



Action Plan on Geographical Balance

SWEDEN

2023

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1. Introduction

In line with the 2018 report on Geographical balance¹, the new HR strategy² “**Communication to the Commission: A new Human Resources Strategy for the Commission**”³ highlights the importance of geographical balance of all staff, which is to be strengthened and foresees the development of Action Plans together with underrepresented 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.⁴ 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 communications⁵ over time. It has taken the form of guiding rates or reference values, as well as indicative recruitment targets for enlargements.⁶ In its 2018 report on geographical balance⁷, 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 Sweden.

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.⁸ In addition, the HR Strategy indicates that, in line with Article 27

¹ [COM\(2018\)377final/2](#)

² [C\(2022\) 2229 final](#)

³ 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.’.

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

⁵ 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 Šećovič concerning the recruitment of Commission officials and Temporary Agents from Croatia of 12 July 2012, (SEC(2012)436 final).

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

⁷ [COM\(2018\)377final/2](#)

⁸ 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.’.

of the Staff Regulations, the Commission will consider adopting General Implementing Provisions to enable actions aiming at improving geographical balance.

1.1. Developments in 2022

In order to address the geographical imbalance of Sweden (both structurally and in the shorter term), the Director-General for HR and the Permanent Representative of Sweden agreed on 5 July 2022 to jointly prepare this Action Plan, based on the specific situation of Sweden. The aim of the Action Plan is to outline the reasons for Sweden's low representation, and to set out measures to be undertaken by Sweden, the Commission, EPSO, as well as measures to be undertaken jointly to address it.

The implementation of some measures has already commenced in 2022. The implementation of further measures is starting in 2023, as indicated in this Action Plan. 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. Sweden: challenges and outlook

2.1. Geographical balance snapshot as of 31.12.2022

Sweden's presence is below 80% of its guiding rate, in the overall non-linguist AD staff (including management)⁹ as well as at AD5-AD8 levels (Figure 1). Since 2016, the non-linguist AD staff (non-management) has been declining, and the AD5-AD8 staff has been on a stably low level (Figure 2). Sweden is below 100% of the guiding rate¹⁰ at Middle Management level, but above 100% of the guiding rate at Senior Management level. The trended presence of non-permanent positions is depicted in Figure 3. The same figure also shows that Sweden is below 80% of the guiding rate at the level of Temporary Agents and Contract Agents FGIV. Participation by Swedes in EPSO AD competitions is very low compared to the expected percentage relative to its population while the pass rate is similar to the average.

⁹ 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.

¹⁰ Ibid.

Detailed analysis:

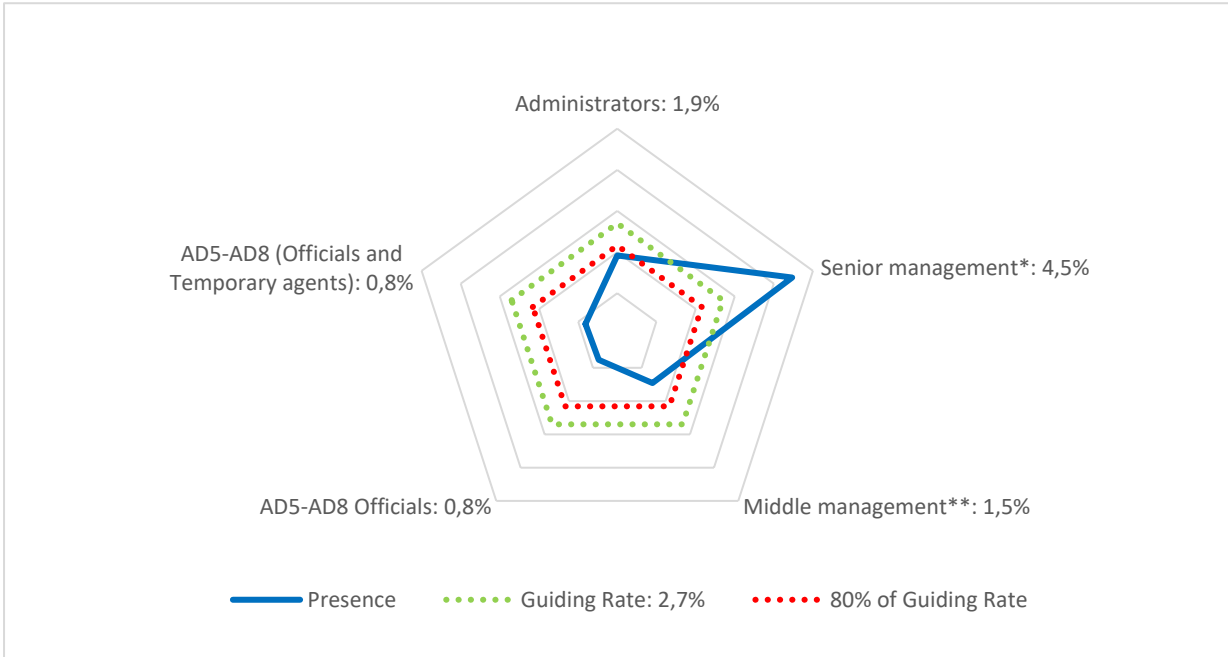
For a guiding rate of **2,7%**, under-representation is defined as below 80% of the guiding rate which for Swedish nationals corresponds to **2,2%**.¹¹ Therefore, Swedish nationals are:

- Below 80% of the guiding rate among all Commission staff (2,0%) and among AD non-linguists (including management) (1,9%). Regarding the population of all ADs, 5,5% are Temporary Agents;
- Below 80% of the guiding rate among AD5-8 non-linguists (0,8%), of which 29,7% are Temporary Agents;
- Represented at 100% of the guiding rate (2,7%) at AD9-14 non-management grades;
- Below 100% of the guiding rate at Middle Management level (1,5%) and above 100% of the guiding rate at Senior Management level (4,5%).

¹¹ 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.

Figure 1. Swedish 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 underrepresented, 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. Swedish trended presence of All AD (non-management), All AD5-AD8, Temporary Agents as % of guiding rate

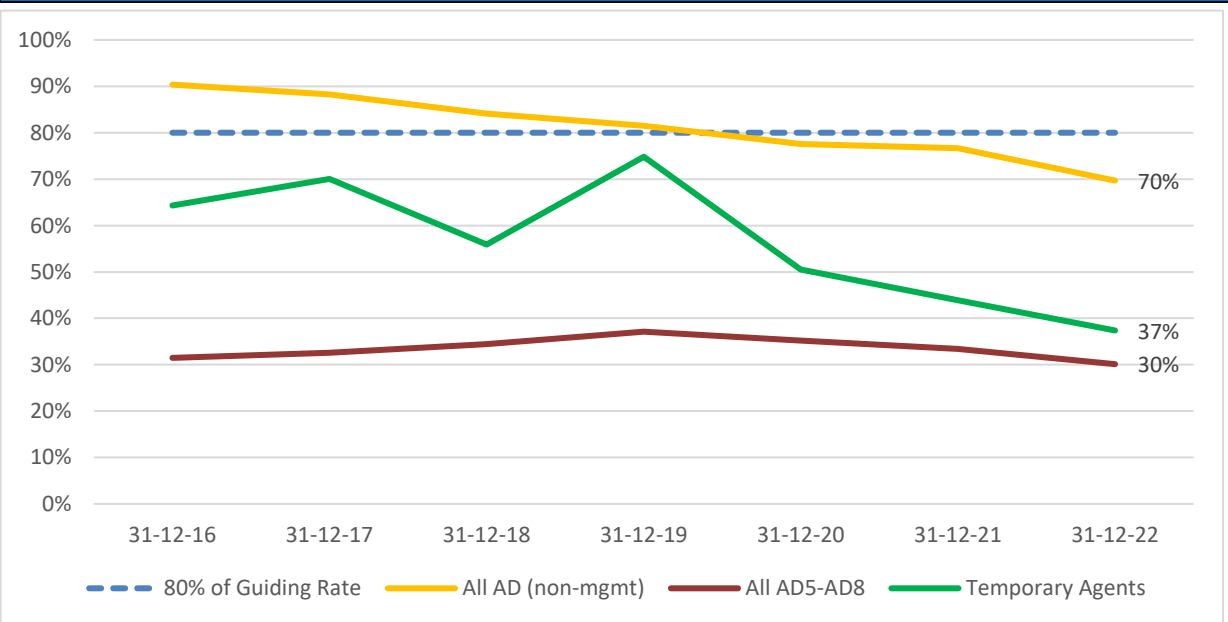
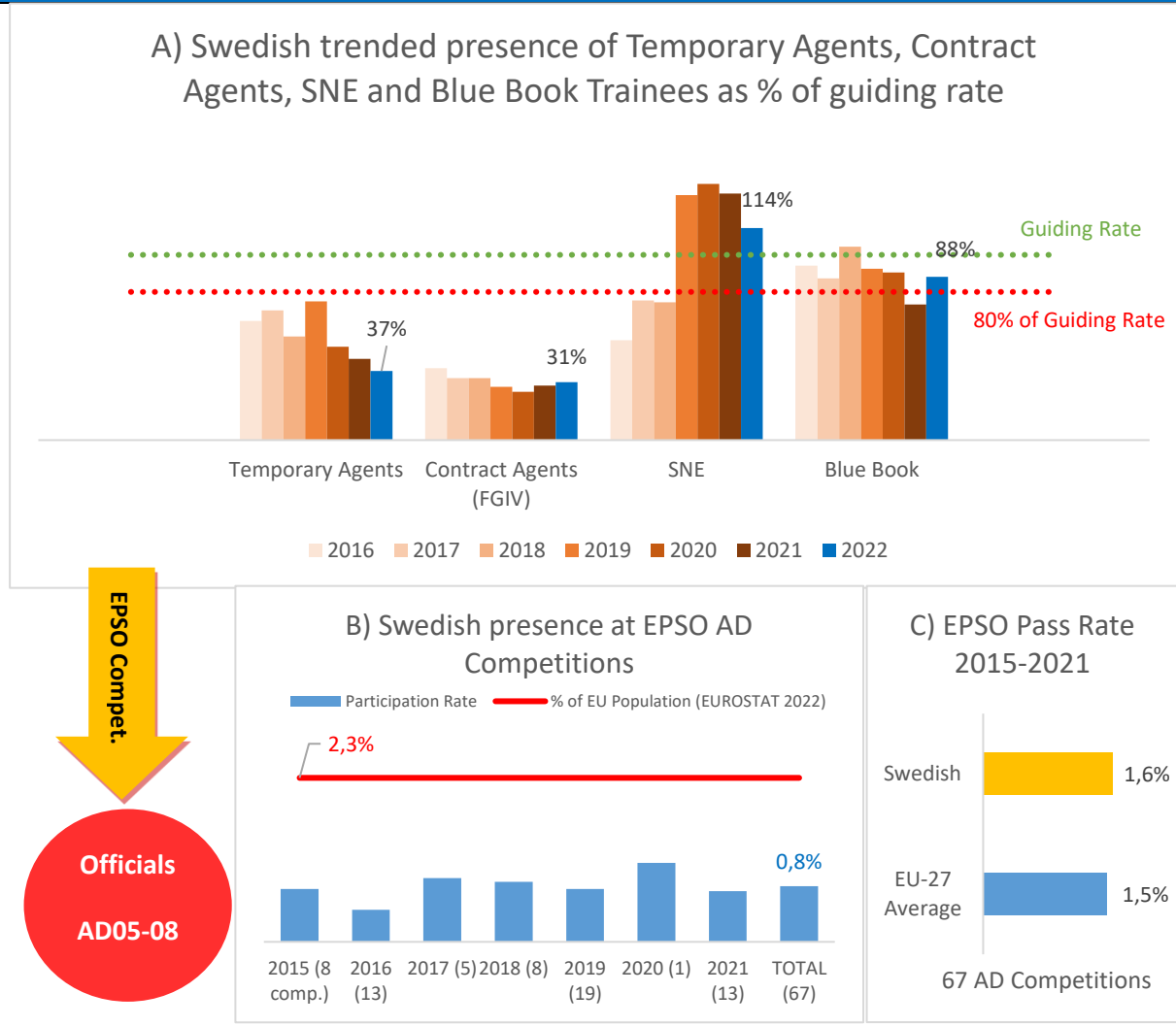


Figure 3. Factors influencing Swedish presence at the EC



A) Non-permanent Staff of Swedish nationality is underrepresented in the Commission workforce, with shares 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. Only the share of Swedish Seconded National Experts (SNEs) and Blue Book Trainees is above the threshold value. 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, with potentially significant impact on overall representation of a particular Member State.¹²

B) Participation in EPSO AD competitions of Swedish candidates initiated between 2015 and 2021 is below the expected rate based on the size of the population.

C) The pass rate of EPSO AD competitions initiated between 2015 and 2021 is higher than the EU average.¹³ The results from measures targeting EPSO competitions will depend on the frequency of these competitions.

¹² 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).

¹³ The indicated EPSO participation rate and the success rate refers to an aggregated average of all AD competitions initiated between 2015-2021.

2.2. Outlook

Finally, the picture should also be interpreted considering the following additional elements:

- The share of Swedish Officials, which is set to retire from the Commission between 2023 and 2026 (24% of current AD staff of Swedish nationality compared to 12% for EU-27 average), could potentially increase the under-representation further if recruitments do not compensate for these departures. The Commission will, therefore, carefully follow these inflow and outflow trends for Sweden;
- Swedish presence below 80% of the guiding rate in most entry point categories is mainly seen as due to an attractive and flourishing Swedish labour market with opportunities easily accessible and competitive salaries, i.e., a structural phenomenon unlikely to change in the near future discouraging young Swedes to move from home;
- Selection procedures to enter the Commission are seen by Swedish nationals as drawn-out, rigid, and complex resulting in reduced attractiveness of EU careers. To seek to address this, the new EPSO Competition Framework was adopted at the end of January 2023 which is aimed at shortening and simplifying the selection procedures¹⁴;
- Swedish nationals may not consider the EU Institutions as an attractive employer also because of the working culture (reliance on French language, lower flexibility, very hierarchical) and lower attractiveness of expatriation for a family¹⁵.

3. Measures to address under-representation

3.1. Sweden's actions and initiatives

3.1.1. Current (updated by Sweden)

The Swedish Government launched in 2018 a long-term strategy on EU recruitment¹⁶. It includes many measures and new financial resources, with the objective of strengthening Swedish presence in the EU. These measures aim at:

- Improving cooperation between the most important actors within and outside the Government Offices, primarily heads of EU coordination and international affairs in the Government Offices, Swedish Permanent Representation in Brussels, Council for Higher Education, and national agencies;
- Attracting more applicants to posts in EU Institutions and Agencies as well as better support and coaching to find a job;
- Increasing the number of Swedish nationals on management level in key policy areas through coaching and training for competitions and promotions;
- Seconding more national experts from the Government Offices and national agencies.

¹⁴EPSO Final Report, 'Analysis of a survey to improve information and communication activities for EU citizens interested in pursuing an EU career'.P.35;

¹⁵ Meeting with Mr Lars DANIELSSON, SE Permanent Representative, 5 July 2022.

¹⁶ [Arbete i EU - Regeringen.se](https://www.arbetei.eu/regeringen.se)

The strategy is supported by new financial resources:

- The creation of a central mechanism to finance seconded national experts to the EU institutions from the Government Offices;
- A full-time employee with diplomat status at the Permanent Representation of Sweden in Brussels;
- Increased funding to the Swedish Council for Higher Education.

While the work at the Government Offices and the Permanent Representation focuses on strategic EU recruitment issues including the promotion of national experts from ministries, coaching and networking actions in Brussels as well as close cooperation with likeminded Member States, the activities of the Swedish Council for Higher Education aim at attracting more Swedes, not least the young, to seek training and job opportunities in the EU institutions.

The Council is a government agency tasked¹⁷ with organizing activities to inform about opportunities for traineeship and employment in the EU Institutions, Agencies, and Bodies, clarify selection and recruitment processes within the EU administration and to encourage more Swedish citizens to seek traineeship and employment within the EU administration. The Council also provides support in the form of education, training and coaching for Swedish nationals that apply for employment at the EU Institutions¹⁸.

The Council cooperates strategically with Swedish universities, Swedish authorities, unions, and student organisations. As of today, the Council collaborates with ten Swedish universities. Through the EU Network for Swedish university students and through the newly established EU Network for career counsellors the Council has increased its outreach and the information reaches students at almost all universities and colleges. Cooperation with Swedish authorities to reach out to civil servants, potential candidates for NEPT, SNE's and specialist competitions is currently being developed. EU career opportunities are included in the career portal for Swedish public servants "Jobba statligt"¹⁹.

The Council closely cooperates with the Commission and the European Parliament offices in Stockholm, and the EIB Group Office for Sweden: joint events and activities as well as information exchange and inspiring guest speakers.

To inform about EU career opportunities the Council carries out the following activities:

- Publication of general and relevant information about EU career opportunities on the Council's official webpage²⁰ and the Council's webpage for students²¹;
- Publication of monthly newsletter about traineeship and employment opportunities at EU Institutions, Agencies, and Bodies as well as about the Council's activities and event;
- Publication, information, and ad campaigns in social media channels under EU Careers Sweden (LinkedIn, Facebook, Instagram, and YouTube);
- Online and in person activities: information seminars, information meetings, guest speakers, Instagram Live, Q&A sessions, general information about EU careers opportunities, information about upcoming competitions or traineeship applications, etc.

¹⁷ Public Service Agreement (Årligt regleringsbrev för budgetåret avseende Universitets- och högskolerådet)

¹⁸ Regulations (2018:5) (Förordning (2021:811) med instruktion för Universitets- och högskolerådet)

¹⁹ <https://www.arbetsgivarverket.se/jobba-statligt/karriar-o-utveckling/jobba-eller-praktisera-inom-eu/>

²⁰ <https://www.uhr.se/internationella-moilligheter/arbete-och-praktik-inom-eus-institutioner/>

²¹ <https://www.studera.nu/eucareerssweden/>

- Participation in career fairs and career events organized by private companies, unions, student organizations and universities;
- Nationwide ad campaigns with films about work and life in Brussels in LinkedIn, Facebook, Instagram, and YouTube;
- Publication of articles in union magazines: the Council has published five articles in union monthly and quarterly magazines. The articles were about EU careers opportunities, testimonials from Swedish EU Officials and inspiring examples of careers within the EU;
- Interviews with Swedish EU Officials from EU Institutions and EU Agencies. The Council records and publishes interviews with EU Officials from Sweden, who share their EU careers story, talk about their workplace, and encourage more Swedes to apply for EU careers. Such interviews help target groups to learn more about EU Agencies and Bodies as well as different Directorate General of the Commission and the European Parliament;
- Information about direct recruitment via Network for future EU Career²² in Facebook: every day the Council publishes information on vacancy for Trainees, Contract, and Temporary Agents.

These activities have increased the awareness and interest in EU careers among various target groups, especially university students and graduates.

The Council provides support to Swedes applying for open competitions organized by EPSO. In 2022 the Council contracted an external organization that provides expert training and coaching. The number of Swedish candidates taking part in training and coaching sessions has increased substantially. The number of candidates that are invited to the Assessment Centre has slightly increased.

Statistical data from EPSO, EU institutions and Traineeship Offices as well as the Council's own data²³ are used as result indicators to evaluate and improve operations and activities.

Assessment: Updated by Sweden

The strategy and its measures, especially the improved conditions for coaching and networking actions in Brussels and the new central financing mechanism for national experts, have contributed to a more effective Swedish EU recruitment policy, with positive results especially in the higher ranks (Director Generals and Directors) as well as for the number of Swedish national experts in the EU Institutions.

The Council for Higher Education went through a thorough transformation process in 2020-2022 and the new direction of work, not least using the potential of digital media, has had a positive impact on the outreach and information dissemination among relevant target groups. More Swedes express interest in EU career opportunities, the number of applications for traineeship programs as well as the number of EU Trainees from Sweden have increased.

However, the number of applicants to open competitions is decreasing and the main reason is the complexity and duration of the selection process²⁴.

²² <https://www.facebook.com/groups/860632421051966>

²³ Google analytics, number of participants, participant evaluation surveys after events

²⁴ EU citizens interested in pursuing an EU career, EPSO 2020

3.1.2. Future (Updated by Sweden)

The Government's EU recruitment strategy has been in force for approximately five years and a review will be carried out in the short to mid-term. The Council of Higher Education will continue to inform about all types of career opportunities in the EU administration and it will adapt its communication to meet the needs of all target groups, both long-term and short-term. It will be crucial to communicate a positive image of EU Institutions, Bodies and Agencies and promote them as attractive employers. The Council will continue to provide information, guidance, training and coaching as well as other types of support to Swedish applicants and candidates in hope that these efforts will result in growing numbers of applicants and higher numbers of Swedish citizens in traineeship databases and on reserve lists.

3.2. European Commission's measures

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

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 underrepresented nationals in the recruitment process of non-permanent staff as statistics show that a significant part of successful candidates in 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 underrepresented 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, 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 underrepresented 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.
- 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 circumstances²⁵, 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 will 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 improve the geographical balance of underrepresented Member States and brought already positive results.
- The Commission Representation in Sweden carries out activities to promote EU careers through working with student organisations, and supporting the creation of SUHEN, Swedish Universities and Higher Education European Network (SUHEN coordinates student organisations at 12 Swedish universities, and members are put in touch with Swedish EU Officials and the network of EU Officials in the Commission). The Representation also promotes EU careers and the importance of multilingualism to younger students in secondary high schools, including through its School Ambassador programme and targeted events that promote language learning. In addition, the Commission Representation supports major events, such as the Europe Day celebrations in Stockholm, has a strong focus on young people including EU Careers, and staff of the EC Representation regularly travels to universities to give talks.

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 newly approved competition model 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);

²⁵ 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.

- 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 on the EU civil service and 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).
- **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 underrepresented 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 Swedish Government, the Commission and its Representation in Sweden. These initiatives include among others targeted training, outreach and promotion.

- Intensified cooperation between DG Human Resources and the EC Representation in Sweden in order to disseminate information relating to EU Careers and collaborate to provide support to citizens. Joint activities for the promotion of EU Careers between the EC Representation in Sweden, the Swedish Ministries and in particular the Swedish Council for Higher Education to be progressed;
- Continue to produce materials for social media campaigns for EU Careers e.g., by filming testimonial videos from Swedish nationals who work for the EC. Publishing testimonials in relevant information channels and newsletter. Testimonials from the Officials to not only be connected to open competitions but also to other open vacancies at institutions, agencies and bodies;
- Commission to share news and relevant information on recruitment, including the JPP calendar, and internal competitions, with the Swedish Permanent Representation in order to ensure dissemination of this information;
- Sweden plans to organise career fairs and information events and invite the Commission to participate;

- Career fair for EU careers at Europahuset in Stockholm including participation by the Commission;
- Sweden will organise information events and invite the Commission staff to participate as guest speakers;
- The Commission and Sweden will support EU Staff Ambassadors, e.g. by motivating all Commission departments to work with the Member States, and support “Back to School” programme;
- High level meetings between EU Officials and Swedish authorities to emphasize the importance of member state presence in the EU Institutions as well as meetings at technical level to inspire more experts from Sweden to apply to specialist competitions;
- Cooperation with EU-agencies in Sweden (ECDC in Solna) and joint career events;
- Ensure that Sweden is regularly informed about vacancies and updates on recruitment procedures. The Commission aims to share the information material (infographics, publications etc.) for dissemination in Sweden. An open and transparent line of communication should be kept between the Commission and Sweden;
- Enhanced information activities in Sweden about scholarships for the College of Europe;
- Finally, it is important to make efforts to reach potential candidates who have not traditionally considered an EU career. This could include qualified candidates from lower socio-economic 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 on 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 the 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 about geographical balance to the WPSR.

4.2. Action Plan performance indicators

The measures implemented by Sweden 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 2021:

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

- Indicators related to promotional and communication activities to be developed based on the design/setup of the measure and internal capacities to collect the data:
 - The number of participants at webinars, or career fairs to promote specific EU jobs as well as EU careers;
 - The number of Swedish candidates that attend training and coaching sessions;
 - The number of EPSO applications resulting from participation in the abovementioned activities; (includes a follow up of participants).
 - The number of social media, website and newsletter views, followers, and subscribers;
 - Based on the follow-up of students receiving scholarships to the College of Europe and of those included in JPP, the number of (successful) CAST and EPSO applications.
 - Number of EU Careers Staff Ambassadors;
 - Number of EU Careers Student 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 SNEs becoming Contract Agents FGIV, AD5-AD8 Temporary Agents or AD5-AD8 Officials.
- Following the implementation of the new EPSO framework and subject to the number of competitions, the number of days from the entry to a reserve list to receiving an offer for a position.

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 underrepresented 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 with the objective of reinforcing geographical balance in the short to medium term

The implementation of the soft measures in the joint Action Plans 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 2024.²⁶

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.

The Commission encourages 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.

²⁶ 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 percentages includes all ADs, ASTs and AST-SCs in the Commission. It includes linguists and Temporary Agents.

Average EPSO Pass Rate: This percentage shows the EPSO 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.

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 underrepresented 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.

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 year.