



# Action Plan on Geographical Balance

**FINLAND**

**2023**

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# 1. Introduction

In line with the 2018 report on Geographical balance<sup>1</sup>, the new HR strategy<sup>2</sup> “**Communication to the Commission: A new Human Resources Strategy for the Commission**”<sup>3</sup> highlights the importance of geographical balance of all staff, which is to be strengthened, and foresees the development of Action Plans together with under-represented Member States. This Action Plan represents a joint political commitment by the Member State and the European Commission (Commission) to strengthen geographical balance, and takes the form of measures to be undertaken by the Member State, by the Commission as well as joint measures.

As a rule, discrimination based on nationality is prohibited by the Treaties, the Charter of Fundamental Rights and the Staff Regulations. At the same time, the EU Staff Regulations require that EU institutions recruit staff from the broadest possible geographical basis.<sup>4</sup> In 2014, the co-legislators introduced a new legal basis for each institution to adopt appropriate measures where a significant imbalance between nationalities of Officials is observed and is not justified by objective criteria.

The methodology for defining the objective to be reached has been subject of several communications<sup>5</sup> over time. It has taken the form of guiding rates or reference values, as well as indicative recruitment targets for enlargements.<sup>6</sup> In its 2018 report on geographical balance<sup>7</sup>, the Commission considers a significant imbalance is observed if the share of nationals of one or more Member States amongst staff is lower than 80% of the relevant guiding rate and is focussing on AD staff occupying non-management functions excluding linguists. The Commission regularly reports on the state of play on presence by nationality among its staff. Measures have been adopted by EPSO and the Commission when imbalances were observed. However, these measures have not always provided results in line with the objective. Under-representation in many staff categories is still observed in several nationalities, including in the case of Finland.

More recently, the Commission committed in its HR Strategy that it will prepare specific Action Plans, together with the Member States concerned, to address this issue and take into account the specificities of each Member State.<sup>8</sup> In addition, the HR Strategy indicates that, in line with Article 27 of the Staff Regulations, the Commission will consider adopting General Implementing Provisions to enable actions aiming at improving geographical balance.

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<sup>1</sup> [COM\(2018\)377final/2](#)

<sup>2</sup> [C\(2022\) 2229 final](#)

<sup>3</sup> According to the Communication to the Commission: *A new Human Resources Strategy for the Commission*, COM(2022) 2229 final, ‘On geographical balance at all levels, though by law we need to recruit staff on the broadest possible geographical basis from among nationals of Member States of the Union, there are categories of staff for which certain Member States are currently under-represented. [...] In 2022, specific Action Plans will be developed together with these Member States to improve their balance, keeping in mind that by law, no posts should be reserved for nationals of any specific Member State.’.

<sup>4</sup> See in that sense Article 27 of the Staff Regulations and Article 12 of the Conditions of Employment of Other Servants.

<sup>5</sup> Commission Communication of Mr Van Miert SEC(1994)844 of 17 May 1994 at the occasion of the accession of Austria, Finland and Sweden; Communication of Mr Kinnock concerning the recruitment of Commission Officials from the new Member States of 14 February 2003 C(2003)436/5, adopted on 19 February 2003; Communication of Mr Kallas C(2006)5778 concerning the recruitment of Commission Officials and Temporary Agents from Bulgaria and Romania of 24 November 2006, adopted by Written Procedure on 1 December 2006 (SEC(2006)1574/5); Communication of Vice-President Šefčovič concerning the recruitment of Commission Officials and Temporary Agents from Croatia of 12 July 2012, (SEC(2012)436 final).

<sup>6</sup> The indicative recruitment targets refer to nationals from Member States joining the EU on the occasion of enlargements.

<sup>7</sup> [COM\(2018\)377final/2](#)

<sup>8</sup> According to the Communication to the Commission: *A new Human Resources Strategy for the Commission*, COM(2022) 2229 final, ‘On geographical balance at all levels, though by law we need to recruit staff on the broadest possible geographical basis from among nationals of Member States of the Union, there are categories of staff for which certain Member States are currently under-represented. [...] In 2022, specific Action Plans will be developed together with these Member States to improve their balance, keeping in mind that by law, no posts should be reserved for nationals of any specific Member State.’.

## 1.1. Developments in 2022

In order to address geographical imbalances of Finland (both structurally and in the shorter term), the Director-General for HR and the Permanent Representative of Finland<sup>9</sup> agreed on 23 May 2022 to jointly prepare this Action Plan, based on the specific situation of Finland. The aim of the Action Plan is to outline where the challenges are, and to set out measures to be undertaken by Finland, the Commission, EPSO, as well as measures to be undertaken jointly in order to address them. The implementation of some measures has already commenced in 2022 and is ongoing. The assessment of the results will be undertaken in the first quarter of 2024.

However, in line with the Staff Regulations, all work to address geographical imbalances is to be done in the context of no posts reserved for nationals of a specific Member State, and merit remains the primary selection criterion.

## 2. Finland: challenges and outlook

### 2.1. Geographical balance snapshot as per 31/12/2022

Finland's presence is above 80% of the guiding rate at the overall non-linguistic AD level (including management)<sup>10</sup> and below 80% of the guiding rate at AD5-AD8 level (Figure 1). Since 2016, the non-linguistic AD staff (non-management) has been steadily decreasing and the AD5-AD8 staff has been consistently at a low level (Figure 2). Finland is currently above 100% of its guiding rate<sup>11</sup> at Middle Management and Senior Management. 20% of current AD staff of Finnish nationality are due to retire between 2023 and 2026 compared to 12% for EU-27 average. The trended presence of non-permanent positions is depicted in Figure 3. Figure 3 also shows that Finland is at 73% of the guiding rate for Temporary Agents and at 54% of the guiding rate for Contract Agents. While participation of Finns in EPSO competitions conforms to the percentage relative to its population, the pass rate is below average adding to Finnish under-representation at entry levels ('pipeline problem').

#### Detailed analysis:

For a guiding rate of **1,8%** (under-representation is defined as below 80% of the guiding rate which for Finnish nationals corresponds to **1,4%**)<sup>12</sup> Finnish nationals are:

- Above 80% of the guiding rate among all Commission staff (2,0%) and among AD non-linguistics (including management) (1,7%). Regarding the population of all ADs, 8,9% are Temporary Agents;

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<sup>9</sup> Meeting with Ambassador Markku KEINÄNEN, FI Permanent Representative, 23 May, 2022.

<sup>10</sup> According to the Report from the Commission to the European Parliament and the Council pursuant to Article 27 of the Staff Regulations of Officials and to Article 12 of the Conditions of Employment of Other Servants of the European Union (Geographical balance (COM(2018) 377 final/2), only the distribution of staff occupying non-management functions is considered. The report excluded management staff from its scope and the guiding rates defined for non-management staff are not therefore directly applicable. Indeed, the only relevant legal basis referring to geographical balance in management staff in the Commission, the Compilation Document on Senior Officials Policy (SEC(2004) 1352) only refers to functions of Director-General or equivalent (i.e. Deputy Director-General or Hors Classe Adviser) stating that the Commission considers it a desirable objective that each nationality should hold at least one function corresponding to the basic post of Director-General.

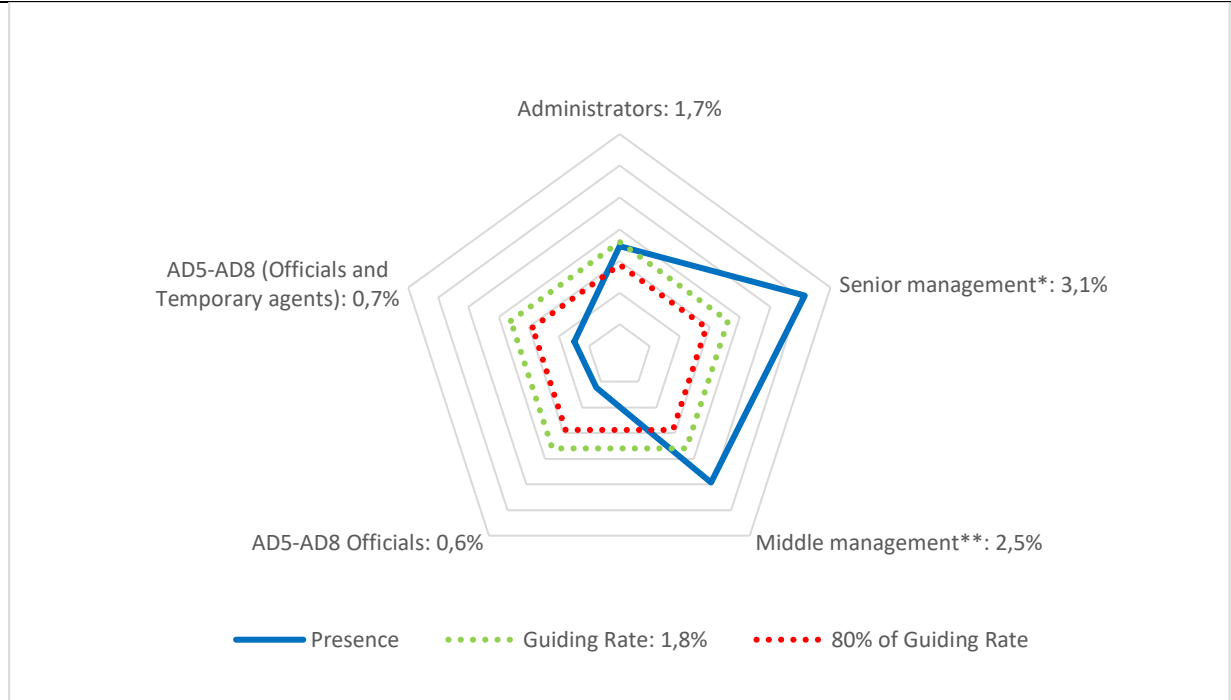
<sup>11</sup> Ibid.

<sup>12</sup> This Action Plan concerns EU-27 nationalities and guiding rates without the UK from the Geographical Balance Report COM(2018) 377 final/2. Managers that changed their first nationality from British to one of the EU-27 nationalities after 29/3/2017 are considered to have kept their British nationality in line with section 2, 1.2.2.1 of the Report.

- Below 80% of the guiding rate among AD5-AD8 non-linguists (0,7%), of which 38,2% are Temporary Agents;
- Above 80% of the guiding rate at AD9-AD14 non-management grades (2,2%);
- Above 100% of the guiding rate at Middle Management level (2,5%) and at Senior Management level (3,1%).

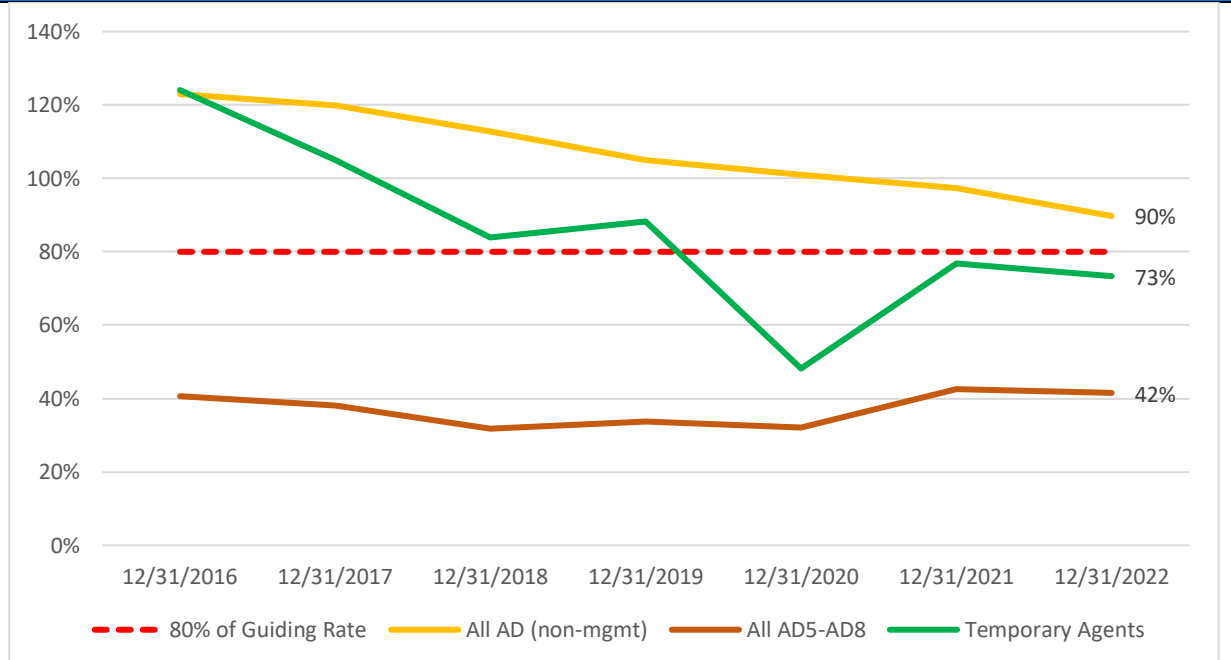
**Figure 1. Finnish presence of permanent staff (including Temporary Agents) at the EC on December 31, 2022**

N.B. A nationality within a Staff category is considered as sufficiently represented when it is at/above 80% of the guiding rate of the Member State - i.e., the red dotted line; it is considered as under-represented, when it is below 80% of the guiding rate).

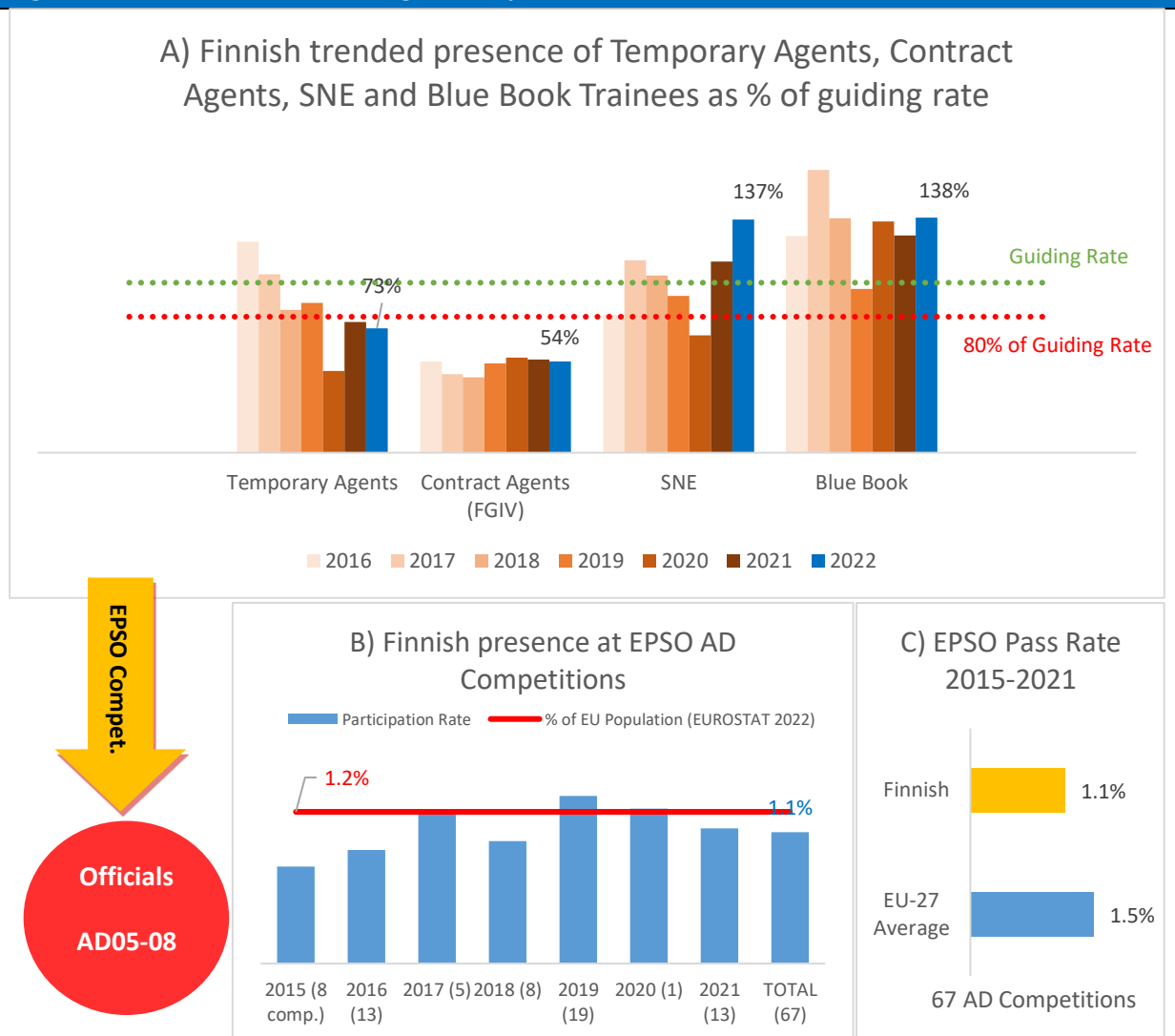


\*Includes Directors-General, Deputy Directors-General, Hors Classe Advisors, Directors and Principal Advisors. \*\* Includes Heads of Unit, Heads of Departments, Heads of Task Forces

**Figure 2. Finnish trended presence of All AD (non-management), All AD5-AD8, Temporary Agents as % of guiding rate**



**Figure 3. Factors influencing Finnish presence at the EC**



**A)** Non-permanent Staff of Finnish nationality, apart from SNEs and Blue Book trainees, is below 80% of the guiding rate in 2022. Together with external candidates, they have access to EPSO (external) competitions that could lead to permanent contracts (Officials AD5-AD8). In addition, Temporary Agents and Contract Agents are eligible to apply for internal competitions. Although SNEs do not fall within the parameters of the Staff Regulations, the Commission takes them into account as a relevant entry point for permanent positions.<sup>13</sup>

**B)** Participation in EPSO AD competitions, initiated between 2015 and 2021, of Finnish candidates is conforming almost in line with the expected rate based on the size of the population.

**C)** The pass rate of EPSO AD competitions initiated between 2015 and 2021 is lower than the EU average.<sup>14</sup> The results from measures targeting EPSO competitions will depend on the frequency of these competitions.

<sup>13</sup> Across the Commission, 74% of SNEs are funded jointly by the Commission and the Member State (so called, “shared cost” SNEs) whereas 26% are paid in full by the Member State (“cost-free” SNEs).

<sup>14</sup> The indicated EPSO participation-and success rate refers to an aggregated average of all AD competitions initiated between 2015-2021.

## 2.2. Outlook

Finland's presence in the Commission is affected by the following two elements: retirement of 20% of current AD staff of Finnish nationality between 2023 and 2026 compared to 12% for EU-27 average ('cliff-edge problem'); and a participation rate of 1,1% in EPSO competitions ('pipeline issue'), this is relative to Finland's percentage of the EU population of 1,2%. The Commission will therefore follow the inflow and outflow trends carefully.

In addition, lengthy and complex EPSO competitions have resulted in reduced attractiveness of EU careers. The new EPSO Competition framework has been adopted at the end of January 2023 and is aimed at shortening and simplifying selection procedures.

## 3. Measures to address under-representation

### 3.1. Finland's actions and initiatives

#### 3.1.1. Current (updated by Finland)

The Government's EU Careers Plan was approved by the Permanent Secretaries by all Ministries in June 2022.

The following measures of the Careers Plan are underway and/or continuous:

- Prime Minister's Office, which has the overall responsibility for EU recruitments, has devoted one **full time senior level expert** to promote EU careers;
- A comprehensive approach is provided to **support EU career opportunities for Finnish civil servants** interested in NEPT, SNE and Temporary Agent positions, including career planning, harmonising leave of absence practises and mentoring;
- A new **programme for EU Junior Experts** is under construction to provide the Ministries additional staff, 24 experts twice for two years, in EU related tasks (pending budgetary decision).

**The Government** has launched a **comparative study**, involving 10 Member States, on the promotion of EU careers, examining best practices, to be completed by August 2023.

The Government provides mentoring support and training to those competing in AD competitions (open and internal) and provides special **support for Finns on reserve lists**.

The Government is **active in networks and co-operates with civil society** country-wide. European Movement Finland established an EU career network with currently over 1000 members in the group, including experts from the EC Representation in Finland and FI Perm REP in Brussels.



### 3.1.2. Future (updated by Finland)

In general, the Government will aim at building a pool of qualified and motivated EU professionals. The talent pool, consisting of past, present and future EU experts also serves to inform, mentor, train and recruit fellow Finns. This talent pool serves as a group of candidates for open competitions and all categories of temporary positions as well as for high-level nominations.

The Government will take further actions to **attract and train Finnish nationals for EU Careers**:

- The Government will produce online content on the new EPSO competition model once the content becomes available. A hybrid **“Competition Academy” is being built** for open competitions as well as CASTs in which anyone can take part;
- **Information on EU careers will be targeted** to specific audiences, especially students, and information provide through e.g. the Career Ambassadors (ref. joint measures). Visits, webinars, fairs and events will be organised, participated and supported by the Commission Representation in Helsinki;
- A **Social media campaign** will be launched to promote EU Careers as well as to improve the image of living and working in the EU;

The Government will strive to **increase the support to the temporary staff**:

- The Government will work on increasing the number of SNEs;
- The Government will seek to increase the number of NEPTs and Erasmus for National Administrators candidates, even past the national quotas where possible;
- The Government will study the actual data on Finns in different staff groups very carefully and target these staff categories with **information and training** to enhance Finnish candidates’ success in the Commission internal competitions, with the help of Staff Ambassadors (ref. joint measures);
- **Finland will promote mentoring** between Finnish non-permanent staff and permanent Officials working in the EU institutions (i.e. Staff Ambassadors), and;
- Enhance **networking** with SNEs, Blue Books and other trainees, students in Finnish Universities and those studying abroad by organising information events on EU careers.

## 3.2. European Commission’s measures

To strengthen geographical balance, the Commission will adopt measures considering the specificities of Finland.

### 3.2.1. Actions aiming at redressing the observed imbalances in the short term, with impact on long term

In the short-term, actions aiming at improving geographical balance will mainly consist in promoting under-represented nationals in the recruitment of non-permanent staff as statistics show that a significant part of successful candidates in internal and external competitions belong to these categories.

As concerns the actions focussing on non-permanent non-linguistic AD level recruitments (which are valid both for the short and the longer term):

- DG HR launched in September a pilot project aiming to **increase the share of Temporary Agents (TA)** from under-represented Member States. DG HR is currently working with DGs to see how to **increase the visibility** of job vacancies, possibly yielding more applications from these Member States. The take-up of this initiative would need to be assessed before full roll-out, also in view of new IT solutions to handle large number of applicants. Commission DGs will be asked to **interview at least one candidate** from under-represented Member States when organising the selection of non-permanent staff as of September 2022;
- These actions are expected to produce a short-term effect and longer-term effect, e.g. by organizing internal competitions, allowing the most successful non-permanent staff to be recruited as Officials. In this sense, the Commission ensured a greater predictability for this internal track by publishing a calendar for internal competitions until 2024;
- The Commission will continue its work to increase the overall transparency of its internal recruitment<sup>15</sup>;
- In parallel, DG HR is preparing **General Implementing Provisions** (GIPs) which will allow the adoption of appropriate measures to tackle geographical imbalances (including competitions by nationality) if required. The HR Strategy indicates that nationality based open competitions will be used where appropriate and in line with EU law, following an analysis of the impact of Action Plans for underrepresented Member States. Whilst nationality-based open competitions are mentioned as possible appropriate measures under certain circumstances<sup>16</sup>, it needs to be ensured that they comply with Article 27 of the Staff Regulations;
- The **Blue Book traineeships** are also a key entry point in the Commission. DG HR and DG EAC agreed to apply as of 2023 the Member States' **guiding rates** and replace the current geographical quotas to improve the geographical balance of the Virtual Blue Book candidate-trainees. All trainees receive introductory training for EU Careers in general and positions as **Contract Agents**, AD5 and Junior Professionals Programme (JPP) in particular. For the October 2022 campaign, a top up was used to already improve the geographical balance of under-represented Member States and brought positive results;
- Promotion of **Junior Professionals' Programme (JPP)** as a further prominent path for the internal competitions and more permanent positions in the institutions;
- The Commission Representation in Finland has actively participated in 5 events/webinars in universities in Autumn 2022.

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<sup>15</sup> The calendar for internal competitions has been made available publicly. In relation to Temporary Agents and publications, a Commission decision is expected.

<sup>16</sup> Those appropriate measures must be justified and shall never result in recruitment criteria other than those based on merit. Before such appropriate measures are adopted, the appointing authority of the institution concerned shall adopt general provisions for giving effect to this paragraph in accordance with Article 110.

### 3.2.2. Actions aiming at correcting the underlying causes of imbalances in the longer term

Actions aiming at correcting the causes of imbalances in the long term have a large spectrum. They include, among others, communication, outreach and targeted training.

- **External competitions:** The main measures in the EPSO Action Plan include:
  - a new competition model (approved) focusing on reducing the duration of external competitions to 6 months, from publication of the notices of competition to publication of the reserve lists;
  - terminating the use of the Assessment Centre (oral tests) and using only written tests in the selection procedures;
  - creating a single-window review mechanism;
  - pre-publishing information materials for the EU knowledge test (used only for generalist AD and AST competitions);
  - possibly introducing a digital skills test for some competitions, in line with the needs of EPSO's institutional clients;
  - universal use of remotely proctored tests;
  - reasoning tests organised on a pass/fail basis (not ranked);
  - multilingual competitions with some testing in one specific language, in line with the needs of EPSO's institutional clients.

Moreover, EPSO will continue to publish information on competitions in due time, and will strive to enhance communication with successful candidates on its reserve lists. EPSO will also continue to provide targeted information on working and living conditions in Brussels and Luxembourg, including by providing relevant statistics and video staff testimonials.

EPSO will continue to produce webinars for Member States EU Careers experts, public video tutorials, public online landing pages and infographics (in all 24 languages), as well as social media posts and ads for each competition. EPSO's new website (June 2022) will remain the main information hub for external competitions.

- **Outreach:** The Commission will actively mobilise available resources in the Commission's Representations in capitals to participate in outreach, public events and spread targeted communications materials emphasising the opportunities EU careers offer (value-based jobs, variety of policy fields, possibility to be hosted in other Member States or in third countries outside EU, etc).
- The Commission continues to **monitor geographical representation** across a number of cohorts, including the NEPT and Erasmus programmes.
- **Management:** The Commission will continue to work on identification of talent for managerial functions and support those Officials who aspire to Middle Management and Senior Management, also targeting Officials coming from under-represented Member States. This includes tailored development programmes for aspiring Middle Managers and Senior Managers, and other support measures. For aspiring Senior Managers, this is in the form of individual coaching sessions, and for aspiring Middle Managers it is in the form of different learning experiences that include coaching, mentoring and career guidance.

### 3.3. Joint measures

Actions to be jointly undertaken by the Finnish Government, the Commission and its Representation in Finland. These initiatives include among others targeted training, outreach and promotion:

- Two thirds of those who pass EPSO competitions have prior experience (SNE, Temporary Agent, Contract Agent, NEPT training or Blue Book traineeship) from EU institutions. All possible means should be used to increase exchange between Finland and EU institutions, including the possibility of an increase in Finland's NEPT quota and the use of Erasmus for Public Administrations programme **to enhance short-term exchange**;
- An open line of communication on vacancies for non-permanent positions will be kept between the Commission and Finland as far as possible. Mutually Finland will make this information available in all relevant networks and strive to find suitable candidates;
- The EC Representation in Finland will support reaching out to applicants and support them with relevant information/support in the application phase;
- Co-operation with the **EU Careers' Staff Ambassadors'** will be further activated together with universities and other interest groups;
- **EU Careers' Staff Ambassadors** will be selected and work in this regard will begin as soon as is possible;
- **Co-operation between the Finnish administration and Officials within the EC Representation** in Helsinki is to be enhanced: the EC Representation may provide information on EU Careers especially when necessary, and especially when open competitions are published. The EC Representation may also provide support in producing materials for EU Careers' social media campaigns;
- Identify a contact point within the EC Representations who is located in Finland, to disseminate information relating to EU Careers and collaborate with MS to provide support to citizens;
- The Commission will help the **Member States to share their best practices**. Synergies can be achieved by launching joint actions in Brussels, including the joint job fairs, and organizing communication and outreach events to promote EU Careers wherein the Commission and other EU institutions could participate;
- The Commission and Finland will continue **monitoring changes in and analysing the factors** behind Finland's low participation levels, under-representation and attractiveness of the institutions in order to find the right corrective measures;
- Finally, it is also important to do everything to reach potential candidates who have not traditionally seen a career for themselves in the EU institutions. This could include qualified candidates from lower socioeconomic backgrounds, from outside the main universities and centres of population, candidates with disabilities or with an ethnic minority background. These groups are currently underrepresented among Commission staff and reaching out to them could be a way of both increasing the talent pool and increasing diversity among Commission staff.

## 4. Data and performance indicators

### 4.1. Data sharing on geographical balance

The Commission is conscious that Member States need to be regularly informed of the evolution of the situation regarding geographical balance. The 2018 report on geographical balance was a one-off exercise (as foreseen by the Staff Regulations). The Commission committed however to present **data on staff geographical balance to the Working Party on Staff Regulations (WPSR) once a year** (higher frequency would not be appropriate for several reasons: statistical significance, influence of external constraints, technical factors; granularity is to be examined also considering personal data protection; additional ad hoc requests could be examined on a case-to-case basis).

In addition, the Commission will continue to provide **comprehensive statistics at regular intervals** through different channels: via the Europa website (HR statistics and Statistical Bulletin); three times a year directly to Permanent Representations (full staff listings); via regular updates to the WPSR.

### 4.2. Action Plan performance indicators

The measures implemented by Finland and the Commission will be assessed in the first quarter of 2024 according to the following indicators (non-exhaustive list). The baseline used will be 31 December 2021:

**Output indicators** (*they relate to implemented operations/measures by measuring what is directly produced/supplied*):

- The number of Finnish candidates in the JPP;
- The number of Commission JPP promotional events;
- The number of internal Commission training/career events for Blue Book Trainees;
- The number of outreach measures on EU careers/EPSO competitions by the Commission Representation in Helsinki;
- The number of national outreach events and participants in presentations on EU careers;
- Number of training sessions and participants in Finnish training sessions (Competition Academy) to promote specific EU competitions;
- The number of articles or audio-visual coverage on EU careers in the (major) Finnish media;
- Data on national social media and website views, followers and subscribers in virtual networks;
- The number of candidates who attend Government paid/unpaid personal coaching sessions;
- The number of networking events organized and the number of attendees, such as for professionals already working in the EU Institutions and Blue Book Trainees;
- The number of EU Careers' Student Ambassadors and the number of testimonials;
- The number of Finnish EU Careers' Staff Ambassadors.

**Result indicators** (they capture the expected effects on participants or entities brought about by an operation/measure):

- Number of applicants to the Blue Book Traineeship programme and number of trainees who start the traineeship;
- Number of Blue Book Trainees who become Commission staff;
- Number of successful candidates on the Junior Professionals Programme (JPP);
- Share of Temporary Agents and FGIV Contract Agents;
- Number of non-permanent staff, and number of external candidates who become Contract Agents FGIV, AD5-AD8 Temporary Agents or AD5-AD8 Officials;
- Share of administrators across various grades, focusing on AD5-AD8 Officials;
- Participation and success rate at EPSO competitions;
- Number of SNEs;
- Number of NEPTs and participants in the Erasmus for Public Administrations Programme;
- Participation and success rate at internal competitions, where possible.<sup>17</sup>

## 5. Next steps



As per the HR Strategy, the Commission, has committed to improve geographical balance by meeting all Member States and drafting joint Action Plans for those that are under-represented in entry grade categories of staff. These Action Plans are not to be seen as “a one-off reporting” but rather as a continuous, dynamic process made jointly by the Commission and the concerned Member State.

The implementation of the soft measures in the joint Action Plans, which includes country-specific analysis to understand the reasons for the low representation will be carried out during 2023. Based on the collected data on output and results indicators, the Commission will jointly with the Member State make an assessment of the impact of these measures in the first quarter of 2024.<sup>18</sup>

Based on the jointly reached conclusions from the assessment, it will be discussed whether to include further measures, in addition to those already listed in this joint Action Plan. In addition, an annual follow-up of the statistics in the Working Party on Staff Regulations is foreseen as well as regular monitoring of geographical balance and continuation of a dialogue with the Member States.

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<sup>17</sup> Reporting on the current internal competitions will happen at the end of the process. If relevant information is available within the period of assessment of this Action Plan, the Commission will provide data.

<sup>18</sup> The assessment will be based on measures starting from the 1st of January 2022.

## 6. Annex: Glossary on Staff Grades and Categories

**Administrator:** This percentage includes staff between AD5-AD16. It includes managers and Temporary Agents. It excludes linguists.

**AD5-AD8 Officials:** This percentage includes AD5-AD8 Officials. It excludes linguists and Temporary Agents.

**All Commission staff:** This percentage includes all ADs, ASTs and AST-SCs in the Commission. It includes linguists and temporary agents.

**Average EPSO Pass Rate:** This percentage shows the country's EPSO AD Competition pass rate in comparison to the average EU-27 pass rate (1,5%) for competitions initiated between 2015 and 2021.

**Blue Book Trainees (BBT):** Twice a year, the Commission offers 5-month paid traineeships. The traineeships begin in March or October. This percentage includes both sessions per year.

**Contract Agents (CA):** Contract staff are employed for a limited period, with an initial contract of 6-12 months which can be renewed for up to 6 years. This percentage only includes Contract Agents FG IV.

**Erasmus for Public Administration Programme:** The aim of this programme is to help young national civil servants dealing with EU affairs to learn more about the EU decision-making processes and the way the institutions function.

**Guiding Rate:** It is used to measure and determine whether an EU Member States is underrepresented or not according to Article 27 of the EU Staff regulation. It is calculated on the basis of: 1) population 2) number of seats in the European Parliament and 3) voting rules in the Council. A country is considered to be under-represented if there is a deviation of at least -20% from the guiding rate. It does not set indicative targets for future recruitments of certain nationalities and is used for monitoring purposes.

**Junior Professional Programme (JPP):** This percentage includes selected Junior Professionals (up to 50 in total per year). The JPP is targeted at Blue Book Trainees, CAST Contract Agents and Temporary Agents with less than 3 years of work experience. It gives them the opportunity to participate in internal competitions to become EU Officials at the end of the programme.

**Middle Management:** This percentage includes Heads of Unit, Heads of Departments and Heads of Task Forces.

**National Experts in Professional Training (NEPT):** NEPTs are civil servants of national, regional or local administrations who participate in a professional training scheme in the Commission. The in-service training sessions are organised twice a year (March and October) with a duration of 3 to 5 months.

**Participation at EPSO Competition:** The participation rate shows the country's share of participation in EPSO AD competitions initiated between 2015 and 2021 compared to the share of its population among the EU-27.

**Seconded National Experts (SNE):** This percentage includes national or international civil servants who are working temporarily for the Commission but remain in the service of their national employer.

**Senior Management:** This percentage includes Directors-General, Deputy Directors-General, Hors Classe Advisors, Directors and Principal Advisors.

**Temporary Agents (TA):** Temporary Agents can perform specific tasks as an Administrator on a temporary basis. The maximum duration of the initial contract is four years. The contract can be renewed once for a maximum duration of two years.