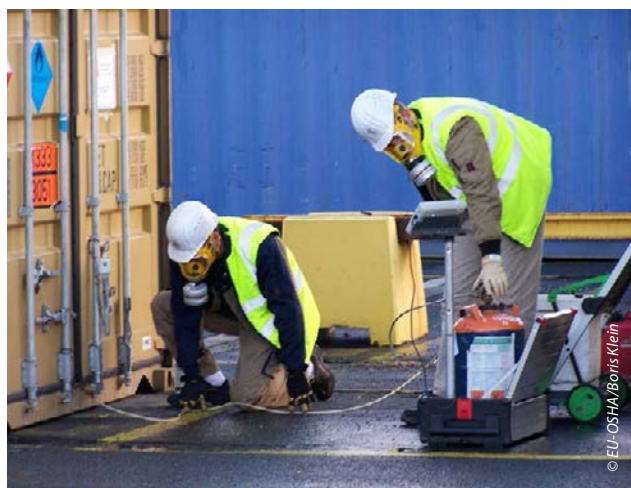
Looking to the future, in 2014 EU-OSHA published the findings of a scoping study on emerging trends in workplace safety and health ('Scoping study for a foresight on new and emerging occupational safety and health (OSH) risks and challenges'), with the aim of identifying future areas of concern and their potential to be the topic of the next large-scale foresight study, due to start in 2015. The scoping study comprised a literature review, followed by telephone interviews, an online survey of EU-OSHA Governing Board members and national focal points, and expert consultations to assess the suitability of topics for the next foresight and discuss the choice of foresighting methods. Topics were ranked in order of importance. The top three meriting further consideration were the impact of ICT (information and communications technology) on OSH, trends in human resources management and the impact of the financial crisis on OSH.



OSH research priorities

The Agency's long-running project on OSH research priorities continued. The identification and setting of priorities for OSH research allows better coordination of research activities and more efficient allocation of resources. A report initiated in 2012 and published in 2013 identified the following priority areas: demographic change; globalisation and the changing world of work; safe new technologies; and new or increasing occupational exposure to chemical and biological agents.

In 2014, following the recommendations of a seminar held in October 2013, EU-OSHA prepared a shortlist of top priorities in the identified areas and prepared position papers on specific topics, such as 'the changing world of work and OSH', 'prevention through design' and 'occupational safety and health in the context of demographic change' to influence the Horizon 2020 Work Programme for research and innovation in the EU and the content of calls for proposals, making OSH topics more visible.



In November, a seminar was held in Brussels, attended by representatives of the EU Commission and OSH experts, to discuss the position papers, the shortlist and further steps to achieve more impact. The project will continue in 2015.



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2



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

2 Facts and figures

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

The European Survey of Enterprises on New and Emerging Risks (ESENER) is one of the Agency's flagship projects. A major, detailed survey of European businesses, including micro and small enterprises, its results form a unique resource, providing an accurate and comprehensive picture of how safety and health risks are managed in workplaces. It looks particularly at new and emerging risks and is one of the main tools EU-OSHA uses to contribute to the evidence base for policy-makers and researchers.

Fieldwork for the second edition of the survey, ESENER-2, took place in 2014, meeting the planned deadline, and the final dataset was received by the end of the year, after cleaning, coding and weighting. Some 50,000 interviews were carried out in 36 countries, which represented a significant increase in the sample size. The questionnaire, which had been translated into numerous languages, rigorously tested and piloted earlier in the year, focused particularly on arrangements for managing health and safety; psychosocial risks such as stress, bullying and harassment; drivers of and barriers to action in OSH management; and worker participation in OSH.

Technical reports and reports on the survey's findings will follow in 2015, with in-depth secondary analyses of particular topics to follow in 2016. In line with the EU's open data policy, the ESENER-2 dataset will be made freely available in 2015.

In January 2014, two publications evaluating the previous edition of the survey (ESENER-1) were published. The recommendations of this qualitative post-test evaluation informed the design and development of the new survey. For example, some questions were amended, questions on musculoskeletal disorders were included and micro enterprises employing 5–10 people were covered.

2.2 OSH overview: older workers

In response to a mandate from the European Commission and European Parliament, a major pilot project, 'Safer and healthier work at any age — occupational safety and health in the context

of an ageing workforce', began in June 2013. The overall aim is to understand the OSH challenges posed by an ageing workforce. It is looking at what policies are already in place, what tools and guidance are available to help with the management of OSH in an ageing workforce, examples of good practice helping to maintain and extend the employability of older workers, and ways of facilitating a return to work after long-term sick leave.

The project sets out to identify OSH strategies and systems — including those covering rehabilitation and return to work — and programmes of good practice and case studies at the enterprise level that take account of an ageing workforce and ensure better risk prevention for all throughout their working lives. The objectives are to improve our knowledge of national OSH systems, policies, programmes and initiatives, to highlight what works well, to identify the requirements for more information, and to share experience and good practice.

The results from preliminary work were presented at a conference in the European Parliament in December 2013, the proceedings of which were published on the website in January 2014. EU-OSHA gave presentations at seminars and conferences throughout the year, including a European Trade Union Confederation meeting in May in Vienna, the XX World Congress on Safety and Health at Work in August in Frankfurt and a working group meeting of the Employment, Social Policy, Health and Consumer Affairs Council, organised by the Italian Presidency in October.

The qualitative research, involving discussion workshops with stakeholders and experts in selected Member States, was completed in 2014. The results will be analysed in 2015 and a final conference will be held in September 2015. The findings will help policy-makers develop a more holistic approach to OSH across Europe. The importance of this topic is such that it will be the theme for the 2016–17 Healthy Workplaces Campaign, Healthy Workplaces for All Ages.

2.3 OSH overview: micro and small enterprises

Preparatory work for the project 'Improving occupational safety and health in micro and small enterprises in Europe' was completed in the first quarter of 2014. This saw the project launched, the contract awarded and the start of work package 1 (the first of four), comprising a broad-ranging literature review and analysis of ESENER-2 data.

The project will involve collecting, analysing and disseminating current and new knowledge and understanding on policies and



strategies, tools and resources, and views and practices with regard to OSH management in micro and small enterprises.

The aim is to identify the key conditions that contribute to the development of an environment where OSH management can be substantially improved. Throughout the project, policy-makers, intermediaries, social partners and other relevant stakeholders will be involved, as will micro and small enterprises themselves. While focusing on OSH, the project will seek to learn from other policy areas, such as environmental management, energy efficiency, and training and education, which face similar problems in fostering action at enterprise level.

In 2015, an in-depth review, 'OSH in micro and small enterprises (the state of play)', of available data relevant to OSH in micro and small enterprises in the EU will be published.

2.4 OSH overview: work-related diseases

Research on reproductive risks in the workplace has largely focused on women, particularly pregnant women. There is now a realisation that reprotoxic risks can affect both men's and women's reproductive health and may even have an effect on future generations, but there is a lack of understanding and awareness. On 15 and 16 January 2014, EU-OSHA organised a seminar in Paris on reprotoxic risks, in association with ANSES, the French Agency for Food, Environment and Occupational Health and Safety. An online summary was published in May, and there will be a state-of-the-art report on reprotoxic risks in 2015.

A methodology report and summary on work-related cancer, 'Exposure to carcinogens and work-related cancer: a review of assessment methods' was published at the end of the year. This state-of-the-art report examined methods to assess



occupational exposure to carcinogens and other workplace exposures that increase the risk of cancer and approaches to preventing occupational cancers at European and workplace levels, based on existing information. The aim was to fill gaps in our knowledge and emphasise the need for new approaches to assessing occupational cancer risks. It also made a number of recommendations in terms of effectively monitoring and preventing the risks in the future, based on innovative examples.

On 10 October, EU-OSHA held a seminar in Brussels on the occupational burden of disease to kick off a large-scale study planned for 2015–17. The topics discussed included tools for identifying emerging health problems and measuring exposures, the impact of work organisation and socioeconomic factors on the burden of disease, an overview of studies in Europe and Canada, and the costs of disease in terms of gross domestic product. The seminar also highlighted sentinel and alert systems, which identify diseases not listed as occupational diseases but that may be work related. Identifying these is very important to stimulate awareness-raising activities and the development of prevention strategies at an early stage, and it also means that workers affected by such diseases are more likely to be compensated. An online summary of the seminar will be published early in 2015.

EU-OSHA will also commission three new reports in 2015: a methodology report on sentinel and alert systems; a report on rehabilitation and return to work after cancer; and a descriptive report on diseases caused by exposure to biological agents.

2.5 OSH overview: costs and benefits of OSH

Limited resources at all levels mean that it is vital that we are able to make the economic case for OSH. The Agency's work in this area in 2014 formed two strands: making the business case for OSH at company level, with the aim of encouraging smaller business to invest in OSH; and examining the costs of poor or



non-existent OSH at the macroeconomic level, with the aim of achieving a better estimate of the costs of occupational accidents and work-related diseases and ill health at the European level.

In May, the report 'Estimating the costs of accidents and ill health at work: a review of methodologies' was published. It reviewed a selection of studies, analysing the methods used by each to estimate the costs that result from poor OSH and looking at how these costs affect workers, employers, government and society. The report went on to recommend how such costs should be estimated in the future to best inform policy-makers. In June, EU-OSHA hosted an expert meeting to build on the report. The attendees provided valuable input on the further development of the project.

In September, another report, 'The business case for safety and health at work: cost-benefit analyses of interventions in small and medium-sized enterprises', made a compelling case for the financial benefits of good OSH management. New case studies showed that OSH interventions were a good investment, often cutting costs and improving productivity.

In the same month, the two strands were brought together at a major conference, 'Investing in OSH: how benefits beat the costs', which was organised by the focal points of the Benelux countries with the Dutch Ministry of Social Affairs and Employment, EU-OSHA and TNO.



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

3 Tools for OSH management

3.1 Online interactive Risk Assessment (OiRA) tool

The Agency's Online interactive Risk Assessment (OiRA) project progressed at a great rate in 2014. OiRA is an online platform that aims to make risk assessment easy and accessible for Europe's micro and small organisations. It is used by sectoral social partners (employers' and employees' organisations) and national authorities (ministries, labour inspectorates, OSH institutes, etc.) to produce free, sector-specific risk-assessment tools targeting small businesses. The project is a key element of EU-OSHA's strategy to reach out to smaller organisations and ensure that they are supported in managing workplace risks. Tripartism has been and will continue to be vital to the development of the project.

In 2014, 47 tools were published, exceeding the initial target of 35, and around 30 others are under development. To give some examples, tools published this year include a Bulgarian tool for the construction sector, a Greek tool for commercial shops and a Latvian tool for agriculture. Little by little, more and more sectors are being covered by OiRA.

By the end of 2014, 15 Member States were actively engaged in OiRA. To encourage the development of OiRA tools at national level, the Agency concluded several small contracts to adapt and translate existing OiRA tools into other languages and national contexts.

In December a conference under the auspices of the Italian Presidency of the EU and organised by Italy's Ministry of Labour and Social Policies and National Institute for Insurance against Accidents at Work (INAIL), 'How to combine enterprises' growth and competitiveness in times of crisis while promoting health and safety at work', included a workshop dedicated to OiRA. There were presentations from representatives of EU-OSHA, the Greek and Latvian focal points and the French Institute for Research and Security (INRS).

All this is to say that the OiRA community is growing and the work done so far is being consolidated, making it possible for more companies and organisations in many countries and sectors to improve their risk assessment processes.

OiRA was singled out in the new EU Strategic Framework on Health and Safety at Work 2014–2020, as 'a major contribution to facilitating small and medium-sized enterprises (SMEs') compliance with OSH requirements', with financial and technical support for the project identified as desirable.

There is no room for complacency, however, and 2014 also saw the publication of the Agency's OiRA promotion strategy 2014–2020, which should be both valuable to EU-OSHA in its efforts to ensure that OiRA reaches as many micro and small enterprises as possible and a source of inspiration for our OiRA partners at national level. The strategy will build on the promotional work carried out in 2014, when 14 seminars for groups of 15 or 50 attendees were organised to promote OiRA or specific sectoral OiRA tools to SMEs in Member States. Seminars were held in Belgium, Cyprus, Greece, Italy, Latvia, Lithuania, Portugal and Slovenia on OiRA and OiRA tools for sectors including catering, office work and woodwork.

3.2 Tools for implementing OSH solutions

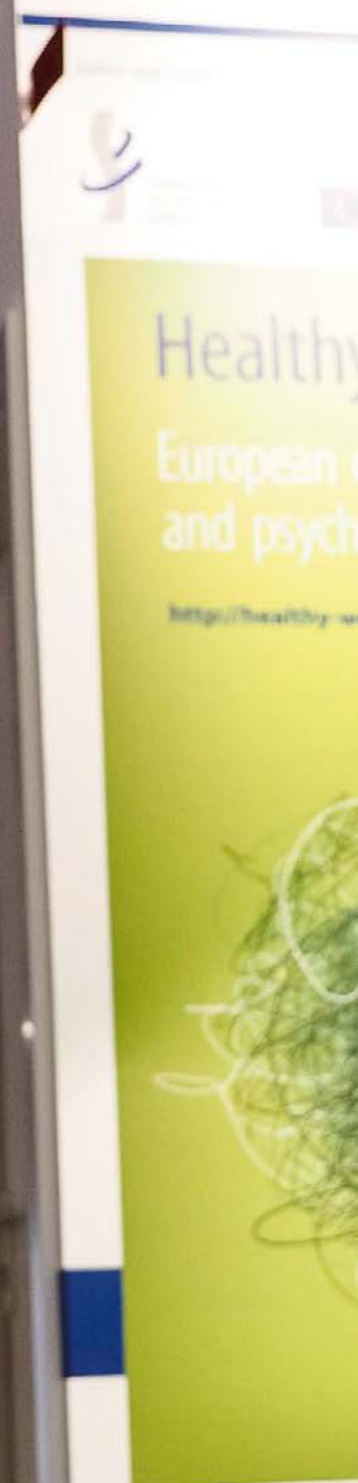
Initial discussions of a feasibility study undertaken for the Agency's, 'Study exploring practical online OSH tools', took place at meetings of the Prevention and Research Advisory Group (PRAG) held in March and October. The study is to form the basis of a long-term project aiming to set up a knowledge-base on 'e-tool' development and to develop specific tools to help in the effective follow-up of risk assessment through the implementation of practical solutions.

The idea is to encourage the development of 'e-tools' through the sharing of knowledge and experience and the identification of best practices. In addition, the project aims to identify at least one tool that is under development or that has been developed at national level and develop it further for uptake across Europe. Ideally, the tool will be one that helps SMEs to take preventive action.

The Agency organised a seminar on the topic in Paris in October, gathering the main EU-OSHA stakeholders to discuss the project.

EU-OSHA is also working on the content of a section on e-tools to be included in its new corporate website, designed to raise awareness of and encourage more widespread use of the many tools available at national level.

4



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

4 Raising awareness

Our Healthy Workplaces Campaigns are central to our awareness-raising activities. Coordinated by the Agency and our focal points in the Member States, they are the biggest campaigns of their kind in the world, involving hundreds of events and activities. They are crucial in getting across our messages about safety and health to workplaces in Europe, and particularly to micro enterprises and SMEs.

4.1 Healthy Workplaces Campaign 2012–13: Working Together for Risk Prevention

An evaluation report on the previous campaign was published on the Agency's website. It incorporates quantitative and qualitative data from desk research, online surveys, and focus groups and interviews with focal points, campaign partners and other relevant stakeholders. Overall, the evaluation was very positive.

In addition, a 'Review of successful OSH benchmarking initiatives' was commissioned in August 2014, and work on this report started with a survey about benchmarking initiatives at sector, Member State and European level among campaign partners. The review aims to assess the benefits that such schemes can deliver, as well as their limitations, and to identify the key factors and main obstacles to their success. It is hoped that the report will be useful for those planning to set up an OSH benchmarking initiative and will help to stimulate such programmes in Europe.

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

The current campaign, Healthy Workplaces Manage Stress, aims to raise awareness of work-related stress and psychosocial risks in the workplace and of how these issues can be tackled. Stress is the second most frequently reported work-related problem in Europe (after musculoskeletal disorders). While 51 % of workers think work-related stress is common in their organisation, unfortunately, 4 in 10 think that the issue is not well handled. The campaign aims to make it clear that stress and psychosocial risks can be prevented and managed in the same systematic ways



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as other OSH issues, regardless of business size or type, and that taking action on these issues benefits businesses.

The campaign launch

Healthy Workplaces Manage Stress was launched on 7 April at a high-level press conference at the European Commission in Brussels. The EU Commissioner for Employment, Social Affairs and Inclusion, László Andor, called on Europe's enterprises to recognise the need to tackle work-related stress and psychosocial risks, pointing out that, by doing so, they would be protecting their workers' health and their organisations' productivity. EU-OSHA's director, Christa Sedlatschek, explained that together



Christa Sedlatschek, Director, EU-OSHA; László Andor, Commissioner for Employment, Social Affairs and Inclusion; Vasilis Kegkeroglou, Deputy Minister in the Ministry of Labour, Social Security and Welfare, Representative of the Greek EU Presidency, during the Healthy Workplaces Campaign launch press conference in Brussels, April 2014.

employers, workers and their representatives can successfully manage and prevent work-related stress and psychosocial risks, and that the Healthy Workplaces Campaign aims to help organisations do just that.

On the same day, the campaign website was launched, with resources in 25 languages, including an introductory video clip to the campaign. In addition, EU-OSHA had asked focal points to provide existing national tools for managing stress and psychosocial risks and had researched and collected international tools at EU level, and these were made available on the website.

Our partners

The Healthy Workplaces Campaigns rely heavily on the involvement of committed campaign partners, our national focal points and increasingly pan-European and multinational organisations that spread the word and take part in events to promote the campaign messages. The following day, 8 April, saw the 2014–15 Healthy Workplaces Campaign Partnership Meeting, with contributions from Armindo Silva from the Directorate-General for Employment, Social Affairs and Inclusion and Andrzej Rudka from the Directorate-General for Enterprise and Industry. The meeting was attended by over 80 participants, representing workers' and employers' organisations, trade unions and multinational companies interested in getting involved in the 2014–15 campaign.

The Official Campaign Partnership Offer was launched on 8 April, too; it is aimed at encouraging European organisations to commit to raising awareness of psychosocial risks among their international networks and workplaces. The offer featured new opportunities for partners, such as a new dedicated Official Campaign Partner category in the Good Practice Awards and more networking and learning-exchange opportunities. More than 100 campaign partners, including workers' and employers' representative bodies, multinational companies and OSH organisations, joined the scheme. Psychosocial risks can be a sensitive issue, so the Agency was gratified to witness this great response from the official partners, who have embraced the campaign with enthusiasm. The year 2014 also saw more than 30 media partners signing up to promote the campaign.

Benchmarking initiative

Following a very successful first benchmarking workshop during the 2012–13 campaign, EU-OSHA formed a steering group and three events took place in 2014: (1) 'Leadership training and OSH competence', hosted by Heineken in Amsterdam on 2 July; (2) 'Learning from incidents and accidents', hosted by LEGO in Billund, Denmark, on 23 and 24 September; and (3) 'Indicators of

OSH performance', hosted by Toyota in Mjölby, Sweden, on 26 and 27 November. For these events, EU-OSHA acted as facilitator, but all the organisation and promotion was taken care of by the host company. The companies see a benefit from raising their profile in the OSH community, but they obviously also see a big benefit in terms of sharing best practice, which included many psychosocial risks aspects in support of the campaign.

Looking forward to 2015, three more company benchmarking events are being planned already, hosted by Seat, Siemens and General Electric. EU-OSHA is also planning a larger event in Brussels on 5 and 6 March.

Good Practice Awards

The European Good Practice Awards are a highlight of each Healthy Workplaces Campaign, and the 2014–15 campaign promises to be no exception. The Awards are a chance for organisations that are successfully tackling psychosocial risks or work-related stress to be recognised and an opportunity for the exchange and promotion of good practices. Nominations were called for in April. A Good Practice Awards promotion package was produced to support focal points and organisations interested in encouraging applications at national or European level.

The previous 11 editions of the Awards were open to national organisations only, but in the 12th edition, for the first time, EU-OSHA's campaign partners (which are multinational or European organisations) were able to enter the Awards at a European level. Focal points were responsible for running the competition at national level and submitted national winners in October. EU-OSHA collected entries from official campaign partners and more than 50 entries were to be considered at a jury meeting in mid-January 2015. The ceremony is set to take place in April 2015.



Professor Dr Johannes Siegrist during the Healthy Workplaces Manage Stress Campaign partnership meeting, April 2014.

European Week for Safety and Health at Work

The European Week for Safety and Health at Work 2014 took place from 20 to 24 October. Hundreds of events and activities focusing on the 2014–15 campaign were organised, from training courses and seminars to film screenings and media pushes. The Spanish focal point alone organised over 50 initiatives around the week. Dr Sedlatschek commented: 'With costs to businesses of mental health disorders estimated at around EUR 240 billion per year, this is something that we simply cannot afford to ignore. As is evident from the week's full programme of events, our network across Europe is doing a good job to make sure employers and employees do take notice.' Focal points and official campaign partners came up with a variety of ways to get the campaign messages across and made particularly effective use of social media.

European Campaign Assistance Package

The Agency is able to provide support to its national focal points through the European Campaign Assistance Package (ECAP). The first and second rounds of ECAP were launched in 2014, with focal points receiving help towards a wide range of promotional events and media activities. Meanwhile, a huge amount of campaign material was distributed: 88,720 campaign-branded items, 476,125 publications in 25 languages, 62 campaign stands and 15 exhibition kits.

Publications

A great variety of materials (the campaign guide, leaflet and flyer, as well as banner stands and giveaways) were produced in 25 language versions and delivered to the focal points. The film *Napo in . . . When stress strikes* was completed and a DVD (with titles in official EU languages) was produced and distributed to focal points. Another key product developed for the campaign is the 'Managing stress and psychosocial risks e-guide'. The e-guide is available in more than 30 national versions. It is intended to help employers and employees in small businesses to recognise problems with stress and psychosocial risks, and it provides examples showing how such risks can be managed effectively. It also addresses some common concerns and misconceptions that managers and workers may have with regard to this topic. The e-guide was completed towards the end of 2014 and an intensive promotional plan has been formulated, including social media presence and a short explanatory video clip.

In June, the Agency published a state-of-the-art review, 'Calculating the cost of work-related stress and psychosocial risks', examining the financial burden of psychosocial risks at societal, organisational and individual levels. The report points to the costs

to organisations, stemming from absenteeism, presenteeism, reduced productivity and high staff turnover, and shows that individuals suffer from health impairment, lower income and reduced quality of life. Ultimately, healthcare costs and poorer business outcomes affect national economies, and society pays the price.

In addition, the joint EU-OSHA–Eurofound report, 'Psychosocial risks in Europe: Prevalence and strategies for prevention', an excellent example of inter-agency collaboration, was published and promoted at an expert seminar in October. The report provides a broad overview of psychosocial risks in European workplaces and gives examples of ways forward at political and company levels, illustrated with case studies. The executive summary is being translated into 25 languages.

4.3 Healthy Workplaces Campaign 2016–17

Work has already begun on the next Healthy Workplaces Campaign, Healthy Workplaces for All Ages. The demographic changes taking place in the EU mean that the proportion of older workers is increasing, so the topic addresses pressing questions such as how people can be helped to work for longer and what practical measures can be implemented to improve conditions for workers of all ages.

Following a broad consultation, the campaign's scope and goals were agreed. The goals are to promote sustainable work and healthy ageing right from the start and increase awareness of the importance of prevention throughout the whole of a person's working life; assist employers and workers (including micro enterprises) by providing information and tools for managing OSH in the context of an ageing workforce; and facilitate exchange of information and good practice in this area. A campaign strategy paper was finalised towards the end of the year.

In September, the Agency put out a call for tenders for the development of an online multilingual e-guide to support companies in OSH management in the context of an ageing workforce. The objective of the e-guide is to increase awareness and knowledge of the ageing workforce, as well as the ageing process itself and its implications in the workplace, and to provide practical guidance on how to deal with the related challenges. Work on the guide began at the beginning of 2015.

Looking ahead, in 2015 all the promotional materials, including the website and the campaign guide, will be prepared for the 2016–17 campaign, Healthy Workplaces for All Ages.

4.4 Awareness-raising activities

In 2014, the Agency offered logistical and practical support for the implementation of OSH communication and promotion actions at national level to its network of national focal points through its Awareness Raising Package (ARP). Out of 31 focal points, 23 applied for assistance. Activities implemented included promotional events for OiRA, OSH film screenings and debates, OSH photo exhibitions, OSH information events and promotional packages for the 'Napo for teachers' toolkit. In addition, 12 Napo costumes were produced and distributed as part of the ARP.

Healthy Workplaces Film Award

For the sixth consecutive year, the Agency sponsored the Healthy Workplaces Film Award at the DOK Leipzig documentary film festival. A call for submissions was made in April, with a deadline in July. Eight films were nominated, from countries including France, Germany, Poland and Spain.

In November, the award was presented at a ceremony in Leipzig to the French film *Harvest* by Paul Lacoste. The documentary follows a group of seasonal workers picking grapes in the south of France. The jury singled the film out for its 'strong narrative and impressive visual quality', as well as its relevance to the 2014–15 Healthy Workplaces Campaign on stress and psychosocial risks, commenting: 'The documentary illustrates the precarious and changing world of work we are experiencing in Europe nowadays and the different motivations that lead people to take up this kind of work.'



Paul Lacoste, winner of the 2014 Healthy Workplaces Film Award at the International Leipzig Festival for Documentary and Animated Film (DOK Leipzig)

In addition to sponsoring the award, EU-OSHA produces 1,000 DVDs of the winning film, subtitled in a selection of European languages, and the film is shown at screenings throughout

Europe, organised by national focal points. In 2014, the previous winner, *C(us)todians*, a film about working life in a Brazilian prison by Aly Muritiba, was subtitled in 13 EU languages, with DVDs delivered to focal points in July. Screenings and discussions were organised in Belgium, Estonia, Italy, Poland, Slovenia and Spain.

Napo — safety with a smile

Napo is the star of a series of short animated films, produced by the Napo Consortium, addressing serious workplace safety and health topics in a light-hearted way. Napo is a likeable ordinary worker who becomes an 'OSH champion', drawing attention to workplace risks and encouraging reflection and discussion. The films are an ideal awareness-raising tool, as they are fun, language free and applicable to several sectors.



In 2014, a new film was launched to support the 2014–15 Healthy Workplaces Campaign: *Napo in ... When stress strikes*. It highlights psychosocial risks at work, such as excessive demands, constant pressure, lack of control, contradictory instructions, unacceptable behaviour and poorly managed change, and shows how they can be managed by good communication and working together.

In April, more than 20,000 copies of *Napo in ... no laughing matter* were distributed to labour inspectorates in 20 Member States to support the Senior Labour Inspectors' Committee (SLIC) campaign on preventing slips and trips in the workplace. The Napo Consortium also initiated the development of a new film about electricity-related risks. The Napo flyer was updated, translated and distributed to national focal points, and the Napo website is currently being redesigned.

Following a successful pilot, the 'Napo for teachers' initiative was extended in 2014. Lesson plans, based on existing Napo films, can

now be downloaded from EU-OSHA's website in 20 languages. The online package is aimed at primary school children, aged 7–11 years, and provides resources for teachers to introduce children to safety and health at an early age and establish good habits that will last throughout their working lives. Needless to say, with Napo involved, the lessons prove very popular.

An evaluation of the 'Napo for teachers' initiative was commissioned in 2014. The contractor has carried out desk research, interviews with focal points and other actors involved, and a survey of primary school teachers. The results will be made available in spring 2015.

Events

Europe Day, 9 May, celebrates peace and unity in Europe. Many EU institutions open their doors to the public, and in 2014 EU-OSHA went out to meet the people of Bilbao. In collaboration with Europe Direct Bizkaia, and supported by Napo, a tent in the street to promote EU-OSHA's work to the public and raise awareness of work-related stress was set up.

EU-OSHA's attendance at the XX World Congress on Safety and Health at Work in Frankfurt, 24–27 August, was one of the highlights of 2014. EU-OSHA's stand showcased OSHwiki, which was officially launched at the congress and generated a lot of

interest, the OiRA tools and the 2014–15 Healthy Workplaces Campaign. To support the campaign, EU-OSHA also organised a symposium on psychosocial risks at the congress, and altogether staff were involved in seven sessions. EU-OSHA staff were also invited to take part in the judging panel at the International Media Festival for Prevention, which coincides with the congress and took the theme of the 2014–15 Healthy Workplaces campaign. This was no easy task, as the judges had to choose from an outstanding field of 290 entries. The winners included a film from Germany raising awareness of stress and a computer game from the Netherlands highlighting the importance of a healthy work–life balance.

OSH photo exhibitions

Through the ARP, the Agency helped national focal points to organise 13 OSH photo exhibitions in 10 countries. EU-OSHA supplied kits, each of which included 13 exhibition panels — one introductory panel and 12 featuring striking images selected to raise awareness of OSH issues. The images were chosen to cover as many Member States as possible and a range of topics such as gender, green jobs, young workers, active ageing and risk assessment. The exhibitions were hosted at venues decided on by the focal points with the aim of reaching the general public.

5



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

5 Networking knowledge

5.1 OSHwiki

OSHwiki has been developed by the Agency as the first web platform that allows users to collaborate on creating and sharing knowledge on OSH. This site is a new way for the OSH community to network online, and it is intended to support government, industry and employee organisations in making workplaces safe and healthy. OSHwiki articles are written only by accredited authors — generally OSH professionals or scientific organisations — ensuring that the site is a reliable source of information and advice. All of the most important OSH topics are covered already and new articles are being created regularly.

In 2014, the OSHwiki Communication Plan was finalised and, as one of the outcomes, a beta launch was carried out on 8 May, as a preparatory phase for the full launch later in August. Following the recommendations set out in the Communication Plan, updates

were made to the platform and news items on OSHwiki were disseminated using OSHmail, Twitter and LinkedIn.

June saw the first meeting of the OSHwiki Scientific Committee, made up of representatives of PEROSH (Partnership for European Research in Occupational Safety and Health) member organisations. The committee members act as ambassadors for the project and lead on strategic decisions about its direction.

OSHwiki was launched at the XX World Congress on Safety and Health at Work in Frankfurt in August. The launch involved presentations and a dedicated stand and was publicised with press conferences and press releases, receiving significant media coverage. The launch was a great success, creating a lot of interest: in fact, 100 new authors were accredited this year.

Throughout the year, new articles were published, many in English but also some in French and Macedonian. EU-OSHA strengthened its collaboration with the United States Occupational Safety and Health Administration (OSHA), which contributed articles.

In 2015, the Scientific Committee will meet again. EU-OSHA will work on revising and updating articles written in 2010 and 2011, and will also be adapting and transferring material from the current corporate website for inclusion in OSHwiki when the



new website is finalised. A community management plan will be put in place to foster the participation of accredited authors and promote OSHwiki in the OSH community generally.

5.2 Other networking knowledge actions

Additional networking knowledge activities are organised to support the dissemination and generation of knowledge on key topics (for example those related to future Healthy Workplaces Campaigns), to inform the ongoing policy discussions related to such issues and to foster networking opportunities among key target groups.

Legislation

In 2014, so that the Agency could continue to provide the latest information on EU OSH legislation, a project was carried out to update the content of EU-OSHA website's section on legislation, in line with new OSH legislation and guideline items adopted at EU level.

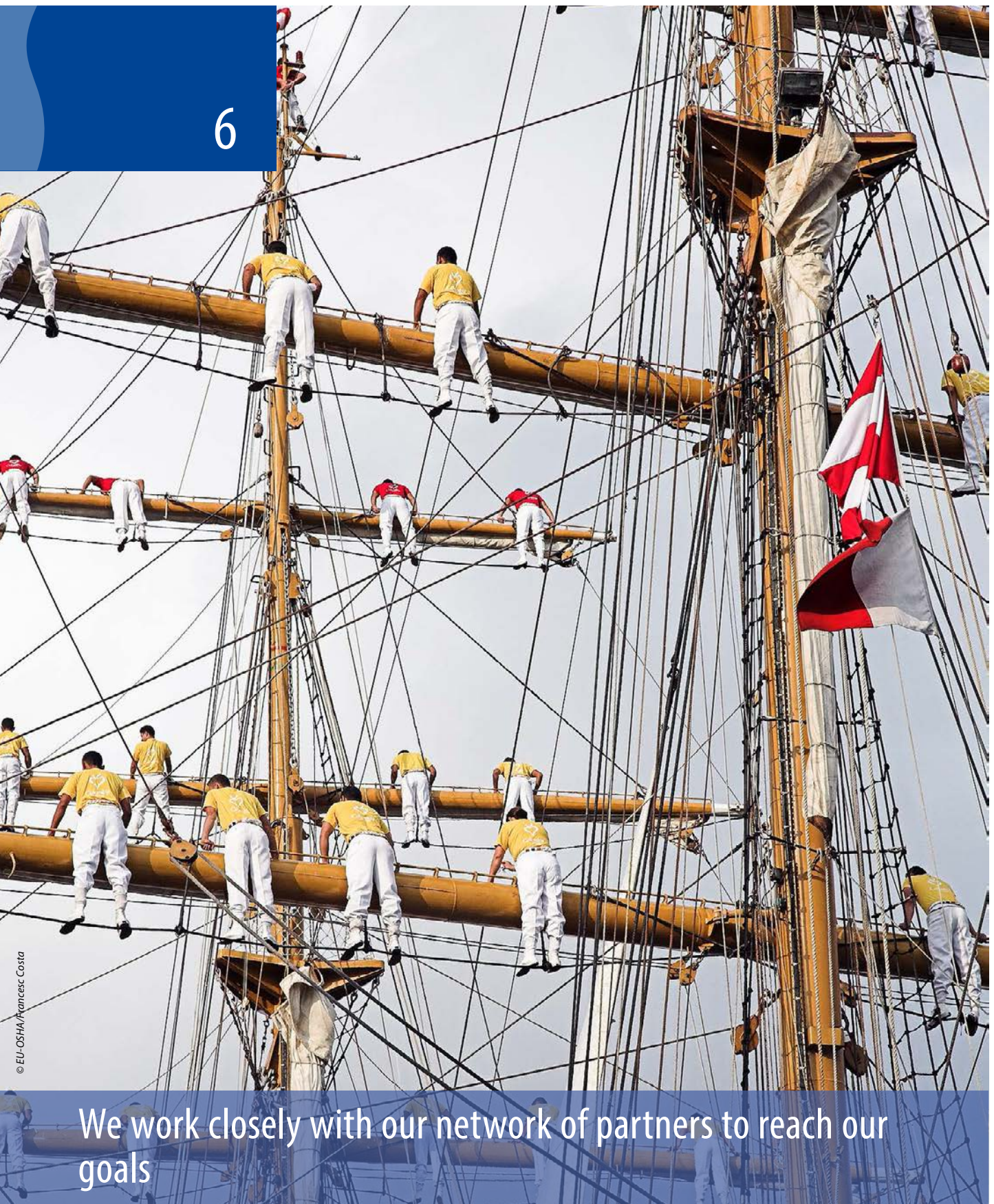
National OSH strategies

Following the adoption of the new EU Strategic Framework on Safety and Health at Work 2014–2020, the Agency, in collaboration with its network of focal points, began to collect information on national strategies at Member State level in support of the European Commission's work in this area. This information was made available in the form of updated content in OSHwiki articles about national OSH systems.



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6



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

6 Networking and corporate communication

6.1 Strategic networking

Governing Board and Bureau

The Governing Board and Bureau continued to provide strategic guidance and ensure accountability. Key actions in 2014 were the adoptions of the 2015 management plan and budget and the analysis and assessment of the 2014 activity report. The Governing Board also took measures to ensure good decision-making by adopting a conflict of interest policy and an anti-fraud strategy.

The Advisory Groups

The two Advisory Groups provided useful input to the Agency's work in the areas of prevention and research, and communication. The main activities were discussed to make sure they meet the needs of the stakeholders of the Agency.

European networking

EU-OSHA is involved with European Parliament committees, especially the Employment and Social Affairs Committee, as well as the sectoral social dialogue committees, particularly in terms of the Healthy Workplaces Campaigns and OiRA. It also works with other stakeholders such as official campaign partners, the European Trade Union Confederation (ETUC), Business Europe, NGOs and multinational companies.

In January 2014, the Agency organised the visit of Martin Schulz, President of the European Parliament, to EU-OSHA's offices in Bilbao. His visit was very important in terms of fostering relations with the European institutions and the social partners. It also organised the visit of László Andor, European Commissioner for Employment, Social Affairs and Inclusion, to Bilbao for the inauguration of EU-OSHA's new premises at the end of March.

The elections to the European Parliament in May were also a busy time for the Agency — getting to know the new Members of



Christa Sedlatschek and Martin Schulz during his visit to EU-OSHA

the European Parliament, identifying key ambassadors for OSH among them and ensuring that they had everything they needed to promote EU-OSHA's work in the European Parliament and at home.

On 6 June, the eagerly anticipated Strategic Framework on Health and Safety at Work for 2014–20 was adopted by the European Commission. The task now is to identify how to implement it. EU-OSHA participates in the work of the Advisory Committee on Safety and Health at Work, which advises the Commission, and will support the Commission in the implementation of the strategy.

The Agency also assists the EU presidencies with OSH activities during their term and was involved with the OSH presidency conferences in Athens in June and in Rome in December. It is working with the current presidency, Latvia, on an event to mark International Workers' Memorial Day in Riga on 28 April 2015.

A large part of the Agency's work in this area is dealing with queries from the public and the institutions in a timely and comprehensive fashion. The objective is to keep the importance of OSH high on the political agenda in Brussels and beyond. In the light of the continuing economic crisis in Europe, EU-OSHA will promote its work at the European Parliament and focus on the message that OSH should be seen not as a net cost but rather as a very worthwhile investment.

6.2 Operational networking

The national focal points are key to how EU-OSHA operates — they form the link with its end users. The Agency has a focal point in every Member State, European Economic Area and European Free Trade Association country. Each focal point manages a national network that includes employer and worker representatives as well as other key national actors. The national networks reflect national systems and practice.

The national focal point acts as a key information route both to the Agency (e.g. in the provision of data for reports) and from the Agency such as in activities supporting the EU-OSHA Healthy Workplaces campaigns.

Focal points sign an annual agreement with EU-OSHA establishing activities that will be carried out during the year. There then are additional actions — termed ‘portfolio options’ that national focal points may choose to carry out in collaboration with the Agency. These may include the translation of specific publications identified at the national level, or the holding of national events. This approach allows the Agency to tailor its activities more to the needs of the Member States.

Three focal point meetings were held in 2014: in February, May and October. The first one coincided with the important kick-off meeting for the 2014–15 Healthy Workplaces Campaign, and the third meeting was held in Slovenia by invitation and included a demonstration of mainstreaming, namely incorporating safety and health learning into the education system.

In terms of communication partnership activities, 21 national partnership meetings were held in 2014. In addition, 20 OSH information sessions for Enterprise Europe Network (EEN) members were held under the Awareness-Raising Package. EEN also held a workshop for 11 of its OSH Ambassadors in Bilbao in May.

EU-OSHA is an observer on the Senior Labour Inspectors’ Committee (SLIC), which deals with issues such as cross-border enforcement of workplace safety and health. While EU-OSHA has no enforcement or legislative role, sharing information about hazards, risks, and health and safety management with this important group can facilitate better prevention.

Internationally, EU-OSHA attended the International Association of Labour Inspectors (IALI) conference in Geneva in June. Also in June, it hosted a visit from Safe Work Australia to discuss setting up a model for determining the costs of work-related accidents and ill health. The Agency also played a major role at the XX World OSH Congress in Frankfurt.

In 2015, EU-OSHA will host a visit from the International Labour Organization (ILO) and looks forward to increasing collaboration with other international actors.

6.3 Corporate communications

Press office

The 2014–15 campaign, Healthy Workplaces Manage Stress, was warmly welcomed by the media across Europe. The launch in April was very well attended by journalists both in Brussels and via a webcast. The Agency’s monitoring reports showed more than 100 media cuttings covering the campaign in April alone.

This was the second Healthy Workplaces Campaign during which the Agency has run a media partnership scheme. Official media partners are outlets and publications which are committed to getting substantially involved, working with EU-OSHA to raise awareness about the campaign topic. In 2014, more than 30 media outlets from 15 countries signed up to promote the campaign, representing an increase of more than 50 % on the previous year.

Many of the official media partners are trade magazines — covering, for example, OSH, human resources and reputation management — while others spread the word through social media, with a number of blogs being very active in promoting the campaign and its messages.

The press office was busy throughout the year, publishing 13 news releases and handling more than 90 requests for information and interviews from the media. Several press conferences and media encounters with the Director were organised to highlight such events as the visit of the President of the European Parliament, the inauguration of the Agency’s premises and the launch of OSHwiki in Frankfurt. In 2014, over 1,300 online cuttings and more than 5,300 social media posts had been generated.

Website and social media

In 2014, for the first time, the campaign and its launch were supported by an integrated social media campaign, engaging different audiences with campaign products developed specifically for social media, such as infographics and videos. The initial figures reporting the first four months of activity were extremely encouraging: compared with the previous campaign, the number of visits to the Healthy Workplaces Campaign 2014–15



website, launched in April, had tripled, as had the numbers of fans and followers of EU-OSHA's Facebook and Twitter accounts.

In July, the Agency took part for the first time in a live Twitter chat, with PPE.org, one of the most active campaign media partners, which specialises in social media for the safety industry. Using the hashtags #EUmanagestress and #PPEtalk, EU-OSHA and PPE.org conducted an hour-long Q&A on work-related stress and psychosocial risks. As a result, the chat saw high levels of engagement from the OSH community, with retweets, favourites and multiple translations of posts.

In general, the Agency has been very active on social media this year. At the time of writing, our YouTube account has well over 1,000 subscribers (from 288 in June 2013) and has reached 312,842 views (35,000 in June 2013). The popularity of the Agency's Facebook page is steadily growing, with more than 17,000 likes at the turn of the year (1,654 in June 2013). The EU-OSHA Twitter account has also gained more followers, with an increase of 60% between June 2013 and January 2015, when 11,500 Twitter users were following the Agency. During the same period, EU-OSHA's LinkedIn followers almost doubled, from 2,766 to 5,290.

Throughout the year, preparatory activities for the implementation of the new EU-OSHA corporate website were carried out. A prototype was presented at the XX World Congress on Safety and Health at Work, and the site was also tested within the Agency and with end users. Feedback was generally positive, but proposals for improvements have been collected and implemented throughout the development process. In addition to this longer-term project, several new or revamped sections were added to the website throughout the year, ensuring that the new developments were well covered and topical issues addressed. In addition, 46 web teasers were published to promote the Agency's publications, activities and events, and 11 posts were published on the Agency's blog.

Other online developments included a redesign of the OiRA site and an improved version of the Agency's newsletter, OSHmail. The number of OSHmail subscribers is steadily increasing, and there are now more than 67,000.

The year to come will see the final launch of the new corporate website, ongoing monitoring of the quality of all the Agency's websites and the creation of a new website dedicated to Napo.



Publishing activities

Over 20 information reports and summaries, campaign material and audio-visual material were produced and published. A full list of the Agency's publications in 2014 can be found in Annex 7.

The new EU-OSHA corporate brochure, explaining the Agency's mission and activities and its priority areas for 2014–20, was finalised and translated into 25 languages. The Agency also produced a short corporate video, also in 25 languages, introducing its activities and goals. The English version alone has already been viewed more than 30,000 times on YouTube.

In the digital age, infographics can be a powerful tool. They are able to express even complicated information clearly, succinctly and memorably, and they are much shared online. The Agency took steps to make fuller use of them in getting its messages across, drawing up branding guidelines for the creation of infographics. Attractive and informative examples were produced not only to support the publication of the Annual Report but also to illustrate research publications and for use in the Healthy Workplaces Manage Stress campaign. It is envisaged that increased production of infographics will continue in 2015.

6.4 Preparatory measures for the Western Balkans and Turkey

The funding for this project ended on 30 November 2014. The aim is to provide support to the countries covered by the Instrument for Pre-Accession Assistance (IPA), including Turkey, the former Yugoslav Republic of Macedonia, Albania, Montenegro, Serbia and Kosovo (under UN Security Council Resolution 1244/99).

EU-OSHA provides support to put in place structures to prepare the countries for accession and supports the national OSH community in areas related to Agency activities. Assistance takes the form of information provision, translation and financial support for focal points to attend seminars and meetings and participate in the Healthy Workplaces Manage Stress campaign. EU-OSHA also provides support in terms of raising the profile of the focal point; for example, in 2014, staff attended a construction seminar in Turkey and spoke at Kosovo's first OSH conference. Further funding has been sought so that the project can be extended in 2015 and beyond.

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

In February 2014, EU-OSHA began a new project, funded under the European Neighbourhood Policy (ENP). It will run until January 2016. The ENP offers 16 partner countries to the south and east of the EU the opportunity to build a privileged relationship based on a mutual commitment to common values such as democracy, the rule of law and sustainable development. As part of this relationship, partner countries have the opportunity to participate in the work of EU agencies such as EU-OSHA. The aim of the project is to liaise with the relevant countries, identifying a contact in each country and supporting the development of an effective OSH network of social partners and other stakeholders through the exchange of knowledge and good practice.

EU-OSHA has established contacts in the European Neighbourhood, meeting with representatives of the responsible authorities, national OSH institutes and social partners in countries to both the east and south of the EU. Representatives of EU-OSHA visited Azerbaijan, Georgia, Moldova, Armenia, Morocco, Tunisia, Israel and the Palestinian Authority. These meetings were both positive and productive, offering the opportunity to not only introduce the work of EU-OSHA and the EU system for managing OSH but also learn more about the systems, challenges and priorities in various ENP partner countries. Contact points were identified and possibilities for future collaboration discussed.

The project will involve the translation of key materials into the languages of the partner countries, and this aspect of the work is already under way.

In 2015, seminars and workshops for ENP contact points will be held at EU-OSHA's offices in Bilbao, including an event for the francophone North African countries and one for the eastern countries. The Agency looks forward to continuing its collaboration with ENP partner countries, to help make work safer, healthier and more productive for everyone.



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

7 Corporate management

7.1 Management and control

Risk management and internal control

The Agency's work on risk management and internal control was formalised in 2014 with the adoption of policies on these issues, both of which are essential elements in ensuring sound financial management. Risk management is implemented at the level of activities defined in the management plan and at the corporate level and feeds into both the planning and the implementation process. The key process in the annual internal control cycle is self-assessment, leading to a number of prioritised control standards agreed by the Governing Board in the management plan.

Data protection

Privacy statements for new processing operations were prepared in order to give data subjects detailed information on what kind of personal data EU-OSHA is processing and how it is processed. For example, several specific privacy statements for different categories of user of the new campaign website were drafted and put online, as were statements relating to the management of conflicts of interest and online stakeholder surveys.

Notifications were sent to the European Data Protection Supervisor (EDPS), for example a revised notification on staff appraisal and a notification on procurement procedures, and the EDPS's recommendations were incorporated into these policies. The Director's appraisal procedure was also sent to the EDPS for checking before it was implemented, and it received a favourable response. Other data protection issues dealt with were related to internal procedures to protect the personal data of EU-OSHA staff.

7.2 Programming and evaluation

At the end of 2013, the Governing Board adopted EU-OSHA's Multi-Annual Strategic Programme (MSP) for 2014–20. Thus,

2014 was the first year under the new MSP, and planning, implementation and reporting arrangements had to be adapted to meet the needs of the MSP.

In the first part of 2014, EU-OSHA carried out a survey of its stakeholders, to which almost 3,000 responded. The findings confirmed that the Agency is considered to be performing well and that the information it provides is useful, reliable and fills gaps in OSH knowledge in Europe. Given that the current difficult economic climate means that resources are reduced, it is particularly encouraging that so many stakeholders believe that the information provided by EU-OSHA would not be available elsewhere.

In June 2014, the European Commission published a communication on its Strategic Framework on Health and Safety at Work for 2014–2020 (¹). The significance of EU-OSHA's role in implementing the previous strategy (2007–2012) was recognised in an external evaluation (²). In the Commission's communication of 6 June, EU-OSHA was again assigned an important role in achieving the EU objectives on safety and health at work. The Agency has assessed the impact of the new strategic framework on its activities, and the various tasks assigned will be reflected in its annual management plans from 2015 onwards.

Activity-based management

In 2014, EU-OSHA moved to activity-based management, thus allowing much greater efficiency and better use of resources. This new management model is under continuing development to reflect the needs of the organisation. It not only supports effective internal management but also provides the Governing Board with key information — such as what resources are needed to achieve the different objectives in the annual management plan.

¹ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of Regions on an EU Strategic Framework on Health and Safety at Work 2014–2020, 6 June 2014.

² See DG Employment, Social Affairs and Inclusion, Evaluation of the European Strategy on Safety and Health at Work 2007–2012, March 2013.



We help employers and workers address safety and health issues effectively

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8 Administrative support

8.1 Seat agreement and new premises

The move to EU-OSHA's new premises in the Miribilla district of Bilbao was completed late in 2013 but fully implemented in 2014. This has given staff more space and better working conditions and visitors better meeting facilities. It has also resulted in substantial savings on rent. The official inauguration was on 31 March.

On the same day, the Seat Agreement between the Kingdom of Spain and EU-OSHA was signed. This was a significant event, as it secures the Agency's home in the long term. A kick-off meeting with the Spanish Ministry for Foreign Affairs to discuss the implementation of the agreement was held on 22 October. Implementation of the seat agreement is ongoing.

8.2 Human resources

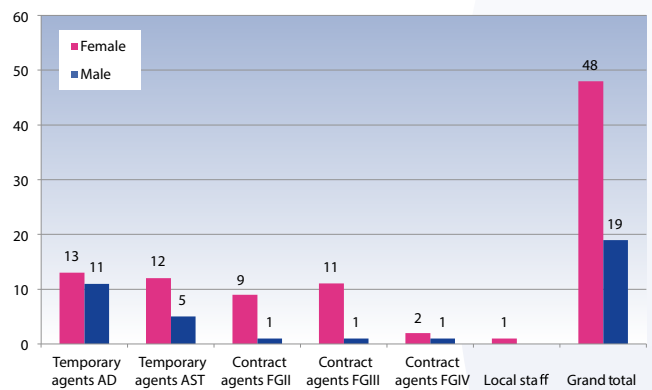
Multiannual staff policy plan

The staff policy plan for 2015–20 was approved by the Governing Board in March 2014.

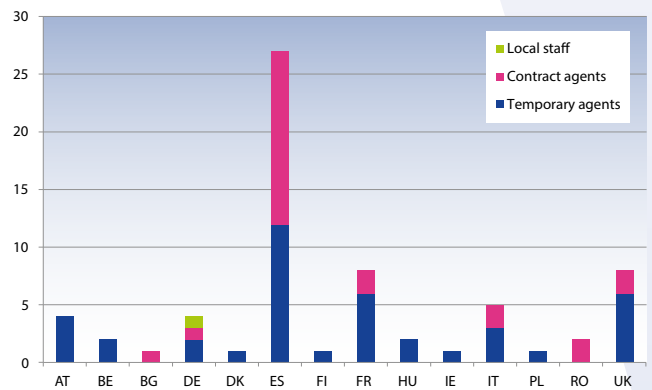
Recruitment and staffing

EU-OSHA completed five recruitment procedures in 2014 and one is ongoing. Another three are planned for early 2015. All current recruitment is either to replace staff leaving or temporary contracts to cover long-term sickness or maternity leave.

As at 31 December 2014, staff composition by gender was as follows:



As at 31 December 2014, staff distribution by nationality was as follows:



Staff activities

As a tripartite agency, EU-OSHA believes that social dialogue with staff is very important. An action plan was drawn up following the staff seminar in 2013 — Focus on the Future: Have Your Say and Make a Real Difference. Study visits to the Port of Bilbao and Daimler in Vitoria were held in April and November, respectively. A staff engagement survey, common to several EU agencies, was launched at the end of October, and the results will be analysed and actions taken in 2015.

Opposite: Spanish Deputy Secretary for Employment and Social Security, Pedro Llorente, and EU-OSHA Director, Dr Christa Sedlatschek, at the occasion of the signature of the Seat Agreement between the Kingdom of Spain and EU-OSHA.

Implementing rules and Director's appraisal

A new Staff Regulation for all EU agencies came into force on 1 January 2014, meaning that current implementing rules needed to be revised in a very short time frame. EU-OSHA adopted the first set of implementing rules on 7 February and opted out of others over the summer because they were not applicable to the Agency's staff and needed adaptation to fit to the EU-OSHA context. The procedure for the Director's appraisal began at the end of October after positive prior checking by the European Data Protection Supervisor and approval granted by the European Commission (Article 110).

Appraisal and reclassification

The appraisal and reclassification processes were concluded according to the planning. Seven temporary agents and five contract agents were reclassified.

Training

The Management Group approved the Learning and Development Plan for 2014 in March. Staff were offered training sessions on topics ranging from data protection and intellectual property to communication and interpersonal skills. Information sessions were provided on staff rights and obligations further to the signature of the seat agreement with the Kingdom of Spain.

8.3 Financial management

EU Financial Framework Regulation

A new Framework Regulation for all EU agencies was introduced on 1 January 2014. The Agency adopted it on 15 January, and the EU-OSHA Financial Implementing Rules were adopted by the Governing Board on 25 November.

Budget

The Agency's total budget for 2014 was approved and financed from the following contributions. Actual amounts are shown for

comparison. Overall, the budget was implemented to a level of 98.65%.

Source of revenue	Revenue (euros)	
	Budgeted	Actual
European Union subsidy	14,519,521	14,229,072
European Commission earmarked funds (IPA III)	450,297	119,542
European Commission earmarked funds (Older workers)	1,997,512	350,000
European Commission earmarked funds (ENPI Project)	188,596	188,596
Other subsidies	100,100	100,100
Other revenues		23,622
Total revenue	17,256,026	15,010,932

Budgeted expenditure by title in 2014 (in euros) was allocated as follows:

• Title I (staff)	5,556,100	5,451,642
• Title II (buildings, equipment)	1,370,575	1,321,932
• Title III (operating expenditure)	7,692,946	7,648,876
Subtotal	14,619,621	14,422,540
• Earmarked activities	2,636,405	2,188,744
Total	17,256,026	16,611,284

Court of Auditors

The Court of Auditors report for 2013 (ref. Official Journal of the European Union, C 442, 10 December 2014, p. 340) acknowledged the reliability of the 2013 accounts and the legality and regularity of the transactions underlying them.

At the end of October 2014, the Court of Auditors carried out an onsite audit to check the regularity and legality of a sample of 2014 transactions. For the first time, the audit of the 2014 accounts will be carried out by a private firm at a cost to be borne by EU-OSHA.

European Parliament Discharge

The European Parliament granted discharge to the Director for the 2012 budget at its meeting in April 2014. At the end of 2014, EU-OSHA supplied all necessary reports regarding the discharge for 2013 to the European Parliament, the relevant Commission services and the Internal Audit Service (IAS).

Internal Audit Service

In line with the internal audit plan, there was no new audit topic opened in 2014. EU-OSHA's action plan has been implemented over the year in order to follow up on the open recommendations from the audits carried out by IAS in 2012 and 2013. Among the open recommendations, three were prioritised as 'very important' in the audit reports, and the others as 'important'. The action plans linked to all of those classified 'very important' have been fully implemented in 2014, resulting in the closure of one audit finding from 2012 by mid-2014. As regards the other two issues, one arising from 2012 and one from the 2013 audit, the measures taken are under review by IAS for closure of the findings.

8.4 Activity-based budgeting

In 2014, EU-OSHA implemented activity-based budgeting, costing and management. This entails a change in the culture of the organisation, involving planning activities far in advance and forming cross-unit project teams, but it will allow the Agency to make best use of its resources by being more flexible and responsive to the needs of its stakeholders. This was effectively a pilot year, and full implementation will follow in 2015, taking account of the lessons learned in 2014. It will also be necessary to find an electronic tool suitable for managing activity-based budgeting.

8.5 Information and communications technology (ICT)

In 2014, the ICT team completed and launched EU-OSHA's new corporate intranet, developed a new videoconferencing room and carried out some major software upgrades.

Annexes

Annex 1	Overview of how the Agency and its partners operate
Annex 2	Membership of the Governing Board
Annex 3	Organisation chart of the Agency
Annex 4	Focal points
Annex 5	Network activities and national networks 2014
Annex 6	Official campaign partners 2014
Annex 7	Publications 2014
Annex 8	Human and financial resources by activity

Annex 1

Overview of how the Agency and its partners operate

In line with the objectives of the EU Strategic Framework on Health and Safety at Work (2014–20) and the Europe 2020 strategy for the creation of a smart, sustainable and inclusive European economy, the Agency developed its multiannual strategic programme for 2014–20 to ensure that it has a clear focus for its efforts. The six priorities identified are:

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

With these goals in place, and with the help of our partners, we are working hard to improve understanding and awareness of workplace risks and increase commitment to OSH across Europe.

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

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

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

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

How we are organised

Director

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

The Director is the legal representative and is responsible for the management and day-to-day running of the Agency, including all financial, administrative and personnel matters. The post is for a term of 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.

Advisory groups

Advisory groups, covering the Agency's Prevention and Research Unit and Communication and Promotion Unit activities, provide us with strategic guidance and feedback on our work. Their members are appointed by EU-OSHA and its Board and include individuals from workers' and employers' groups and government.

Focal points

Our main safety and health information network is made up of focal points in Member States and candidate and EFTA countries.

Focal points are nominated by each government as the official representative and are usually the national authority for safety and health at work.

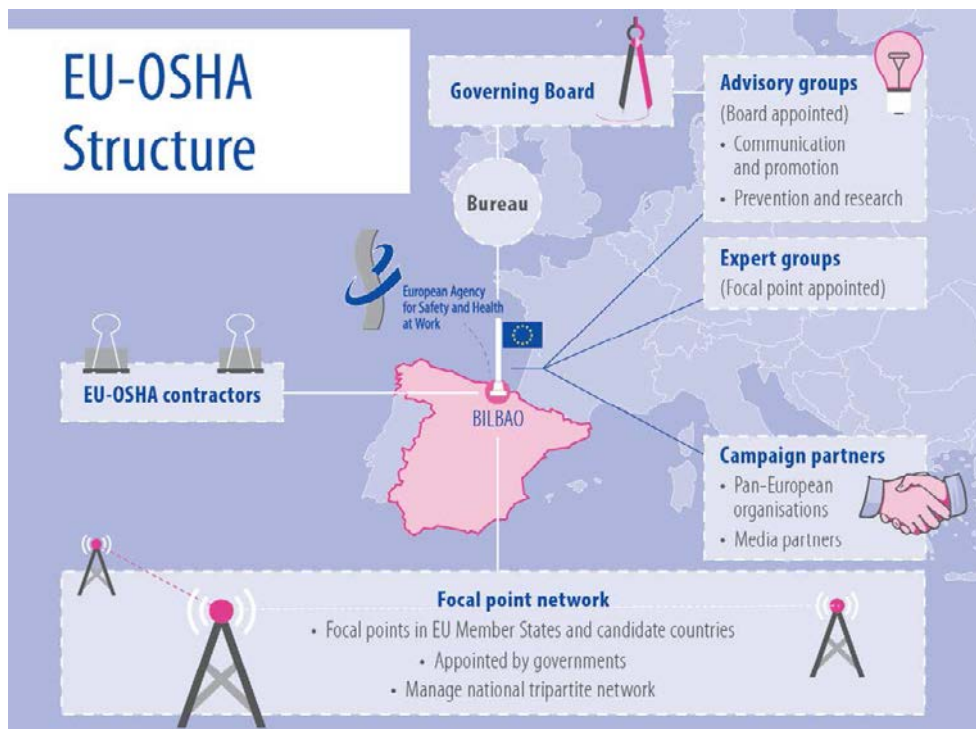
They support our initiatives with information and feedback and work with national networks including government, workers' and employers' representatives. The focal points contribute to the Healthy Workplaces Campaign, organise events and nominate representatives to our expert groups.

Expert groups

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

Staff

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



Annex 2

Membership of the Governing Board (as of December 2014)

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

invited — tripartite delegations from Iceland, Liechtenstein and Norway, two from the European Foundation for the Improvement of Living and Working Conditions and one each from the European Trade Union Confederation and BUSINESSEUROPE.

Governments

Members	Country	Alternates
Mr Jan BATEN	Belgium	Ms Véronique CRUZEN
Ms Darina KONOVA	Bulgaria	Ms Vaska SEMERDZHIEVA
Mr Zdravko MURATTI	Croatia	Mr Miroslav ELEZOVIĆ
Mr Jaroslav HLAVÍN	Czech Republic	Ms Anežka SIXTOVÁ
Ms Charlotte SKJOLDAGER	Denmark	Ms Annemarie KNUDSEN
Mr Kai SCHÄFER	Germany	Ms Ellen ZWINK
Ms Maret MARIPUU	Estonia	Ms Kristel PLANGI
Ms Margaret LAWLOR	Ireland	Ms Paula GOUGH
Mr Antonios CHRISTODOULOU	Greece	Ms Stamatina PISSIMISSI
Ms Dolores LIMÓN TAMÉS	Spain	Mr Mario GRAU-RIOS
Ms Sophie BARON	France	Mr Olivier MEUNIER
Mr Paolo ONELLI	Italy	Ms Emanuela PROCOLI
Mr Anastassios YIANNAKI	Cyprus	Mr Aristodemos ECONOMIDES
Mr Renārs LŪSIS	Latvia	Ms Jolanta GEDUŠA
Ms Aldona SABAITIENĖ	Lithuania	Ms Vilija KONDROTIENĖ
Mr Robert HUBERTY	Luxembourg	Mr Raul SCHMIDT
Awaiting new name	Hungary	Ms Éva GRÓNAI
Mr Mark GAUCI	Malta	Mr Vincent ATTARD
Mr Rob TRIEMSTRA	Netherlands	Mr Martin DEN HELD

Members	Country	Alternates
Ms Gertrud BREINDL (Vice-Chairperson)	Austria	Ms Anna RITZBERGER-MOSER
Ms Danuta KORADECKA	Poland	Mr Daniel PODGÓRSKI
Mr Antonio SANTOS	Portugal	Mr Carlos PEREIRA
Mr Nicolae VOINOIU	Romania	Mr Marian TĂNASE
Ms Tatjana PETRIČEK (Coordinator)	Slovenia	Mr Jože HAUKO
Ms Laurencia JANČUROVÁ	Slovakia	Ms Eleonóra FAVIÁNOVÁ
Mr Leo SUOMAA	Finland	Mr Wiking HUSBURG
Mr Mikael SJÖBERG	Sweden	Mr Per EWALDSSON
Mr Clive FLEMING	United Kingdom	Mr Stuart BRISTOW
Mr Eyjólfur SÆMUNDSSON (Observer)	Iceland	Awaiting new name
Mr Robert HASSLER (Observer)	Liechtenstein	Mr Elmar FRICK (Observer)
Mr Yogindra SAMANT (Observer)	Norway	Ms Thorfrid HANSEN (Observer)

Employers

Members	Country	Alternates
Mr Kris DE MEESTER	Belgium	Mr Thierry VANMOL
Mr Georgi STOEV	Bulgaria	Awaiting new name
Mr Nenad SEIFERT	Croatia	Mrs Admira RIBICIC
Mr Karel PETRŽELKA	Czech Republic	Mr Martin RÖHRICH
Ms Maja Bejbro ANDERSEN (Awaiting official nomination)	Denmark	Mr Benjamin HOLST
Mr Eckhard METZE	Germany	Mr Stefan ENGEL
Ms Marju PEÄRNBERG	Estonia	Ms Piia SIMMERMANN
Ms Theresa DOYLE	Ireland	Mr Kevin ENRIGHT
Mr Christos KAVALOPOULOS	Greece	Mr Pavlos KYRIAKONGONAS
Ms Marina GORDON ORTIZ	Spain	Ms Laura CASTRILLO NÚÑEZ
Ms Nathalie BUET	France	Mr Patrick LÉVY
Ms Fabiola LEUZZI	Italy	Mr Marco FREGOSO
Mr Polyvios POLYVIUO	Cyprus	Mr Emiliós MICHAEL
Ms Irena UPZARE	Latvia	Mr Aleksandrs GRIGORJEVS
Mr Vaidotas LEVICKIS	Lithuania	Mr Jonas GUZAVIČIUS
Mr François ENGELS	Luxembourg	Mr Pierre BLAISE
Mr Géza BOMBERA	Hungary	Mr Dezső SZEIFERT
Mr Andrew Agius MUSCAT	Malta	Mr John SCICLUNA
Mr Mario VAN MIERLO	Netherlands	Mr R. VAN BEEK

Members	Country	Alternates
Ms Christa SCHWENG (Vice-Chairperson)	Austria	Ms Julia ENZELSBERGER
Mr Jacek MECINA	Poland	Awaiting new name
Mr Marcelino PENA COSTA	Portugal	Mr Luis HENRIQUE
Mr Ovidiu NICOLESCU	Romania	Mr Octavian Alexandru BOJAN
Mr Igor ANTAUER	Slovenia	Ms Maja SKORUPAN
Mr Róbert MEITNER	Slovakia	Awaiting new name
Mr Jan SCHUGK	Finland	Mr Rauno TOIVONEN
Ms Bodil MELLBLOM	Sweden	Ms Cecilia ANDERSSON
Ms Lena LEVY	United Kingdom	Ms Katy PELL
Mr Jón Rúnar PÁLSSON (Observer)	Iceland	Ms Guðrun S. EYJÓLFSÐÓTTIR (Observer)
Mr Jürgen NIGG (Observer)	Liechtenstein	Ms Brigitte HAAS (Observer)
Ms Ann Torill BENONISEN (Observer)	Norway	Ms Gry MYKLEBUST (Observer)

Workers

Members	Country	Alternates
Mr François PHILIPS	Belgium	Mr Herman FONCK
Mr Aleksandar ZAGOROV	Bulgaria	Mr Ivan KOKALOV
Ms Gordana PALAJSA	Croatia	Mr Marko PALADA
Mr Václav PROCHÁZKA	Czech Republic	Ms Radka SOKOLOVÁ
Mr Jan KAHR FREDERIKSEN	Denmark	Mr Stephan AGGER
Ms Sonja KÖNIG	Germany	Mr Thomas VEIT
Mr Argo SOON	Estonia	Ms Aija MAASIKA
Mr Sylvester CRONIN	Ireland	Ms Esther LYNCH
Mr Andreas STOIMENIDIS	Greece	Mr Ioannis ADAMAKIS
Mr Pedro J. LINARES	Spain	Ms Marisa RUFINO
Mr Gilles SEITZ	France	Mr Henri FOREST
Mr Marco LUPI	Italy	Mr Sebastiano CALLERI
Mr Nikos SATSIAS	Cyprus	Mr Nicos ANDREOU
Mr Ziedonis ANTAPSONS	Latvia	Mr Mārtiņš PUŽULS
Ms Inga RUGINIENĒ	Lithuania	Mr Petras GRĒBLIAUSKAS
Mr Serge SCHIMOFF	Luxembourg	Mr Marcel GOEREND
Mr Károly GYÖRGY (Chairperson)	Hungary	Mr Szilárd SOMLAI
Mr Anthony CASARU	Malta	Mr Joe CARABOTT
Mr Rik VAN STEENBERGEN	Netherlands	Ms Sonja BALJEU
Ms Julia NEDJELIK-LISCHKA	Austria	Mr Alexander HEIDER

Members	Country	Alternates
Mr Dariusz GOC	Poland	Ms Marzena FLIS
Ms Vanda CRUZ (Awaiting official appointment)	Portugal	Mr Fernando GOMES
Mr Corneliu CONSTANTINOAIA	Romania	Mr Adrian CLIPII
Ms Lučka BÖHM	Slovenia	Ms Andreja MRAK
Mr Bohuslav BENDÍK	Slovakia	Mr Alexander ŤAŽÍK
Mr Erkki AUVINEN	Finland	Ms Paula ILVESKIVI
Ms Christina JÄRNSTEDT	Sweden	Ms Karin FRISTEDT
Mr Hugh ROBERTSON	United Kingdom	Ms Liz SNAPE
Mr Björn Ágúst SIGURJÓNSSON (Observer)	Iceland	Ms Helga JÓNSDÓTTIR (Observer)
Mr Sigi LANGENBAHN (Observer)	Liechtenstein	Ms Christine SCHÄDLER (Observer)
Ms Marianne SVENSLI (Observer)	Norway	Mr Jon Olav BERGENE (Observer)

European Commission

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

Observers

Member	Alternate
Mr Juan MENÉNDEZ-VALDÉS European Foundation for the Improvement of Living and Working Conditions	Ms Erika MEZGER European Foundation for the Improvement of Living and Working Conditions
Mr Jerzy CIECHANSKI Chairperson of the Board of the European Foundation for the Improvement of Living and Working Conditions	
Ms Rebekah SMITH, Coordinator BUSINESSEUROPE	Ms Valérie CORMAN Conseil National du Patronat Français (CNPF)
Mr Józef NIEMIEC, Coordinator European Trade Union Confederation (ETUC)	

Annex 3

Organisation chart of the Agency (as of December 2014)

GOVERNING BOARD

BUREAU

DIRECTOR

Network Secretariat

Network management
Strategic planning
Performance monitoring
Legal adviser
Brussels Liaison Office
Enlargement

Resource and Service Centre

Personnel management
Finance
Accounts
Internal control systems
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
Information technologies
Publications
Monitoring and evaluation

Prevention and Research Unit

Good safety and health practice
Information collection, analysis and dissemination
Sector-specific information
Campaign — technical content
Good Practice Awards
Online interactive Risk Assessment (OiRA)
Identification of new and emerging risks
Fostering research at EU level
Monitoring trends
Stimulating debate

Annex 4

Focal points (as of December 2014)

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

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

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

AUSTRIA

Bundesministerium für Arbeit, Soziales und Konsumentenschutz

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ROMANIA

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OBSERVERS**European Commission**

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European Trade Union Confederation

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FOCAL POINTS IN THE EEA/EFTA COUNTRIES

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LIECHTENSTEIN

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FOCAL POINTS IN THE EFTA COUNTRIES

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Annex 5

Network activities and national networks 2014

Country	Network partners	Social partners	Meetings
Albania	–	–	–
Austria	40	5	2
Belgium	90	6	2
Bulgaria	10	6	2
Croatia	10	5	2
Cyprus	16	10	3
Czech Republic	–	–	–
Denmark	8	6	9
Estonia	5	4	1
Finland	35	25	20
France	51	20	10
Former Yugoslav Republic Of Macedonia	6	3	5
Germany	12	3	1
Greece	–	–	–
Hungary	17	8	3
Iceland	0	0	7
Ireland	15	7	2
Italy	73	17	4
Latvia	5	2	2
Liechtenstein	–	–	–
Lithuania	62	7	3
Luxembourg	–	–	–
Malta	–	–	–

Montenegro	–	–	–
Netherlands	6	5	5
Norway	8	8	2
Poland	37	13	2
Portugal	98	14	80
Romania	–	–	–
Serbia	0	3	1
Slovakia	24	16	2
Slovenia	23	8	2
Spain	74	8	4
Sweden	14	9	4
Turkey	–	–	–
United Kingdom	16	4	2

(–) No feedback received

Annex 6

Official campaign partners 2014

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

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

Acciona Energía

Actavis Baltics

AGE Platform Europe

AIRBUS GROUP

Allergan Pharmaceuticals

ArcelorMittal Distribution Solutions SA

Association Internationale de la Mutualité-International Association of Mutual Benefit Societies

BAD Gesundheitsvorsorge und Sicherheitstechnik GmbH, TeamPrevent

Baxter

Behavioural Science Technology International

BUSINESSEUROPE

Campofrio Food Group

Capital Safety Group

CEOC International

Comité Européen des Fabricants de Sucre

Confédération Européenne des Syndicats Indépendants

Contractor Safety Alliance

CSR Europe

Delphi

DuPont Sustainable Solutions

Edenred

Electricité de France

Electrocomponents plc

Employee Assistance European Forum

EuroCommerce

EuroHealthNet

European Federation of Public Service Unions

European Academy of Occupational Health Psychology

European Aggregates Association

European Association of National Productivity Centres

European Association of Paritarian Institutions

European Brain Council

European Centre of Employers and Enterprises providing Public Services

European Chemical Transport Association

European Cockpit Association

European Federation for Company Sport

European Federation for Welding, Joining and Cutting

European Federation of Building and Wood Workers

European Federation of Food, Agriculture and Tourism Trade Unions

European Federation of National Maintenance Societies

European Hospital and Healthcare Employers' Association

European Industrial Gases Association

European Network Education and Training in Occupational Safety and Health

European Network for Workplace Health Promotion

European Network of Safety and Health Professional Organisations

European Operating Room Nurses Association

European Public Law Organization

European Safety Federation

European Society of Safety Engineers

European Solvents Industry Group

European Steel Association

European Technology Platform on Industrial Safety

European Trade Union Committee for Education

European Trade Union Confederation

European Transport Safety Council

European Transport Workers' Federation

European University College Association

European Virtual Institute for Integrated Risk Management

European Work Hazards Network

FCC Citizen Services

Federación Iberoamericana de Asociaciones de Psicología

Federation of European Risk Management Associations

Federation of Occupational Health Nurses within the European Union

Federation of the European Ergonomic Societies

Fédération Syndicale Européenne des Services Publics

Gamesa Corporación Tecnológica

Gas Natural Fenosa

General Electric

Global Alliance of Mental Illness Advocacy Networks - Europe

Heineken International

Hewlett-Packard

Houghton International Inc

Iberdrola

Ideal Standard International

industriAll European Trade Union

Intel International B.V

International Federation of Musicians

International Institute of Risk and Safety Management

International Safety and Health Construction Coordinators Organisation

LEGO

Medicover

Nutricia

OMV

ORCHSE Strategies LLC

Partnership for European Research on Occupational Health and Safety

Pirelli & C

PostEurop - Association of European Public Postal Operators, AISBL

ProCME, SA

Procter & Gamble

PSYA

Royal Mail Group

SEAT, S.A.

Siemens

SME Safety

Sofidel

Standing Committee of European Doctors

Syndex

Telecom Italia Spa

Toyota Material Handling Europe

TRW Automotive

UNI EUROPA

Union Internationale des Entrepreneurs de Peinture

Annex 7

Publications 2014

Print copies of reports, brochures and other publications can be ordered via 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



<https://osha.europa.eu/en/publications/corporate>

EU-OSHA Corporate Brochure 2014: Making Europe a safer, healthier and more productive place to work

Available in 25 languages — 20 pages
Catalogue number : TE0114653XXC

Annual Report 2013: working for safer, healthier and more productive workplaces in the European Union

Available in English — 66 pages
Catalogue number: TEAB14001ENC

Annual Report 2013 — Summary

Available in 25 languages — 6 pages
Catalogue number: TEAF14001XXC

2013 Annual Activity Report

Available in 3 languages – 82 pages

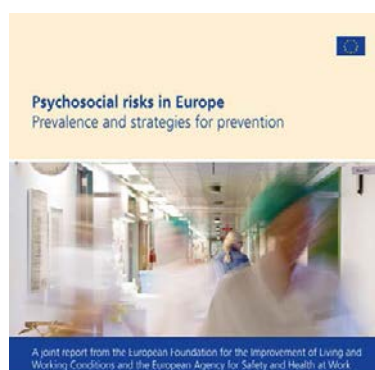
2015 Annual Management Plan

Available in 3 languages – 33 pages

EU Agencies working for you

Available in 3 languages – 32 pages
Catalogue number: TK0214910XXC

Information reports



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

Exposure to carcinogens and work-related cancer: a review of assessment methods

Available in English — 162 pages
Catalogue number: TERO14005ENN

Summary- Exposure to carcinogens and work-related cancer. A review of assessment measures.

Available in English — 27 pages
Catalogue number: TERO14006ENN

Mainstreaming gender into occupational safety and health practice

Available in English — 249 pages
Catalogue number: TEWE14007ENN

Current and emerging occupational safety and health (OSH) issues in the healthcare sector, including home and community care

Available in English — 148 pages
Catalogue number: TERO14003ENN

Executive summary: Current and emerging occupational safety and health (OSH) issues in the healthcare sector, including home and community care

Available in English — 17 pages
Catalogue number: TERO14004ENN

Psychosocial risks in Europe: Prevalence and strategies for prevention

Available in English — 106 pages
Catalogue number: TJ0114696ENC

Executive summary: Psychosocial risks in Europe: Prevalence and strategies for prevention

Available in 25 languages — 2 pages
Catalogue number: TE0214829XXC

The business case for safety and health: Cost–benefit analyses of interventions in small and medium-sized enterprises

Available in English — 150 pages
Catalogue number: TEWE14005ENN

Executive summary: The business case for safety and health: Cost–benefit analyses of interventions in small and medium-sized enterprises

Available in English — 7 pages
Catalogue number: TEWE14006ENN

Scoping study for a foresight on new and emerging occupational safety and health (OSH) risks and challenges

Available in English — 70 pages
Catalogue number: TEWE14004ENN

Foresight on new and emerging risks associated with new technologies by 2020: Workshop for EU Focal Points

Available in English — 40 pages
Catalogue number: TERO14002ENN

Green Jobs, new risks? New and emerging risks to occupational safety and health in the electricity sector

Available in English — 36 pages

Estimating the cost of accidents and ill-health at work: A review of methodologies Available in English — 61 pages

Catalogue number: TEWE14002ENN

Executive summary - Estimating the cost of accidents and ill-health at work

Available in 9 languages — 6 pages
Catalogue number: TERO13009XXN

Summary - Priorities for occupational safety and health research in Europe for the years 2013–2020

Available in English — 24 pages
Catalogue number: TEWE14001ENN

Summary - New risks and trends in the safety and health of women at work

Available in English — 50 pages
Catalogue number: TERO13003ENN

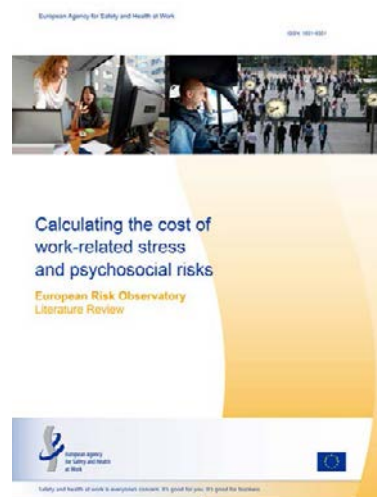
Qualitative post-test evaluation of ESENER: substantive findings

Available in English — 24 pages
Catalogue number: TERO13006ENN

Qualitative post-test evaluation of ESENER Overview Report

Available in English — 33 pages
Catalogue number: TERO13004ENN

Literature reviews



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

Calculating the cost of work-related stress and psychosocial risks

Available in English — 42 pages
Catalogue number: TEWE14003ENN

Occupational health and safety in the hairdressing sector

Available in English — 32 pages
Catalogue number: TERO14001ENN

Healthy Workplaces Campaign material 2014



Campaign Guide
Managing stress and psychosocial risks at work



<https://www.healthy-workplaces.eu/en/campaign-material>

Campaign Guide: Managing stress and psychosocial risks at work

Available in 25 languages — 32 pages
Catalogue number: TE0714088XXC

Poster

Available in 25 languages
Catalogue number: TE0213066XXP

Leaflet

Available in 25 languages
Catalogue number: TE0313350XXC

Good Practice Award Flyer

Available in 25 languages
Catalogue number: TE0313348ENC

Business Case: Managing stress makes sound business sense

Available in English
Catalogue number: TE0214334ENC

Infographics # 1 - The causes & perception of work-related stress

Available in English

Infographics # 2 - Cost of work-related stress to businesses and key warning signs

Available in English

Infographics # 3 - Work-related stress risk assessment, solutions & benefits of addressing it

Available in English

E-facts



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

E-fact 79: Occupational safety and health in the wind energy sector

E-Fact 80: Hazard Identification Checklist: Occupational Safety and Health (OSH) risks in the wind energy sector

Audiovisual



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

DVD — NAPO in: When stress strikes

Available in 25 languages

Catalogue number: TE0414102ENZ

Video — European Agency for Safety and Health at Work: What we do

Available in 25 languages

Video — Managing stress and psychosocial risks at work - Healthy Workplaces Campaign 2014-2015

Available in EN, DE, FR, ES, IT, and PT

E-guide — A practical e-guide to managing psychosocial risks

Available in 33 national versions

Video — A practical e-guide to managing psychosocial risks

Available in 25 languages

Promotional material



https://osha.europa.eu/en/publications/promotional_material/

OSHWiki: connecting the OSH community

Available in English — 2 pages

Napo – Safety with a smile

Available in 25 languages

Catalogue number: TE0414397XXN

Napo — Introducing safety and health in education: Study resources for teachers

Available in 20 languages

Leaflet for Europe day celebration in Bilbao – 2014

Available in Spanish and Basque

Annex 8

Human and financial resources by activity

In this annex information is provided on the actual consumption of human and financial resources by activity (Activity Based Costing – ABC). The activity structure is defined in the annual management plan.

Together with the adoption of the 2014 management plan, the Board approved an estimation of the resources needed for each activity (Activity Based Budget – ABB). The figures are presented below.

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

Activity Based Budget 2014

Activity	Total estimated cost (EUR)	FTE*
1.1. Foresight of new and emerging OSH risks associated with new technologies in green jobs	229,535	0.8
1.2. Large-scale foresight	390,023	2.6
2.1. European Survey of Enterprises on New and Emerging Risks (ESENER)	1,794,768	3.4
2.2. OSH overview: Older workers	589,635	5.2
2.3. OSH overview: Micro and small enterprises	410,019	2.3
2.4. OSH overview: Work-related diseases	414,902	2.7
2.5. Costs and benefits of OSH	365,957	2.1
3.1. Online interactive Risk Assessment (OiRA) tool	1,232,811	7.0
3.2. Tool for implementing OSH solutions	155,324	1.1
4.1. Healthy Workplaces Campaign (HWC): Working Together for Risk Prevention	161,198	0.9
4.2. Healthy Workplaces Campaign (HWC): Healthy Workplaces Manage Stress	3,654,352	13.8
4.3. Healthy Workplaces Campaign (HWC): 2016–17	226,079	0.9
4.4. Awareness-raising actions	917,693	3.7
5.1. OSHwiki	376,179	2.3
5.2. Other networking knowledge actions	227,194	1.6
6.1. Strategic networking	842,007	4.6
6.2. Operational networking	1,016,403	5.6
6.3. Corporate communications	1,675,542	7.4
Total	14,679,621	68.0

*FTE (full time equivalent) is a standardised expression (measure) of the work effort of a staff member during one year.

During the year, resource allocations were adjusted to changes in needs. The main adjustments were:

1.2. Large-scale foresight: Owing to the unavailability of some staff resources, some actions under this activity were postponed and the staff resources spent were lower than estimated. Expenditures were higher than foreseen because of translations into more languages than originally foreseen.

2.1. ESENER: The funding needs from Title 3 in 2014 were lower than expected and the final amount adjusted accordingly — among other reasons because no communication actions took place in 2014. Fewer staff resources than foreseen were needed as networking and communication actions will take place in 2015.

2.4. Work-related diseases: The funding needs from Title 3 in 2014 were higher than foreseen due to a high demand among the focal points for translations.

2.5. Costs and benefits of OSH: Based on an expert workshop, plans for this activity were adapted leading to the cancellation of a small-scale study in 2014 and consequently a lower need for Title 3 funds.

3.2. Tools for OSH solutions: One of the actions (a workshop) was less expensive than expected leading to a lower need for Title 3 funds than foreseen. The time needed for Agency staff was also lower than expected due to the positive engagement of the co-organiser.

4.1. Working together for risk prevention: Title 3 expenditure was lower than foreseen as a benchmarking event was postponed to 2015. For the same reason, staff resources needed were lower than foreseen.

4.2. Health Workplaces manage stress: Title 3 expenditure was higher than foreseen due to higher demand for campaign material than foreseen and due to the unforeseen production of a video to promote the e-guide.

4.3. Healthy Workplaces Campaign 2016–17: In order to increase efficiency it was decided to use the products produced under activity 2.2 for the campaign — meaning a lower expenditure in Title 3 due to fewer new products. More time than planned was needed due to the complexity of some of the products and in order to get to a clear definition of the campaign scope together with the stakeholders.

5.2. Other networking knowledge actions: More time than expected was spent on this activity to meet the Commission's request for support in the ex-post evaluation exercise of directives.

6.1. Strategic networking: The increased Title 3 costs have their origin in an increased need for presence in the Member States and among the European stakeholders.

6.2. Operational networking: Title 3 expenditures decreased due to technical reasons — portfolio translation costs are registered directly under the activities the translations refer to.

6.3. Corporate communications: The Title 3 expenditures were higher than foreseen due to higher development costs of the new corporate website than estimated. A significant number of procurement procedures with more participants than expected meant a higher than expected demand for staff time.

It should be noted that the difference between the total of 68 FTEs in the ABB and 62.1 in the ABC is explained by sick leave and other forms of leave.

Activity Based Costing 2014

Activity	Total cost (EUR)	FTE*
1.1. Foresight of new and emerging OSH risks associated with new technologies in green jobs	238,323	0.8
1.2. Large-scale foresight	277,476	1.3
2.1. European Survey of Enterprises on New and Emerging Risks (ESENER)	1,395,085	2.0
2.2. OSH overview: Older workers	430,335	3.7
2.3. OSH overview: Micro and small enterprises	315,388	1.6
2.4. OSH overview: Work-related diseases	448,533	1.7
2.5. Costs and benefits of OSH	343,864	2.2
3.1. Online interactive Risk Assessment (OiRA) tool	1,111,337	5.3
3.2. Tool for implementing OSH solutions	44,461	0.3
4.1. Healthy Workplaces Campaign (HWC): Working Together for Risk Prevention	82,606	0.4
4.2. Healthy Workplaces Campaign (HWC): Healthy Workplaces Manage Stress	3,923,879	14.0
4.3. Healthy Workplaces Campaign (HWC): 2016–17	177,045	1.2
4.4. Awareness-raising actions	854,398	3.3
5.1. OSHwiki	419,743	2.4
5.2. Other networking knowledge actions	272,600	2.1
6.1. Strategic networking	1,013,719	5.5
6.2. Operational networking	632,071	3.8
6.3. Corporate communications	2,441,589	10.6
Total	14,422,451	62.1

*FTE (full time equivalent) is a standardised expression (measure) of the work effort of a staff member during one year.

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

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