RECEIVED
6 OCT 2026
PUBLIC CONTRACTS REVIEW BOARD

16th October 2026

ATTN: The Secretary
Public Contracts Review Board
Notre Dame Ditch
Floriana

Reasoned Reply of the Corporation Jobsplus

Re: SPD1/2025/092 - Tender for Research on Gen Z and Gen Alpha in the Context of the Future of Work in Malta and Gozo

Dear Sir, Madam,

The Corporation Jobsplus (hereinafter 'the **Corporation**') respectfully submits:

1. That the Sectoral Procurement Directorate (on behalf of Jobsplus) published a call for tenders on the 14th of November 2025, with the deadline for the submissions of tenders on the 16th December 2025 at 09:30, in line with the provisions of Article 52 of Subsidiary Legislation 601.03 'Public Procurement Regulations';

2. That the award decision was issued on the 21st of August 2026, whereby the Sectoral Procurement Directorate (on behalf of Jobsplus) formally issued a public notice (the Schedule of Award) informing that the tender was being awarded to EMCS Advisory Ltd for the amount of €358,386.00 excluding VAT;

3. That the award decision was communicated to all the interested bidders who had submitted an offer, through the ePPS by means of electronic notifications sent to the email addresses registered in connection with their respective ePPS accounts.

4. That further to the above, PricewaterhouseCoopers (hereinafter 'PwC' or 'the Appellant') was notified on the 21st of August 2026 that their tender had been found technically non-compliant and was thus not recommended for award (documentation hereby attached and marked as Doc A);

5. That the award criterion for this Tender was the Best Price/Quality Ratio, and the contract was to be awarded to the bidder who obtained the highest combined score, provided that he was not deemed to be non-compliant during any stage of the tender evaluation process;

6. That, the Corporation was duly notified that the Appellant had submitted a Reason Letter of Objection, dated 7th October 2026, which is substantially beyond the ten-calendar day period for the filing of an appeal provided for in Article 271 of the aforementioned Subsidiary Legislation;

Appellant's First Grievance: the Applicant was never notified of the award decision and the objection period could therefore not begin to run against it.

7. That as outlined in the Appellant's submissions, case law has indeed confirmed that the ten-day objection period envisaged in the law is strict and peremptory; in fact, it is an established legal principle that the period shall always start running from the date on which the tenderer is duly notified of the decision concerned;

8. That in the case at hand, it is clearly evident, even from the Appellant's submissions, that the pertinent **decision was communicated** through the appropriate channels, and to the intended recipient as **designated by the Appellant themselves**. Respectfully, the Corporation highlights that it should not be found to be at fault for any shortcomings of the Appellant – it was, is and will be, the duty of the Appellant to ensure that he has proper access to the ePPS system;

9. That as outlined in the Appellant's submissions (vide point 2.4), the account of the designated person was deactivated on 20th February 2026, long before the tender process in question was finalised and the award decision was duly communicated. During this period, the Appellant did not take any action, or has failed to show that he had taken the appropriate action as to rectify this situation;

10. That further to the above, the Corporation is not the business owner, nor the administrator of the ePPS system, and thus it should not be held liable or be subjected to any damages, liabilities and/or claims which cannot be attributed or proven to be the fault of its own;

11. That it is therefore evident that the Appellant's argument regarding non-valid notification does not hold water, in view of the fact that the Corporation has fulfilled its obligation of communicating the pertinent decision(s) within the timeframes and in line with the procedures established by the law, through the appropriate channels (the ePPS) and to the designated person(s) and account holder(s) representing or acting on behalf of all respective bidders;

Appellant's Second Grievance: the technical non-compliance decision, based exclusively on the mock-up requirement under Strategy Point 4, is manifestly disproportionate.

12. That in line with Point 4 of the Strategy Section, the tenderers were required to provide particular criteria, namely a minimum of three (3) different mock-ups of the same occupation

(vide Page 10 of the Tender Document, hereby attached and marked as **Doc B**). For ease of reference, the text is being reproduced below:

"As per Article 4.2.2 of the Terms of Reference, a sample of how information related to occupations will be presented in the occupational web-based tool must be provided.
*The economic operator is requested to submit a **minimum** **of three (3)** **different** mock-ups as to how an occupation would be displayed on the web-based tool (3 marks for each mock up). (**Mandatory**)".*

13. That from the wording of the Tender Documents itself, it is evident that the requested documentation formed part of the minimum requirements; EU case law[1] has established that contracting authorities are allowed to lay down minimum requirements in respect of the technical evaluation.

    Furthermore, national case law[2] has demonstrated time and again that no points can be claimed for a [minimum] criterion that was not satisfied;

14. That the Appellant, in his tender submissions, provided documentation containing 5 mock-ups relating to **different** occupations (as opposed to the required minimum of three (3) different mock-ups relating to the **same** occupation - documentation hereby attached and marked as **Doc C**). Thus, it is clearly evident from the documentation submitted by the Appellant themselves in support of their tender bid, that they failed to provide for and/or meet the established minimum requirement. In fact, in respect of this particular criterion, the Tender Evaluation Committee remarked:

    "While the 5 mock ups were submitted, the bidder failed to provide three different mock ups as to how an occupation will be displayed in the web-based tool as requested in the ToR. Instead, the mock-ups provided were of different occupations and not of the same occupation."
    (Documentation hereby attached and marked as **Doc D**).
    In view of the above-mentioned, the Corporation respectfully believes that it had no alternative but to regretfully award no marks (0 marks) and declare that the Appellant was technically non-compliant, due to having failed to provide the minimum requirement of three (3) mock-ups relating to the same occupation. Furthermore, in the humble opinion of the Corporation, if it were to assign any marks to an un-fulfilled minimum criterion, it would have been acting against the provisions of the Procurement Regulations and the spirit of the law;

15. That further to the above, the mock-ups formed an integral part of the Organisation and Methodology submission under Note 3 rather than supporting literature; thus, the material provided by the Appellant could not be subjected to a rectification.

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[1] Montte SL v Musikene, C-546/16, September 2018.
[2] All Clean Services vs Ministeru ghall-Edukazzjoni et, January 2023.

In view of the above mentioned, the Corporation Jobsplus humbly requests the Honourable Board to:

i. Declare that the Appellant was duly and validly notified, and that the Objection filed by the Appellant was filed *fuori termine*;
ii. Reject the Second Grievance of the Appellant and declare that the Corporation was correct in its allocation of zero (0) marks to the Appellant in relation to Strategy – Point 4 (Article 4.2.2 of the Terms of Reference);
iii. Confirm the Appellant's exclusion as technically non-compliant;
iv. Reject the Appellant's request for annulment of the award decision, as well as any requests for re-evaluation and reimbursements;
v. Confirm the recommendation for award in favour of EMCS Advisory Ltd.

The Corporation hereby reserves the right to make further submissions, summon witnesses and submit any other evidence during proceedings relating to this Application before the Board.

Dr. Raymond Farrugia
Jobsplus

Dr. Raymond Farrugia
Lawyer & Commissioner for Oaths
Jobsplus Head Office
Birzebbuga Road,
Hal-Far, Malta

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21st August 2026

TID: 237059: Pricewaterhousecoopers

Reference: SPD1/2025/092

Subject: Tender for Research on Gen Z and Gen Alpha in the Context of the Future of Work in Malta and Gozo

Dear Sir,

Thank you for participating in the above-mentioned procurement procedure. However, this Department regrets to inform you that the procurement proposal submitted by your company was Technically non-Compliant for the following reasons:

Though most of the criteria were met, marks were deducted on the following:

Strategy Point 3: Marks were deducted for Gen Alpha questionnaire. The questions that were addressed to students (23-29) were the same questions that were proposed in the parents' section. The repetition of questions is not conducive to good survey design.

Strategy Point 4: 0 marks were given as your company failed to provide three different mock ups demonstrating how the same occupation would be displayed in the web-based tool, as requested in the ToR. Instead, the mock-ups submitted depicted different occupations rather than different display versions of the same occupation.

Therefore, your company was found as technically not complaint.

The procurement was recommended for award to **TID: 237039: EMCS Advisory Ltd** for the amount of **€358,386.00** inclusive of taxes/charges, customs and import duties and any discounts but **excluding VAT,** this being the most advantageous offer.

If you intend to object to this decision, the Public Procurement Regulations allow for an official objection which has to be lodged electronically with the Public Contracts Review Board by sending an email on: info.pcrb@gov.mt by noon (12.00 hrs) of 31st August 2026, against a deposit of €3,000.00.

Payments are to be made through bank transfer in terms of the following details:

Name of Account Holder	Cashier Malta Government
Name of Bank	Central Bank of Malta
Address of Bank	Castille Place, Valletta
Account Number	40001EUR-CMG5-001-H
BIC	MALT MT MT
IBAN Code	MT55MALT011000040001EURCMG5001H
Bank Code	01100

The official 'recommendation for award' schedule can be accessed on the website: www.etenders.gov.mt.

Although this Department has not been able to make use of your services on this occasion, we trust that you will continue to take an active interest in its procurement opportunities.

Yours sincerely,

SPD1
Sectoral Procurement Directorate

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Pricewaterhousecoopers TID: 237059				
Max. Weighting	**Sub-criteria**	**Weighting (marks)**	**Marks**	**Justification**
1. Rationale (Mandatory Criteria)				
38 marks	1. A review of approximately 1000 words on Article 4.2 of the Terms of Reference demonstrating the knowledge and understanding of the context in the task assigned, related to the activities mentioned in Article 4.2 of the Terms of Reference: - The study on demography and the evolution of work (max. 4 marks) - The occupation web-based tool (max. 4 marks)	Max.8 marks (Max. 100%)	8	Whilst the document was longer than requested, the bidder has provided a write up that demonstrates an understanding of the project and the ToR of the tender document.
	2. Identification and description of minimum five (5) risks connected to the project implementation (Max of 3 marks per risk) as per Article 3.2 of the Terms of Reference.	Max. 15 marks (Max. 100%)	15	The bidder has provided 5 relevant risks that are associated with the project. The number of risks provided exceeded substantially what was requested.
	3. Proposition and justification of the mitigation measures to be undertaken (Max of 3 marks for each mitigation measure) as per Article 3.2 of the Terms of Reference.	Max. 15 marks (Max. 100%)	15	The bidder provided 5 relevant mitigation measures that are associated with the project. The number of mitigation measures provided exceeded substantially what was requested.
2. Strategy				

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44 marks	1. A preliminary analysis report of approximately 1000 words is to be provided in line with Article 2.2 of the Terms of Reference. The said report shall outline the: - Factors that are changing the labour market; (5 marks) **(Mandatory)** - The socio-economic impact on education, gender disparities, and the broader economy; (5 marks) **(Mandatory)** - Anticipated characteristics of the Gen Z and Alpha (5 marks) **(Mandatory)**	Max. 15 marks (Max. 100%)	15	Whilst the document was longer than requested, the bidder has provided a write up that shows good understanding of the ToR and the study proposed.
	2. A write-up of approximately 500 words is to be provided in line with Article 2.2 of the Terms of Reference. The said write-up should include a thorough research from multiple academic studies and publications related to the subject. **(Add-On)**	3 marks (100% or 1% as a minimum)	3	Whilst the document was longer than requested, the bidder has provided a write up that encompasses what was requested in the ToR.
	3. As per Article 4.2.1 of the Terms of Reference, the economic operator should submit a proposed questionnaire for each of the below cohort: - Gen Alpha students and their parents (4 marks) **(Mandatory)** - Gen Z (4 marks) **(Mandatory)** - Employers (4 marks) **(Mandatory)**	Max. 12 marks (Max. 100%)	10.7	Marks were deducted for Gen Alpha questionnaire. The questions that were addressed to students (23-29) were the same questions that were proposed in the parents' section. The repetition of questions is not conducive to good survey design.
	4. As per Article 4.2.2 of the Terms of Reference, a sample of how information related to occupations will be presented in the occupational web-based tool must be provided. The economic operator is requested to submit a minimum of three (3) different mock-ups as to how an occupation would be displayed on the web-based tool (3 marks for each mock up). **(Mandatory)**	Max. 9 marks (Max. 100%)	0	While the 5 mock ups were submitted, the bidder failed to provide three different mock ups as to how an occupation will be displayed in the web-based tool as requested in the ToR. Instead, the mock-ups provided were of different occupations and not

				of the same occupation.
	5. As per Article 4.2.2 of the Terms of Reference, a descriptive write-up of approximately 500 words shall be provided. It shall outline the approach, design rationale, and methodology to be adopted for the development of the videos. **(Mandatory)**	Max. 5 marks (Max. 100%)	5	The bidder has provided a write up that provides detail on the approach, design rationale, and methodology to be adopted for the development of the videos.
3. Time-Table of Activities (Mandatory Criteria)				
5 marks	As per Article 4.2.3 of the Terms of Reference, the Economic Operator should submit a detailed Gantt Chart of the proposed activities for the successful execution in line with the activities mentioned in the Terms of Reference.	Max. 5 marks (Max. 100%)	5	The bidder has provided a detailed programme and Gantt chart that outlines the proposed activities and timelines.
4. Key Experts as per Article 6.1 of the Terms of Reference				
13 marks	For all Key Experts – Less than the minimum qualifications requested – Unacceptable (disqualified and will not be further evaluated) – 0 marks			

	<u>Key Expert 1: Project Coordinator</u> One (1) key expert in possession of Bachelor's Degree MQF Level 6 (or equivalent), or higher, in Public Administration or Management or Economics, or a related field. The marks will be allotted as follows: 2 marks for Key Expert 1 MQF Level 7 (or equivalent) or higher, 1 mark for Key Expert 1 for MQF Level 6 (or equivalent) **Key Expert will be allocated marks for the highest qualification only.** A minimum of 3 years of experience in project coordination or management, preferably in research or EU-funded projects. – **1** mark **or 0** **The maximum amount that can be awarded for KE 1 is 3 marks.**	Max. 3 marks as per gradation (Max. 100%)	3	Key Expert 1 is in possession of MQF Level 7 in the required field, has the necessary experience and provided all the required supporting documentation. Whilst we recognise that an alternative Key Expert 1 was provided, this was not evaluated as the TOR did not request alternates. Also, the other key experts submitted were not evaluated as the documents relating to them are required prior to the commencement of the project.
	<u>Key Expert 2: Economist</u> One (1) key expert in possession of a Bachelor's Degree MQF Level 6 (or equivalent), or higher, in Economics. The marks will be allotted as follows: 3 marks for Key Expert 2 MQF Level 7 (or equivalent) or higher, 1 mark for Key Expert 2 for MQF Level 6 (or equivalent) **Key Expert will be allocated marks for the highest qualification only.** A minimum of 3 years of professional experience in labour market analysis or wage modelling, or economic forecasting. Experience to include working with national or EU-level economic and employment data sources. Excellent analytical and report-writing skills in English. **2** marks **or 0** **The maximum amount that can be awarded for KE 2 is 5 marks.**	Max. 5 marks as per gradation (Max. 100%)	5	Key Expert 2 is in possession of MQF Level 8 in the required field, has the necessary experience and provided all the required supporting documentation. (The Self Declaration Form was submitted at this stage rather than during the eligibility stage, in accordance with the ePPS.) Whilst we recognise that an alternative Key Expert 2 was provided, this was not evaluated as the

				TOR did not request alternates. Also, the other key experts submitted were not evaluated as the documents relating to them are required prior to the commencement of the project.
	Key Expert 3: Labour Market Specialist One (1) key expert in possession of a Bachelor's Degree MQF level 6 (or equivalent). The points will be allotted as follows: 3 marks for Key Expert 3 MQF Level 7 (or equivalent) or higher, 1 mark for Key Expert 3 for MQF Level 6 (or equivalent) **Key Expert will be allocated marks for the highest qualification only.** A minimum of 3 years of experience in social or public policy or workforce planning, or labour market research. Experience in labour market data interpretation and stakeholder engagement. – **2** marks **or 0** **The maximum amount that can be awarded for KE3 is 5 marks.**	Max. 5 marks as per gradation (Max. 100%)	5	Key Expert 3 is in possession of MQF Level 7 in the required field, has the necessary experience and provided all the required supporting documentation.
Total Criteria Weight		**100**	**90**	

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EMCS Advisory Ltd
TID: 237039

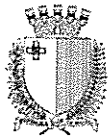
Max. Weighting	Sub-criteria	Weighting (marks)	Marks	Justification
1. Rationale (Mandatory Criteria)				
38 marks	1. A review of approximately 1000 words on Article 4.2 of the Terms of Reference demonstrating the knowledge and understanding of the context in the task assigned, related to the activities mentioned in Article 4.2 of the Terms of Reference: - The study on demography and the evolution of work (max. 4 marks) - The occupation web-based tool (max. 4 marks)	Max.8 marks (Max. 100%)	8	The bidder has provided a detailed write up that demonstrates an understanding of the project and the ToR of the tender document.
	2. Identification and description of minimum five (5) risks connected to the project implementation (Max of 3 marks per risk) as per Article 3.2 of the Terms of Reference.	Max. 15 marks (Max. 100%)	15	The bidder provided 5 relevant risks that are associated with the project. The level of risk and the impact is fairly assigned and shows an understanding of the risks involved in said project.
	3. Proposition and justification of the mitigation measures to be undertaken (Max of 3 marks for each mitigation measure) as per Article 3.2 of the Terms of Reference.	Max. 15 marks (Max. 100%)	12	3 marks were deducted because a number of risks show that the bidder did not understand the data collection of Gen Alpha and how data will be anonymised. This was shown under risks 1, 3, 5 and 7. The ToR and the published clarifications, clearly indicated that for Gen Alpha, Jobsplus will be wholly responsible

				for the distribution of the surveys in collaboration with the Ministry for Education, Sport, Youth, Research and Innovation. Collected anonymized data will be passed to the Contractor. In addition, for Gen Z and employers no personal data should be gathered.
2. Strategy				
45 marks	1. A preliminary analysis report of approximately 1000 words is to be provided in line with Article 2.2 of the Terms of Reference. The said report shall outline the: - Factors that are changing the labour market; (5 marks) **(Mandatory)** - The socio-economic impact on education, gender disparities, and the broader economy; (5 marks) **(Mandatory)** - Anticipated characteristics of the Gen Z and Alpha (5 marks) **(Mandatory)**	Max. 15 marks (Max. 100%)	15	The bidder has provided a detailed write up that shows good understanding of the ToR and the study proposed.
	2. A write-up of approximately 500 words is to be provided in line with Article 2.2 of the Terms of Reference. The said write-up should include a thorough research from multiple academic studies and publications related to the subject. **(Add-On)**	3 marks (100% or 1% as a minimum)	3	The bidder has provided a write up that encompasses what was requested in the ToR.
	3. As per Article 4.2.1 of the Terms of Reference, the economic operator should submit a proposed questionnaire for each of the below cohort: - Gen Alpha students and their parents (4 marks) **(Mandatory)** - Gen Z (4 marks) **(Mandatory)** - Employers (4 marks) **(Mandatory)**	Max. 12 marks (Max. 100%)	12	The bidder has provided draft questionnaires for each cohort that encompass the points raised in the ToR of the tender document.

	4. As per Article 4.2.2 of the Terms of Reference, a sample of how information related to occupations will be presented in the occupational web-based tool must be provided. The economic operator is requested to submit a minimum of three (3) different mock-ups as to how an occupation would be displayed on the web-based tool (3 marks for each mock up). **(Mandatory)**	Max. 9 marks (Max. 100%)	9	The bidder has provided 3 mock ups to show how an occupation would be displayed on the web-based tool.
	5. As per Article 4.2.2 of the Terms of Reference, a descriptive write-up of approximately 500 words shall be provided. It shall outline the approach, design rationale, and methodology to be adopted for the development of the videos. **(Mandatory)**	Max. 5 marks (Max. 100%)	5	The bidder has provided a write up that provides detail on the approach, design rationale, and methodology to be adopted for the development of the videos.
3. Time-Table of Activities (Mandatory Criteria)				
5 marks	As per Article 4.2.3 of the Terms of Reference, the Economic Operator should submit a detailed Gantt Chart of the proposed activities for the successful execution in line with the activities mentioned in the Terms of Reference.	Max. 5 marks (Max. 100%)	5	The bidder has provided a detailed programme and Gantt chart that outlines the proposed activities and timelines.
4. Key Experts as per Article 6.1 of the Terms of Reference				
13 marks	For all Key Exports – Less than the minimum qualifications requested – Unacceptable (disqualified and will not be further evaluated) – 0 marks			

	Key Expert 1: Project Coordinator One (1) key expert in possession of Bachelor's Degree MQF Level 6 (or equivalent), or higher, in Public Administration or Management or Economics, or a related field. The marks will be allotted as follows: 2 marks for Key Expert 1 MQF Level 7 (or equivalent) or higher, 1 mark for Key Expert 1 for MQF Level 6 (or equivalent) **Key Expert will be allocated marks for the highest qualification only.** A minimum of 3 years of experience in project coordination or management, preferably in research or EU-funded projects. – **1** mark **or 0** **The maximum amount that can be awarded for KE 1 is 3 marks.**	Max. 3 marks as per gradation (Max. 100%)	3	Key Expert 1 is in possession of MQF Level 7 in the required field, has the necessary experience and provided all the required supporting documentation.
	Key Expert 2: Economist One (1) key expert in possession of a Bachelor's Degree MQF Level 6 (or equivalent), or higher, in Economics. The marks will be allotted as follows: 3 marks for Key Expert 2 MQF Level 7 (or equivalent) or higher, 1 mark for Key Expert 2 for MQF Level 6 (or equivalent) **Key Expert will be allocated marks for the highest qualification only.** A minimum of 3 years of professional experience in labour market analysis or wage modelling, or economic forecasting. Experience to include working with national or EU-level economic and employment data sources. Excellent analytical and report-writing skills in English. **2** marks **or 0** **The maximum amount that can be awarded for KE 2 is 5 marks.**	Max. 5 marks as per gradation (Max. 100%)	5	Key Expert 2 has the necessary experience and provided all the required supporting documentation however, the bidder failed to provide the equivalence of MQF Level 8 qualification certificate. The bidder replies within the stipulated timeframe and provided the requested documentation. Hence full marks were awarded.

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	Key Expert 3: Labour Market Specialist One (1) key expert in possession of a Bachelor's Degree MQF level 6 (or equivalent). The points will be allotted as follows: 3 marks for Key Expert 3 MQF Level 7 (or equivalent) or higher, 1 mark for Key Expert 3 for MQF Level 6 (or equivalent) **Key Expert will be allocated marks for the highest qualification only.** A minimum of 3 years of experience in social or public policy or workforce planning, or labour market research. Experience in labour market data interpretation and stakeholder engagement. – **2** marks **or 0** **The maximum amount that can be awarded for KE3 is 5 marks.**	Max. 5 marks as per gradation (Max. 100%)	5	Key Expert 3 is in possession of MQF Level 8 in the required field, has the necessary experience and provided all the required supporting documentation.
Total Criteria Weight		**100**	**97**	

REFERENCE NUMBER: SPD1/2025/092

SERVICE
TENDER FOR RESEARCH ON GEN Z AND GEN ALPHA IN THE CONTEXT OF THE FUTURE OF WORK IN MALTA AND GOZO

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Co-funded by the European Union

Official Date of Publication of this CfT is 14th November 2025

Sectoral Procurement Directorate
Contracts Departments, Notre Dame Ravelin, Floriana, FRN1600 Malta.
Email: spd1.mfin@gov.mt | Telephone: 2378 1502

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SECTION 1 - INSTRUCTIONS TO TENDERERS

1. General Provisions

1.1 The subject of this tender is for Research on Gen Z and Gen Alpha in the Context of the Future of Work in Malta and Gozo.

1.2 The place of acceptance of the services shall be at the Jobsplus Head Office, Hal Far. The time-limits for the execution of the contract shall be twenty-four (24) months from the issue date of the commencement order notification, and the applicable INCOTERM2020 shall be Delivery Duty Paid (DDP).

The contract shall commence from the issue date of the commencement order notification, which will be sent by email. This commencement order notification shall be issued by the Contracting Authority's Project Leader no later than two (2) weeks from the signing of the contract.

1.3 The Estimated Procurement Value for this call for tenders has been based on comprehensive research including appropriate financial analysis. In the context of this procurement, the Estimated Procurement Value, based on market research, is of €600,000 excluding VAT.

The purpose of this value shall be the guidance of prospective bidders when submitting their offer and is not to be considered as a binding capping price.

Therefore, the published Estimated Procurement Value is not restrictive or final on the Contracting Authority. Economic Operators are free to submit financial offers above or below the Estimated Procurement Value. However, the Contracting Authority reserves the right to accept or reject financial offers exceeding the Estimated Procurement Value.

1.4 The final beneficiary of this tender is Jobsplus.

2. Timetable

The timetable is as per the dates set through the CfT workspace on the ePPS.

	DATE	TIME*
Clarification Meeting/Site Visit	N/A	N/A
Deadline for request for any additional information from the Contracting Authority. **Clarifications by registered users to be sent online through www.etenders.gov.mt**	01st December 2025	09:30AM
Last date on which additional information can be issued by the Contracting Authority	05th December 2025	09:30AM
Deadline for Submission of Tenders (unless otherwise modified in terms of Clause 10.1 of the General Rules Governing Tendering)	16th December 2025	09:30AM
Tender Opening Session (unless otherwise modified in terms of Clause 10.1 of the General Rules Governing Tendering)	16th December 2025	10:00AM

* All times Central European Time (CET)/Central European Summer Time (CEST) as applicable

3. Lots

3.1 This tender is not divided into lots, and tenders must be for the whole of quantities indicated. Tenders will not be accepted for incomplete quantities. This service tender is not divided into lots because the Contracting Authority requires a single, integrated approach to deliver a cohesive set of interconnected activities. The research project to understand Gen Z and Gen Alpha in the context of the future of work in Malta and Gozo involves overlapping tasks—such as data collection, analysis, stakeholder engagement, and the development of digital tools—that must be managed in a coordinated and consistent manner. Dividing the contract into separate lots would risk fragmentation, duplication of effort, and inconsistencies in methodology, data quality, and reporting. A single contractor ensures full accountability, streamlined

project management, and the ability to adapt flexibly to project needs as they evolve. This approach is in line with best practice for complex, multidisciplinary research projects where outputs are interdependent and require a unified vision and execution.

4. Clarification Meeting/Site Visit/Workshop

4.1 No clarification meeting/site visit is planned.

5. Selection and Award Requirements

In order to be considered eligible for the award of the contract, economic operators must provide evidence that they meet or exceed certain minimum criteria described hereunder.

(A) Eligibility Criteria
Economic Operators are to complete the Eligibility Section through the tender response format (Note 2)

High-Risk Processing and Transfer of Personal Data by ALL Bidders (Note 2)

The contract shall only be awarded to the Bidder if it is determined that indeed the High-Risk Processing of Personal Data is secure when processed by the Bidder and/or any of its Sub-Contractors, Suppliers, Service Providers or any third parties processing such data on behalf of the Bidder.

In such case, the Bidder must submit a completed GDPR Questionnaire (attached below) together with any relevant justifications and explanations as necessary, thus, evidencing that it is indeed in a position to process Personal Data in high-risk processing in line with the Regulation (EU) 2016/679 on the Protection of Natural Persons with regard to the Processing of Personal Data and on the Free Movement of such Data (better known as **General Data Protection Regulation - GDPR).**

In terms of the Article 28(1) of the GDPR, the Contracting Authority is performing a due diligence exercise to obtain sufficient understanding from the various perspectives described in the GDPR Compliance Questionnaire. This exercise is critical from a good governance and risk management perspective, and to ensure that the Bidder and/or any of its Sub-Contractors, Suppliers, Service Providers or any third parties (in their role as Data Processors) provide sufficient guarantees to implement appropriate technical and organisational measures in accordance with the GDPR.

In all cases, Bidders are to note that the Contracting Authority will require the prior written authorisation of the Data Controller to engage the Bidder as a Data Processor of the Data Controller's Personal Data, prior to award and Contract Signing. It is reiterated that the Contracting Authority cannot award the Procurement Call to any bidder unless the Data Controller provides it with such authorisation.

Accordingly, prior to Contract Signing, the Contracting Authority through the role of the Data Controller reserves the right to request the Bidder to provide it with any additional documentation and/or safeguards to verify that the Bidder or any of its Sub-Contractors, Suppliers, Service Providers or any third parties processing Personal Data in high-risk processing on behalf of the Bidder (in their role as Data Processors) are indeed in a position to process and transfer Personal Data in line with the GDPR.

All Stakeholders are reminded that Personal Data Processing (which includes also Personal Data Transfer) is defined as '***Any operation or set of operations which is performed on personal data or on sets of personal data, whether or not by automated means, such as collection, recording, organisation, structuring, storage, adaptation or alteration, retrieval, consultation, use, disclosure by transmission, dissemination or otherwise making available, alignment or combination, restriction, erasure or destruction***'.

In addition, a Definition of High-Risk may be reviewed from the following official link;
https://ec.europa.eu/newsroom/article29/items/611236/en

Therefore, Economic Operators to submit:

GDPR Questionnaire - To All Bidders (Note 2)

(B) Exclusion (including Blacklisting) and Selection Criteria - information to be submitted through the European Single Procurement Document (ESPD) in the tender response format (Note 2)

The Exclusion (including Blacklisting) criteria are to be completed by the Economic Operator in the ESPD (Tender response format) under Part III titled 'Exclusion Grounds' which includes the following:

A. Grounds relating to Criminal Convictions
B. Grounds relating to the payment of taxes or social security contributions
C. Grounds relating to insolvency, conflicts of interests or professional misconduct
D. Purely national exclusion grounds

Kindly note that the ESPD tender response format is pre-populated by the system. It is the Economic Operator's responsibility to ensure that the correct information is reflected in the ESPD tender response format for the above criteria.

Selection Criteria requirements are to be completed by the Economic Operator in the ESPD (Tender response format) under Part IV titled 'Selection Criteria' which includes the following: (Note 2)

(a) **Suitability** (Note 2)

Not applicable.

(b) **Economic and Financial Standing** (Note 2)

Not applicable.

(c) **Technical and Professional Ability** (Note 2)

Subcontracting Proportion

Provide data concerning subcontractors and the percentage of services to be subcontracted. This information shall be included in the online ESPD form in Part IV: Selection criteria - Technical and professional ability.

Any subcontractor proposed and disclosed shall be evaluated in line with the Exclusion and Blacklisting Criteria as per these Instructions to Tenderers. Furthermore, if the sub-contractor is relied upon by the Contractor to meet the standards established in the selection criteria, apart from submitting the relevant commitments in writing, such reliance will be evaluated to verify its correctness and whether in effect these criteria are satisfied.

It is being understood that if the information being requested regarding sub-contracting is left empty, it will be assumed that no sub-contracting will take place (0% subcontracting).

(d) **Quality Assurance Schemes and Environmental Management Standards** (Note 2)

Not applicable.

It is the Economic Operator's responsibility to ensure that the correct information is reflected in the ESPD tender response format for the above criteria.

(C) Specifications

(i) Tenderer's Technical Offer in response to specifications to be submitted online through the prescribed Tender Response Format and by using the Tender Preparation Tool provided. (Note 3)

The Technical Offer shall consist of:

1. **Organization and Methodology (BPQR)** (Note 3)

2. **For each Key Expert, tenderers are also to submit the below filled-in forms and documents related to the Key Experts through the online prescribed Tender Response Format:** (Note 2)

i. Key Experts' Form
ii. Statement of Availability Form
iii. Self-Declaration Form* (if applicable - related to public employees)

iv. Professional's Declaration Form (if applicable)
v. Updated CVs
vi. Degree Qualification Certificates and their equivalence (if applicable) *Transcripts will also be accepted.*
vii. Declaration regarding Data Protection (Annex B)

Public employees may be recruited as experts as long as it is ascertained through the self-declaration form that they do not fall in any of the provisions laid down in the Public Administration Act - Chapter 595 of the Laws of Malta-First Schedule, Code of Ethics, Article 5. This self-declaration form must be endorsed.

The Contracting Authority shall process personal data pertaining to key experts shall be processed in accordance with the Data Protection Act (Chapter 586 of the Laws of Malta) and subsidiary legislations thereunder and the Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data (hereinafter referred to as the "General Data Protection Regulation" or "GDPR").

The GDPR obliges the Contracting Authority to provide detailed information on the data subjects regarding the processing of their personal data. To this end, the Contracting Authority is hereby attaching a Data Protection Policy (hereto attached and marked as Annex A), which notice lays down all the necessary details in relation to the processing of personal data in a procurement process context. The Contracting Authority obliges the respective tenderers to provide a copy of the Data Protection Policy to each key expert.

The Key Experts required for this call of tenders are as follows:

Key Expert 1: One (1) Project Coordinator

The Project Coordinator will oversee the entire project, ensuring the smooth implementation of all activities, meeting deliverables, and maintaining effective communication across all experts and stakeholders. The Project Coordinator will also serve as the primary contact with Jobsplus, ensuring that all reporting, discussions, and feedback loops are aligned with the contracting authority's expectations.

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Minimum Requirements for Project Coordinator:

- Bachelor's degree at MQF level 6 (or equivalent) or higher in Public Administration or Management or Economics, or a related field.
- A minimum of 3 years of experience in project coordination or management, preferably in research or EU-funded projects.
- Strong organisational, communication, and leadership skills.
- Proficiency in project planning and management tools.

Desirable Assets:

- Familiarity with the Maltese socio-economic context.
- Experience managing or coordinating multidisciplinary teams.

Key Expert 2: One (1) Economist

The Economist will be responsible for leading all economic and labour market analyses within the study. This includes evaluating wage structures, forecasting future employment trends, and assessing the economic implications of generational shifts in the workforce.

Minimum Requirements:

- Bachelor's Degree at MQF level 6 (or equivalent) or higher in Economics.
- A minimum of 3 years of professional experience in labour market analysis, wage modelling, or economic forecasting.
- Experience to include working with national or EU-level economic and employment data sources.
- Excellent analytical and report-writing skills in English.

Desirable Assets:

- Previous involvement in studies related to the future of work, youth employment, or skills forecasting.
- Experience in developing or contributing to public sector or EU-funded projects.
- Familiarity with the Maltese labour market and socio-economic context.

Key Expert 3: One (1) Labour Market Specialist

Responsible for analysing labour demand and supply trends, occupational shifts, and employment patterns related to youth generations. Supports the mapping of current and emerging occupations and identification of skills gaps.

Minimum Requirements:

- Bachelor's Degree at MQF level 6 (or equivalent)
- Minimum of 3 years of experience in social or public policy, workforce planning, or labour market research.
- Demonstrated experience in labour market data interpretation and stakeholder engagement.

Desirable Assets:

- Experience with national employment strategies or skills intelligence frameworks.
- Knowledge of EU occupational classifications (e.g., ISCO, ESCO)

3. **GDPR Technical Questionnaire** (Note 3)

(D) Financial Offer

(i) A financial offer calculated on the basis of **Delivered Duty Paid (DDP) (Grand Total)** for the services tendered as per Tender Response Format. (Note 3)

(ii) A filled-in Financial Bid Form as per Tender Response Format. (Note 3)

In case of any discrepancy between what the bidder inputs as a total in the respective space directly in the .xml tender structure (and reflected in the Opening of Offers Schedule) and what the bidder uploads as a document where requested in the Financial Section of the ePPS, the total in the .xml shall prevail for global-priced/lump sum financial offers.

On the other hand, where the financial offers to be uploaded constitute a Bill of Quantities (BoQ) or financial bid forms which contain rates/quantities/total prices broken down where the total can be arithmetically worked out and/or corrected, the total financial values worked out within the uploaded document in the Financial Section of the ePPS will prevail.

Notes to Clause 5:

1. Tenderers will be requested to clarify/rectify, within five (5) working days from notification, the tender guarantee only in the following four circumstances: incorrect validity date, and/or incorrect value, and/or incorrect addressee and incorrect name of the bidder. Rectification in respect of the Tender Guarantee (Bid Bond) is free of charge. (currently Bid Bonds are not applicable)

2. Tenderers will be requested to either clarify/rectify any incorrect and/or incomplete documentation, and/or submit any missing documents within five (5) working days from notification.

3. No rectifications shall be allowed. Only clarifications on the submitted information may be requested. Tenderers will be requested to clarify the submitted information within five (5) working days from notification.

Requests for Clarifications and/or Rectifications concerning a previous request dealing with the same shortcoming shall not be entertained.

6. Criteria for Award

6.1 The contract will be awarded to the tenderer submitting the offer with the Best Price/Quality Ratio (BPQR) in accordance with the below.

Each technical offer will be evaluated in accordance with the award criteria and the associated weighting as detailed in the evaluation grid of this tender document. No other award criteria will be used. The award criteria will be examined in accordance with the requirements as indicated in the Technical Specifications.

The BPQR is established by weighing technical quality against price on a 80/20* basis respectively. This is done by multiplying:

- the technical scores awarded to the offers by 0.80*
- the financial scores awarded to the offers by 0.20*

6.2 The evaluation process:

At this step of the evaluation process, the Evaluation Committee will analyse the administratively-compliant tenders' technical conformity in relation to the published Terms of Reference/Technical Specifications.

When evaluating technical offers, each evaluator awards for each criterion/sub-criterion a score out of a maximum of 100 in accordance with the technical criteria and any sub-criteria as outlined in the evaluation grid.

If thresholds are set for each/any of the criteria/sub-criteria by setting a value out of 100, those offers that do not obtain the set threshold for the individual criterion/sub-criterion will be eliminated*.

Tenderers must achieve an average technical score of 80%. The average technical score is arrived at by adding the individual weighted scores of each evaluator divided by the number of evaluators. Those tenderers that do not obtain the minimum set average technical score will be eliminated.

The offer achieving the highest technical score will be awarded 100% of the technical weight. The other offers will be awarded scores in proportion to the offer with the highest technical score as per below formula;

$$\text{Technical score} = \frac{\text{Average Technical Score of the Respective Offer}}{\text{Highest Average Technical Score}} \times \text{Technical Weight}$$

The financial offers for tenders which were not eliminated during the technical evaluation (i.e., those which have achieved an average technical score of 80% or more and/or those which have achieved the set threshold for individual criterion/sub-criterion) will be evaluated. The Evaluation Committee will also check that the financial offers contain no arithmetical errors.

The offer with the lowest price will be awarded 100% of the financial weight. The other offers will be awarded scores in proportion to the offer with the lowest price as per below formula;

$$\text{Financial score} = \frac{\text{Lowest Priced Offer}}{\text{Financial Offer of the Tender Being Considered}} \times \text{Financial Weight}$$

The BPQR will be awarded to the offer that has obtained the highest score after adding the respective technical and financial scores as visualised below;

Overall Best Price Quality Ratio (BPQR) evaluation

Conclusion of tender evaluation under BPQR:

$$Score_i = \left(\left(\frac{Tech_i}{Tech_{max}} \times W_{Tech} \right) + \left(\frac{Fin_{min}}{Fin_i} \times W_{Fin} \right) \right)$$

Where:

- $Tech_i$ is the technical score of the supplier
- $Tech_{max}$ is the maximum technical score achieved amongst all suppliers
- Fin_{min} is the minimum financial price offered amongst all suppliers
- Fin_i is the financial price of the supplier
- W_{Tech} is the weight of the technical envelope
- W_{Fin} is the weight of the financial envelope

Evaluation Grid:

It is mandatory to submit the documentation/write-up requested for each criteria as applicable, however, bidders may be allotted a range of scores from '0' up till 100% based on the content of the said documentation/write-up. The content of the documentation must meet all minimum requirements as detailed in the Terms of Reference and the BPQR Award Criteria Table as well as the Organisation and Methodology Requirements. If the minimum requirements are not met, the offer will be deemed as Technically not-Compliant and disqualified. In this respect, a '0' score shall be allotted if the requested documentation is not submitted and/or the content of the documentation submitted does not meet all minimum requirements. If a score of '0' shall be allotted the bid shall be disqualified. **Unless otherwise stipulated in the criteria in themselves, the scoring shall take place across a range of points from '0' to 100%. If the contents of the documentation meets and exceeds all minimum requirements thus, offering a higher quality bid, higher points will be allotted up till 100% (Full Score). Such points shall be awarded in such a manner to reflect in a proportionate manner the level of effort undertaken to exceed the minimum requirements. Also, the submissions will be evaluated in terms of appropriateness and relevance of the proposed approach with a conciseness, internal coherence and with a level of detail.** **For Add-on requirements, if the requested information is not provided or else is not in line with the specific requirements, automatically the score of '1%' shall be allotted.** **There are also criteria that already refer to a pre-determined gradation of points.**	**Weighing %**
1. Rationale (Mandatory Criteria)	**38 marks**
1. A review of approximately 1000 words on Article 4.2 of the Terms of Reference demonstrating the knowledge and understanding of the context in the task assigned, related to the activities mentioned in Article 4.2 of the Terms of Reference: - The study on demography and the evolution of work (max. 4 marks) - The occupation web-based tool (max. 4 marks)	Max.8 marks (Max. 100%)
2. Identification and description of minimum five (5) risks connected to the project implementation (Max of 3 marks per risk) as per Article 3.2 of the Terms of Reference.	Max. 15 marks (Max. 100%)

3. Proposition and justification of the mitigation measures to be undertaken (Max of 3 marks for each mitigation measure) as per Article 3.2 of the Terms of Reference.	Max. 15 marks (Max. 100%)
2. Strategy	**44 marks**
1. A preliminary analysis report of approximately 1000 words is to be provided in line with Article 2.2 of the Terms of Reference. The said report shall outline the: - Factors that are changing the labour market; (5 marks) **(Mandatory)** - The socio-economic impact on education, gender disparities, and the broader economy; (5 marks) **(Mandatory)** - Anticipated characteristics of the Gen Z and Alpha (5 marks) **(Mandatory)**	Max. 15 marks (Max. 100%)
2. A write-up of approximately 500 words is to be provided in line with Article 2.2 of the Terms of Reference. The said write-up should include a thorough research from multiple academic studies and publications related to the subject. **(Add-On)**	3 marks 100% or 1% as a minimum
3. As per Article 4.2.1 of the Terms of Reference, the economic operator should submit a proposed questionnaire for each of the below cohort: - Gen Alpha students and their parents (4 marks) **(Mandatory)** - Gen Z (4 marks) **(Mandatory)** - Employers (4 marks) **(Mandatory)**	Max. 12 marks (Max. 100%)
4. As per Article 4.2.2 of the Terms of Reference, a sample of how information related to occupations will be presented in the occupational web-based tool must be provided. The economic operator is requested to submit a minimum of three (3) different mock-ups as to how an occupation would be displayed on the web-based tool (3 marks for each mock up). **(Mandatory)**	Max. 9 marks (Max. 100%)
5. As per Article 4.2.2 of the Terms of Reference, a descriptive write-up of approximately 500 words shall be provided. It shall outline the approach, design rationale, and methodology to be adopted for the development of the videos. **(Mandatory)**	Max. 5 marks (Max. 100%)
3. Timetable of Activities (Mandatory Criteria)	**Max. 5 marks**
As per Article 4.2.3 of the Terms of Reference, the Economic Operator should submit a detailed Gantt Chart of the proposed activities for the successful execution in line with the activities mentioned in the Terms of Reference.	Max. 5 marks (100% or 0%)
4. Key Experts as per Article 6.1.1 of the Terms of Reference	**Max.13 marks**

For all Key Experts - Less than the minimum qualifications requested - Unacceptable (disqualified and will not be further evaluated) - 0 marks Key Expert 1: Project Coordinator One (1) key expert in possession of Bachelor's Degree MQF Level 6 (or equivalent), or higher, in Public Administration or Management or Economics, or a related field. The marks will be allotted as follows: 2 marks for Key Expert 1 MQF Level 7 (or equivalent) or higher, 1 mark for Key Expert 1 for MQF Level 6 (or equivalent) **Key Expert will be allocated marks for the highest qualification only.** A minimum of 3 years of experience in project coordination or management, preferably in research or EU-funded projects. - **1** mark **or 0** **The maximum amount that can be awarded for KE 1 is 3** marks. Key Expert 2: Economist One (1) key expert in possession of a Bachelor's Degree MQF Level 6 (or equivalent), or higher, in Economics. The marks will be allotted as follows: 3 marks for Key Expert 2 MQF Level 7 (or equivalent) or higher, 1 mark for Key Expert 2 for MQF Level 6 (or equivalent) **Key Expert will be allocated marks for the highest qualification only.** A minimum of 3 years of professional experience in labour market analysis or wage modelling, or economic forecasting. Experience to include working with national or EU-level economic and employment data sources. Excellent analytical and report-writing skills in English. **2** marks **or 0** **The maximum amount that can be awarded for KE 2 is 5** marks. Key Expert 3: Labour Market Specialist One (1) key expert in possession of a Bachelor's Degree MQF level 6 (or equivalent). The points will be allotted as follows: 3 marks for Key Expert 3 MQF Level 7 (or equivalent) or higher, 1 mark for Key Expert 3 for MQF Level 6 (or equivalent) **Key Expert will be allocated marks for the highest qualification only.** A minimum of 3 years of experience in social or public policy or workforce planning, or labour market research. Experience in labour market data interpretation and stakeholder engagement. - **2** marks **or 0** **The maximum amount that can be awarded for KE3 is 5** marks.	Max. 3 marks as per gradation (Max. 100%) Max of 5 marks as per gradation (Max of 100%) Max of 5 marks as per gradation (Max of 100%)
Total Criteria Weight	**100 marks**

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SECTION 2 - SPECIAL CONDITIONS

These conditions amplify and supplement, if necessary, the General Conditions governing the contract. Unless the Special Conditions provide otherwise, those General Conditions remain fully applicable. The numbering of the Articles of the Special Conditions is not consecutive but follows the numbering of the Articles of the General Conditions. Other Special Conditions may be indicated afterwards.

Article 2: Notices and Written Communications

2.4 Following the award of the contract, any communication shall be done in writing and addressed to the:

Project Leader
Training for Employment Project
Jobsplus,
Head Office,
Hal Far, Malta.

The email address and contact number shall be given following the award of the contract. Formal lines of communication shall be agreed upon within one (1) week from the date of the last signature on the contract.

2.5 The contract is made up of the following documents, in order of precedence:
(a) the signed agreement;
(b) the Special Conditions;
(c) the General Conditions;
(d) the Contracting Authority's terms of reference and design documentation;
(e) the Contractor's technical offer, and the design documentation submitted by the Contractor (drawings);
(f) the financial bid form (after arithmetical corrections if any)/breakdown;
(g) the tender declarations in the Tender Response Format;
(h) any other documents forming part of the contract.

Addenda have (including clarifications/rectifications at evaluation stage) the order of precedence of the document they are modifying.

Article 5: Supply of Information

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5.1 As per General Conditions.

Article 6: Assistance with Local Regulations

6.1 As per General Conditions.

Article 7: General Obligations

7.12 The Contractor shall, within 15 calendar days of receipt of the contract, sign and date the contract and return it together with a copy of the Performance Guarantee and a copy of the pre-financing guarantee together with the copy of the relative invoice (if applicable). The Contractor is further obliged to forward the original performance guarantee to the Contracting Authority. The Contract will not be endorsed by the Contracting Authority/Central Government Authority until the performance guarantee is submitted. The amount of the guarantee shall be 10% where the amount of the total contract value is €500,000 or above.

Economic Operators have the possibility to provide the Contracting Authority with a Single Bond covering the performance guarantees for all the contracts with the same Contracting Authority. If an additional contract is awarded to a given contractor, which results in an economic operator's current cumulative contracts value to go beyond the contract value range currently covered by the Single Bond, the contractor is to be requested to; either submit a separate Performance Guarantee for the additional contract; or else submit a new Single Bond to cover the new total contracts value or submit an amendment to the original Single Bond
specifying the new amount. If an Economic Operator chooses to make use of the Single Bond, he must submit a letter from the respective Contracting Authority specifying that the amount of the Single Bond covers the new Contract, otherwise the new Contract Agreement would not be signed.[1]

7.15 The Performance Guarantee shall be released within thirty (30) days from payment of the last invoice.

7.16 The Contracting Authority will not affect any payments to the Contractor until the Performance Guarantee renewal has been properly submitted.

Article 13: Medical, Insurance and Security Arrangements

13.2 Further to the provisions of the General Conditions all employees carrying out the service shall be covered by an insurance policy provided by their Contractor of who shall be covered by the National Insurance, Employer's Liability Insurance (as required by the Maltese Law), and any other insurance needed to cover both the employee and the equipment. The Contracting Authority shall not be held responsible for any damages that the Contractor might incur during the service.
The Contractor shall provide valid insurance certificates to the Contracting Authority within fifteen (15) days of contract signature and upon each renewal. Failure to maintain adequate insurance shall constitute a material breach of contract and may result in immediate termination and/or penalties.

The Contractor shall indemnify and hold harmless the Contracting Authority against all claims, losses, damages, and expenses arising from the Contractor's acts or omissions, including any breach of statutory duty.

13.3 As per General Conditions.

Article 14: Intellectual and Industrial Property Rights

14.3 Further to the provisions of the General Conditions, all rights including copyright in documented material resulting from the performance of this contract, shall automatically vest in the Contracting Authority. Any such documents are to be handed over the Contracting Authority on termination of the contract. The Contractor shall not divulge any information or data gathered to any third parties during or after the expiry of the contract.

The Contracting Authority shall reserve the right to publish, transfer or use this material as it deems fit, without any obligations to the Contractor, and without limitation except where intellectual or industrial property rights exist.

Article 15: Scope of the Services

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15.1 The scope of the services is defined in Section 3 - Terms of Reference. The Contractor shall be responsible for the delivery of services listed in these Terms of Reference.

15.5 Not Applicable.

Article 16: Personnel and Equipment

16.4 Further to the provisions of the General Conditions, the Contractor shall adopt all measures necessary to provide and continue to provide its staff with the equipment and backup required to enable them to carry out their specified duties efficiently.

Article 18: Execution of the Contract

18.1 The Contract shall commence from the issue date of the commencement order notification sent by an email, which commencement order notification shall be issued by the CA Project Leader not later than two (2) weeks from signing of the contract.

18.2 The period of execution of the contract shall be for twenty-four (24) months from the commencement date.

Article 19: Delays in Execution

19.2 A daily penalty of one hundred (€100) shall be charged to the Contractor if he/she fails to satisfactorily provide the requested services as stipulated in this Contract, and/or if the Board of Directors finds that the quality of services offered by the Contractor is found as unsatisfactory (including reports, communication and commitment) and/or the Contractor breaches any of the conditions stipulated in this Tender document.

In such case, the Chairperson of the Contracting Authority shall issue Notification Warning letters or Default Notices, notifying the Contractor of his/her breach of contract and requesting immediate remedial action by the Contractor who shall remedy the failure within three (3) working days from the notification, or else, as may be otherwise required by the Contracting Authority.

Moreover, the Chairperson reserves the right to engage other contractors, and any extra expenses incurred, further to the contract rates, shall be borne by the Contractor.

The daily penalty shall be up to a maximum aggregate total of 20% of the total contract value.

Article 20: Modification of the Contract

20.2 As per General Conditions.

20.5 Not Applicable.

20.6 Not Applicable.

Article 24: Interim and Final Progress Reports

24.1 Further to the Provisions of the General Conditions:

Progress reports have to be submitted by the contractor every month from the start date of execution of the contract indicating the state of implementation of the different activities. In addition, the progress vis-à-vis the indicators identified in Section 8.1 of these Terms of Reference shall be included. These reports shall be sent to the Project Leader and his/her delegate of the Contracting Authority by not later than one (1) week from the end of each quarter.

Final Report:
The deliverables (study on demography and the evolution of work report and the finalised occupation web-based tool) requested need to be submitted along with the final invoice for the payment of the balance as stipulated by Article 26 of the Special Conditions. The deliverables shall be approved within four (4) to five (5) weeks of submission by the Contracting Authority's Project Leader.

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Article 26: Payments and Interest on Late Payment

26.1 This is a global price contract.

The payments will be done according to the following schedule:

Narrative	Percentage (%)
Pre-financing Payment (40%)	A pre-financing of 40% of the contract value shall be disbursed to the Contractor against the presentation of a valid invoice and pre-financing guarantee. The pre-financing guarantee will be released upon two (2) weeks from signing the contract.
Interim Payments (30%)	30% will be paid upon completion of the research aspect of the project and presentation of preliminary findings.
Balance (30%)	30% will be made upon completion and approval of the study on demography and the evolution of work report and the finalised occupation web-based tool as well as transfer of ownership of the content management system and of the domain of the web-based tool. These deliverables shall be approved within four (4) to five (5) weeks of submission by the Contracting Authority's Project Leader.
TOTAL	**100%**

26.2 As per General Conditions.

Article 27: Financial Guarantee

27.5 The pre-financing guarantee will be released two (2) weeks from signing of the contract.

Article 30: Revision of Prices

30.1 As per General Conditions.

30.5 Not applicable.

Article 32: Breach of Contract

32.5 Without prejudice to any other remedies mentioned in this contract, where a breach of contract is attributable to the Contractor, the Contracting Authority shall be entitled to one or more of the following remedies as of right:

a) request performance of an obligation and in case of non-performance, the Contracting Authority may cause the performance thereof itself at the expense of the Contractor;
b) terminate all or part of the contract;
c) conclude a contract with a third party replacing the Contractor, after prior termination of the original contract;
d) institute proceedings for damages.

Unless otherwise provided in the Special Conditions, recovery of damages, disbursements or expenses resulting from the application of measures provided for in this Article shall be effected without the need for a judicial declaration, by deduction from the sums due to the Contractor, from the deposit, or by payment under the guarantee.

Article 39: General Data Protection Regulations (GDPR)

39.1 Any personal data submitted in the context of the procurement procedure and/or subsequently included in the contract shall be processed pursuant to 'Data Protection Legislation' meaning the General Data Protection Regulation 2016/679 (GDPR) and the Data Protection Act (Cap 586) on the protection of natural persons with regard to the processing of personal data, and on the free movement of such data whether held electronically or in manual form.

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As part of the services, the contracted Economic Operator will be required to process Personal Data. The contracted Economic Operator confirms that the Services rendered are to be fully compliant to Data Protection Legislation. The Processing of Personal Data by the contracted Economic Operator shall be governed by a contract or other legal act under European Union or Member State law, that is binding on the contracted Economic Operator with regard to the contracting authority, in terms of Article 28 (3) of the General Data Protection Regulation 2016/679 (GDPR).

Personal data shall be processed solely for the purposes of the performance, management and follow-up of the procurement procedure and/or subsequent contract by the Central Government Authority/Sectoral Procurement Directorate/Contracting Authority without prejudice to possible transmission to the bodies charged with a monitoring or inspection task in conformity with law.

Article 40: Compliance with local Employment

40.1 The Contractor shall be bound to conform and comply with the Employment and Industrial Relations Act (CAP 452), its Subsidiary Legislations (including the Employment Agencies Regulations S.L. 452.130), and any other subsequent Legal Notices that may come into force, as well as any other national legislations, regulations, standards and codes of practice, in force during the execution of the contract, as applicable to the Contractor's particular operating situation and nature of activities.

SECTION 3 - TERMS OF REFERENCE

Where in this tender document a standard, brand or label is quoted, it is to be understood that the Contracting Authority will accept equivalent standards, brands or labels. However, it will be the responsibility of the respective bidders, at tendering stage, to prove that the standards, brands or labels they quoted are equivalent to the standards requested by the Contracting Authority.

1. Background Information

1.1 - Beneficiary Country

Malta.

1.2 - Central Government Authority

Department of Contracts.

1.3 - Contracting Authority

Jobsplus.

1.4 - Relevant Country Background

Malta has undergone significant socio-economic transformation over recent decades. As a member of the European Union since 2004 and part of the Eurozone, Malta's economy is classified as high-income and is predominantly service-based, with strong sectors in tourism, financial services, online gaming, and increasingly, digital and knowledge-based industries.

The labour market has demonstrated resilience and adaptability, especially in the face of global disruptions such as the COVID-19 pandemic. Employment rates have remained high compared to EU averages, with notable investments in active labour market policies and upskilling initiatives. Nonetheless, Malta faces pressing challenges related to demographic trends, skills mismatches, and the need for a more inclusive and future-oriented labour force.

Demographically, Malta is experiencing an ageing population, declining fertility rates, and increasing reliance on foreign labour to support economic growth. These dynamics underscore the urgency of preparing new generations—Generation Z and Generation Alpha—for active participation in the evolving world of work. Gen Z, currently transitioning/already transitioned from education into employment, is characterized by digital fluency, heightened awareness of mental health and sustainability issues, and different work-life expectations compared to previous generations. Gen Alpha, still in education, is growing up in an even more digital and interconnected environment, necessitating forward-thinking strategies in education and workforce planning.

There are concerns regarding persistent gender disparities in employment and education outcomes, underrepresentation in STEM fields, and the growing need to adapt training systems to reflect the rise of hybrid work models, automation, and AI.

In this context, the proposed research study is both timely and essential. By mapping the expectations, skills, and trajectories of Gen Z and Alpha in Malta and Gozo, and by identifying emerging occupational trends, the project will support strategic planning and investment by both public institutions and private employers. The findings will contribute to ensuring that Malta's future workforce is inclusive, adaptable, and aligned with the demands of an increasingly digital and globalised economy.

1.5 - Current State of Affairs in the Relevant Sector

The proposed project will be implemented within Malta's labour market and education systems, both of which are governed by strategic frameworks such as the National Employment Policy, the Lifelong Learning Strategy, and the Education Strategy Framework 2024-2030. These policies are designed to support labour market adaptability, upskilling, and inclusive economic participation.

The primary institutional stakeholders are Jobsplus, the national Public Employment Service, the Ministry for Education, Sport, Youth, Research and Innovation, and the National Skills Council, each with distinct mandates for policy development, implementation, and oversight.

The labour market is characterised by high employment rates, sectoral diversification, and an increasing demand for digital, technical, and green skills. Market development is shaped by technological disruption, demographic

transitions, and changing work models. Strategic decision-making is informed by inter-agency coordination, although there is scope to strengthen data sharing and alignment of priorities. Notably, access to priority social groups—such as NEETs, women, and low-skilled—remains a policy focus, though more tailored interventions are required.

This project is intended to address structural gaps in labour market intelligence by generating detailed, generation-specific insights to support evidence-based policy, institutional planning, and employer responsiveness.

1.6 - Related Programmes and Donor Activities

This contract is related to the ESF+.01.195 - Training for Employment Project, which is co-financed by the European Social Fund Plus.

2. Contract Objectives and Expected Results

2.1 - Overall Objectives

The Contractor is to submit proposals for compiling a study on demography and the evolution of work as well as an occupation web-based tool.

The overall objectives of the project of which this contract will be a part are as follows:

- Delivering a report on the future of work with actionable recommendations.
- Producing a digital and youth-friendly occupational web-based tool covering 150 occupations (with a permissible variance of ±10%)

Throughout the process, the contractor must ensure inclusivity, methodological rigour, and timely delivery in alignment with the project objectives.

2.2 - Specific Objectives

The objectives of this contract [which are not necessarily those of the project] are as follows:

The world of work is undergoing rapid transformation. Technological advancements, shifting social values, and evolving workforce demographics are redefining how, where, and why people work. Against this backdrop, the entry of Generation Z and Generation Alpha into the labour market presents both challenges and opportunities for economic sectors and educational institutions. These cohorts emerge with distinct aspirations, values, and expectations — characteristics that will shape the future of employment, workplace structures (how work is organized and managed within companies), working conditions and skills development.

In response to these evolving dynamics, this study seeks to provide a comprehensive, evidence-based understanding of the changes ahead. It will analyse the characteristics and expectations of Gen Z and Alpha, evaluate the implications for labour markets and education systems, and assess how employers must adapt to stay relevant and competitive.

The overarching goal is to equip policymakers, educators, and business leaders with the insights necessary to prepare for and harness the future of work.

The study will be structured across two core components:

- A demographic and socio-economic analysis of the incoming workforce and its implications for education, gender disparities, and the broader economy as well as an exploration of how work itself is changing — from the rise of automation and new working models to emerging employee-employer dynamics.
- A forward-looking assessment with 150 key occupations (with a permissible variance of ±10%) likely to define the future, with detailed insights into the required skills, working arrangements, and contextual relevance.

2.3 - Results to be achieved by the Consultant

Study on demography and the evolution of work:

- A comprehensive report analysing the characteristics of Gen Z and Alpha, their career expectations, and the implications for labour markets, education, and training systems.
- An in-depth analysis of changing work models, future skills needs, and evolving employer-employee dynamics.

- Evidence-based recommendations for policymakers, educators, and employers to align strategies with future workforce realities.

An occupation web-based tool:

- An occupation web-based tool (150 occupations - with a permissible variance of ±10%), presented in an engaging and accessible format.

3. Assumptions and Risks

3.1 - Assumptions Underlying the Project Intervention

The following are assumptions in the execution of this contract:

- The Contractor possesses the necessary infrastructure, staff, and organizational capacity to manage and implement a project of this scope and complexity.
- The Contractor demonstrates a sound understanding of the local cultural, social, and institutional context relevant to economics, labour market dynamics, youth and education.
- The Contractor has experience navigating and working within the realities of the national policy, economic, and administrative environment.
- The Contractor has a proven track record in applying a mixed-methods research approach, including data collection, analysis, and synthesis of findings.
- The Contractor is fully committed to meeting the Terms of Reference (ToR) and adhering to the project's objectives and deliverables.
- The services will be completed within the agreed timeframe, ensuring timely reporting and submission of all deliverables.
- The Contractor is familiar with and will comply with the Visual Identity Guidelines and Manual of Procedures applicable to Structural Funds in Malta.

3.2 – Risks

The project presents a number of challenges and bidders are required to point out and explain the types of risks that in their opinion could affect the implementation of the services. In addition, once the risks have been identified and described, bidders shall clearly establish possible mitigating measures. Bidders are invited to consider the whole lifespan of the project as well as the different components. Risks may include (and not limited to) project completion being delayed and appropriate mitigation measures are to be identified as well as the target sample for questionnaires not being reached and the appropriate mitigation measures some of which have already been referred to within these Terms of Reference.

4. Scope of the Work

4.1 – General

4.1.1 Project Description

Jobsplus is Malta's national Public Employment Service (PES), established to bridge the gap between jobseekers and employers while supporting workforce development across the islands. Jobsplus is committed to enhancing employment accessibility with modern and targeted services that benefit both jobseekers and employers across Malta and Gozo, as well as strengthening the labour-market relevance of its initiatives.

Jobsplus has submitted an EU funded project named Training for Employment, which was approved by the Managing Authority. The aim of this project is to help individuals who fall within the working age bracket to improve their employability by means of different training measures. Through formal or informal learning or a mix of both Jobsplus aims to address skills shortages. Consequently, through this project, Jobsplus' aims to address the immediate needs of the labour market as well as the short, medium and long-term needs. Jobsplus, in collaboration with other stakeholders, engages in exercises aimed at anticipating skills needs. These activities are integral to the National Employment Policy's strategy to address potential skills gaps proactively.

Indeed, to further support the short-term but also long-term labour market needs, through this project Jobsplus intends to carry out a research study on the occupation outlook of the Gen Z and Alpha. This activity is aimed at preparing economic industries and educational institutions for the new realities which are defining the future of work. The labour market requires individuals who have future-proof skills, whilst employers need to understand the extent to which the entry of these generations into the labour market will affect how they organise the

workplace. To this effect, this study aims at analysing the characteristics of the Gen Z and Alpha and anticipate their impact on the labour market, training and education.

This research project will be subdivided into 2 main components:

Component 1: Study on demography and the evolution of work

This study will be based on desk-based research as well as research with Gen Z, Gen Alpha and their caregivers as well as employers. The study will focus on workforce demographics, work evolution for Gen Z and Alpha, forces shaping the future of work and new models of employment contracts as well as skills of the future and policy recommendations.

Component 2: An occupation web-based tool

An outlook of occupations (150 occupations - with a permissible variance of ±10%) which are anticipated to feature predominantly in the coming years, with a description of the occupation, the skills required and work practices indicating how, where and when the job can be done.

Occupations to be considered shall include both newly emerging roles and existing ones within the labour market, including occupations anticipated to experience substantial change.

The final list and number of occupations to be included shall be subject to approval by Jobsplus.

Duration of contract: 24 months (2 years).

The proposed structure is as follows:

- Component 1:
  To be executed concurrently or sequentially within a unified timeline, given their interrelated objectives and potential overlap in research or engagement activities.

- Component 2:
  To follow or run independently under a separate timeline, subject to its distinct deliverables and dependencies.

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4.12 Geographical Area to be covered

Malta and Gozo.

4.13 Target Groups

Research with Gen Z and Gen Alpha Cohorts:

Jobsplus will be leading this research project, however owing to its nature, Jobsplus will be seeking the support of the National Skills Council and the Ministry for Education, Sport, Youth, Research and Innovation, with the latter primarily contributing through the promotion of the study amongst the state schools. For an overall representation of schools, Church and Independent Schools will also be informed about this research project and invited to take part.

The sample used for this study was based on age group data as at December 2023 published by the National Statistics Office (NSO)[2]. Consequently, the age categories may not fully reflect the current age distribution at the time of reporting. Should a more recent dataset become available prior to the commencement of the project, the sample will be reviewed and, if necessary, reworked to ensure alignment with the updated information.

Sample was based on 95% confidence interval and 5% margin of error.

[2] Table 8 https://nso.gov.mt/population/world-population-day-11-july-2024/

Alpha age groups covered in the study: 7 year olds, 10 year olds and 13 year olds.

Gen Alpha Age categories:	Final sample (+ 10%)
7	143
10	135
13	133
Total	**411**

Gen Z age groups covered in the study: 17 year olds, 20 year olds and 25 year olds.

Gen Z Age categories:	Final sample (+ 10%)
17	98
20	120
25	195
Total	**413**

Teachers will **not** be involved in the study. Parents will be involved for the Gen Alpha, where one survey for both parents and children shall be disseminated.

Research with Employers:

Employers will be sub-divided by Nace (for the scope of the study 9 categories were selected).

Population - Private Employers as at 27th May 2025 (set unique).

Excluded employers with less than four employees, public sector entities, non-commercial organizations, and household employers. Retained only those employers with a single email address in Jobsplus' database, excluding employers with multiple email addresses.

Nace category	Population	Final Total including 10%[3]
[C] Manufacturing	509	57
[I] Accommodation & Food Service Activities	774	87
[J] Information & Communication	251	28
[K] Financial & Insurance Activities	243	27
[M] Professional, Scientific & Technical Activities	660	74
[N] Administrative & Support Service Activities	452	51
[P] Education	105	12
[Q] Human Health & Social Work Activities	173	19
[R] Arts, Entertainment & Recreation	200	23
Total	**3367**	**378**

Updated sample sizes for both individuals and employers will be provided before data collection starts.

4.2 - Specific Activities

4.2.1 Study on demography and the evolution of work

- An analysis of the workforce demographics and how these are expected to change in the coming years (fertility, longer working life, reducing the gender employment gap through the cohort effect etc); the career aspirations and outlook towards education of the two cohorts under study; the impact of such shift on the

[3] To ensure data reliability and account for potential non-responses or incomplete submissions, a 10% margin was added to the target sample size. This margin allows for possible participant withdrawal during data collection and helps maintain the representativeness of the final sample across the specified categories.

economy. This study should also highlight whether present gender labour market and educational disparities are expected to persist.

- Work Evolution for Gen Z and Alpha: Analysis of how work expectations, preferences, and behaviours differ for these generations. Career aspirations and educational outlook of Gen Z and Alpha and the economical impact this may have.

- Forces Shaping the Future of Work: Examination of technological and digitalisation, economic, cultural and social shifts, education, and environmental factors impacting work, including automation and artificial intelligence.

- New Models of Employment Contracts: Investigation of emerging employer-employee relationships, considering flexibility, job security, and benefits.

- Nature of Future Work: Insight into job types (full-time, gig, freelancer, hybrid), workforce composition, and evolving work environments.

- Skills of the Future: Identification of essential skills for future workers and strategies for their preparation.

- The report also needs to contain a series of evidence-based recommendations for policymakers, educators, and employers to align strategies with future workforce realities.

The report should have a forward-looking view with a forecast looking into the expectations for the next ten (10) years. The ten (10)-year forecast will be from date study is issued.

The selected Contractor must include actions to capture insights from individuals within Gen Z and Gen Alpha as well as employers.

Generation Z:
- Secondary and post-secondary students
- Youth in higher education or vocational training
- Early-career professionals (employed or seeking employment)
- NEETs (Not in Education, Employment, or Training)

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Generation Alpha:
- Primary students

Insights must also be gained from individuals within Gen Z such as but not limited to, youth in higher education, vocational training, employment, or informal education settings or NEETS. Participation is voluntary.

Employers
- Operating within economic sectors as per the NACE codes listed above

Such insights will be gained via questionnaires to the different target groups. The bidder is requested to provide draft questionnaires for each cohort. The draft questionnaires should include:

Generation Alpha - Students and their Parents
- Basic demographic information, including age and school level of the student
- Skills and interests of the child (as perceived by parents)
- Parental education level and its perceived influence on aspirations or career guidance
- Aspirations and expectations for future education and work
- Exposure to and attitudes towards technology, digital tools, social causes (eg. equality, environmental responsibility) and future-oriented learning
- Perceptions of the future of work, including desirable job characteristics and work environments

Generation Z - Individuals
- Demographic details, including age, gender, education level, and employment status
- Skills and interests, including both self-assessed strengths and desired skills for future employment
- Current educational attainment and employment situation (e.g., student, part-time/full-time employed, NEET)
- Current educational attainment and employment situation of parents

- Career goals and aspirations in relation to emerging sectors and occupations
- Use of digital tools, AI, and online platforms in learning or work settings
- Social and Work values, preferred working environments, and motivations

Employers

- Company profile: Size, sector, workforce demographics
- Perception of future business direction, including anticipated growth areas and innovation priorities
- Skills currently in demand and those projected to be essential in the near future
- Experience and expectations regarding working with Gen Z and Gen Alpha as employees
- Working arrangements: Current and future plans for remote, hybrid, or flexible work models
- Work tools: such as modernisation of equipment, increased use of AI etc
- Recruitment and talent development strategies, including upskilling/reskilling efforts

All questionnaires should be designed with clear, concise, and age-appropriate language, and structured to allow for both quantitative and qualitative insights (e.g., Likert scale, multiple choice, and open-ended questions). The Contractor is expected to demonstrate sensitivity to the unique characteristics and needs of each group and follow best practices in survey methodology.

While the tender provides a general indication of the key themes and content areas to be addressed in the draft questionnaires, bidders are encouraged to propose additional questions or thematic areas they deem relevant and valuable to the objectives of the study. Such contributions will be considered positively, particularly if they demonstrate added insight, innovation, or alignment with emerging trends in the future of work and generational research.

Jobsplus reserves the right to amend or replace the final versions of the questionnaires.

<u>Output from Component 1:</u>

Study on demography and the evolution of work

- Demography
- Gen Z and Gen Alpha individuals (in-school and out-of-school)
- Parents and caregivers (for Gen Alpha)
- Employers

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Includes:

- Demographic breakdown of Gen Z & Alpha
- Trends in work expectations and aspirations
- Impact of automation, AI, environmental change, etc.
- Gender disparities and economic implications
- Qualitative insights
- Quantitative data (surveys)
- Disaggregated findings (by gender, age, education status (where applicable), employment status (where applicable)
- New social contracts in employment
- Analysis of work types (gig, remote, hybrid)
- Future skills demand & learning pathways
- Shifting workplace dynamics
- List of evidence-based recommendations that can be used by policymakers, educators, and employers to align strategies with future workforce realities

<u>Occupation web-based tool</u>

The Contractor shall develop an interactive, web-based tool presenting an outlook of a 150 (with a permissible variance of ±10%) occupations, aligned with ISCO codes and descriptions, which are anticipated to feature prominently over the next ten years.

4.2.2 Occupations to be considered shall include both newly emerging roles and existing ones within the labour market, including occupations anticipated to experience substantial change.

Each occupation entry shall include a clear and concise description, the key skills required, and details on relevant work practices, specifying how, where, and when the job can be performed. The tool must be designed to be

relevant, engaging, and easily understood by a broad audience, including students, educators, parents, and employers.

The tool must be digital-first and interactive, incorporating a mobile-friendly design and adopting a microlearning format with short, engaging sections that highlight key findings. The use of infographics, imagery, and other visual elements is strongly encouraged to avoid text-heavy content. Integration of AI capabilities—such as auto-translation and text-to-speech—should support multilingual accessibility and inclusion.

The Contractor must also provide for fifteen (15) animated videos lasting thirty (30) seconds, each covering different occupations/occupation categories as agreed with Jobsplus. The video specifications are listed below:

- **Scriptwriting** (draft will be provided)
- **Storyboard + Style Frames**
- **2D Animation**
- **Professional Voiceover**
- **Background Music + Sound FX**
- **Up to 5 Revisions**
- **Delivery in HD/4K formats**

The tone of the content should be conversational and relatable. Language should be simple and engaging, avoiding technical jargon. Where appropriate, the use of memes, GIFs, and pop culture references may be included to sustain user interest. Representation should be inclusive and diverse and ensuring gender-neutral language and accessibility-friendly design.

Content must emphasize purpose and impact, with a focus on future careers, including emerging roles in AI and sustainability. It should also highlight entrepreneurial pathways and freelancing opportunities. The tool should showcase work-life balance and flexibility, particularly in jobs that offer remote or hybrid options.

A strong emphasis should be placed on the growing trend of skills-based hiring. The content should highlight alternative pathways to employment such as online courses and certification programmes, positioning skills over formal degrees where relevant.

All materials, data, content, source code and intellectual outputs produced under this contract shall remain the sole and exclusive property of Jobsplus. Copyright and all related intellectual property rights shall vest fully in Jobsplus upon delivery. The contractor shall not reproduce, reuse, modify, publish, or distribute any part of the material outside the scope of this contract without prior written consent from Jobsplus. Furthermore, all data collected, including videos for this study shall be used solely for the purposes specified in this tender and must not be repurposed. Upon completion of the study, the contractor is required to securely delete all such data in accordance with applicable data protection standards.

Domain, hosting and SSL certificates will be owned and paid by Jobplus. The Contractor will have access rights in order to manage and compile the web based occupational tool and any related infrastructure matters for the duration of the contract. The application must be written in.NET (as a programming language).

Following project completion, Jobsplus shall have full access to the content management system for ongoing updates and maintenance of the tool going forward.

All occupational content and final outputs will be subject to formal review and approval by Jobsplus prior to publication.

Each of the ~150 roles (with a permissible variance of ±10%) should include:

- Job Title (and synonyms or informal terms)
- Sector
- Brief Job Description
- Key Skills Required (technical + soft skills)
- How to Get There (conventional and alternative pathways)
- Work Setup (remote, hybrid, office-based, gig, freelance)
- Working hours (traditional vs. flexible hours)
- Why It Matters (social, economic, or environmental impact)
- Earning Potential (range + progression)

- Animated videos (A minimum of 15 thirty second videos covering different occupations/occupation categories).

Output for Component 2:

Occupation web-based tool

- Extensive database with detailed occupational info, including tasks, skills, wages, education, and more (150 occupations - with a permissible variance of ±10%).
- Filter/search tool with multiple variables, including wage, education level, interests and skills.
- Including search by keywords.
- Career clusters by Nace category (e.g., Healthcare, IT) for navigation.
- Mobile-friendly interface.
- Side-by-side comparison of occupations. Ability to compare main features of (maximum of 4) occupations.
- A minimum of fifteen (15) short animated videos covering occupations/occupation categories in order to provide engaging visual content along with the occupation description.
- Use of simple, clear language accessible to a broad and diverse audience
- Strong data presentation through charts, infographics, and quick statistics to enhance comprehension

Contractor's tasks:

1. A detailed Gantt Chart of the proposed activities for the successful execution in line with the activities mentioned in these Terms of Reference (at bidding stage).
2. Propose and follow a detailed step-by-step approach for the undertaking of activities (at bidding stage).
3. As part of the bid submission, the Contractor shall provide three draft questionnaires for the target groups mentioned.
4. With regards to the occupation web-based tool, the contractor is requested to provide a sample comprising one occupation, presented in three distinct design options along with the corresponding information to be included.
5. The bidder is also expected to provide a write-up outlining the approach, design rationale, and methodology to be adopted for the development and presentation of at least fifteen, 30-second videos in an effective and engaging manner. If available, the bidder may include samples of similar work, if available, to support the proposed approach and demonstrate capability.

4.2.3 Submissions that include innovative, user-friendly, and visually engaging portrayals will be considered favourably.

4.3 - Project Management

4.3.1 Responsible Body

Jobsplus

4.3.2 Management Structure

Jobsplus is governed by a Board of Directors and managed by a Chairperson.

Management of this project is entrusted to the team from the Labour Market Analysis and Employer Strategy Department who will serve as the core technical and administrative support for project coordination, monitoring, and stakeholder engagement.

All decision-making processes must be approved by the Project Leader or his/her appointed delegate for the project, or as otherwise specified by the same Project Leader.

Any queries, clarifications, information requests and reports during the execution of the Contract should first be directed to the CA Project Leader or delegated contact person.

Any other decisions which do not require the approval of the Chairperson or the Board of Directors shall be taken by the Project Leader or his/her delegate. Throughout the period of execution of the project, the Contractor is therefore expected to keep close contact with the CA Project Leader or with any other person delegated by the Project Leader for such purpose. In particular, the Contractor shall, at all times, keep the Project Leader informed about the general progress of the project entrusted to him/her.

To facilitate access to students belonging to the Alpha cohort, Jobsplus will collaborate with the Ministry for Education, Sport, Youth, Research and Innovation, including through the joint selection of participating schools.

4.3.3 Facilities to be provided by the Contracting Authority and/or other parties

All facilities related to the project shall be provided by the Contractor with the utilization of own resources.

Gen Alpha

- Government schools will send emails to students (in compulsory education) and their parents as part of the outreach process.
- This activity will be coordinated jointly by Jobsplus and the Ministry for Education, Sport, Youth, Research and Innovation.
- If the required sample is not reached through government schools, the Ministry will extend the outreach to include other schools as necessary.
- Church and Independent Schools will also be informed by Jobsplus about this research project and invited to take part.
- The emails will include a direct link to the survey to facilitate participation.

Gen Z

The Contractor is expected to identify ways to outreach to the Gen Z cohort and obtain a representative sample of this group.

Employers

- Jobsplus will be responsible for distributing the employer surveys using an automated mailing system.
- There will be a total of nine (9) separate survey links, each corresponding to one of the NACE industry categories.
- Jobsplus will issue up to three reminder emails to employers to encourage participation. At the end of this exercise, Jobsplus will send the contractor all the survey data collected via excel.
- Employer identification will not be possible through email correspondence to ensure confidentiality.
- If the response target is not met after these reminders, Jobsplus will provide the contractor with batches of 50 employers at a time. The contractor shall be responsible for sourcing the necessary contact details and conducting the required follow-up actions accordingly to reach the required sample target.
- Therefore, the contractor must first confirm with the employer whether the latter has already participated in the study before conducting the survey. The same standardized questionnaire aligned with the email survey instrument is to be used. This will ensure consistency across data collection methods.

Cohort	Outreach Method	Responsible Entities
Gen Alpha: Students (in compulsory education) and parents	Emails sent via government schools and participating Church and Independent schools	Jobsplus & Ministry for Education, Sport, Youth, Research and Innovation
Gen Z: Individuals no longer in compulsory education	To be determined by the Contractor	Contractor
Employers	Structured questionnaire distributed via Jobsplus' automated mailing system	Jobsplus & Contractor (latter if sample is not reached)

Jobsplus will also be providing average salary data for ISCO 3 digit occupations as obtained from NSO. Jobsplus will also conduct a survey with employers in order to obtain average salaries for the occupations which would feature prominently in the research. Employers would be asked to indicate an appropriate salary range for the different occupations. Both data sets would need to be analyzed and forecasting made to identify likely increase of salary for the (ten) 10-year time span the occupation tool will be covering.

5. Logistics and Timing

5.1 – Location

The project shall be conducted in Malta and Gozo.

5.2 - Commencement Date & Period of Execution

The Contract shall commence from the issue date of the commencement order notification sent by an email, which commencement order notification shall be issued by the CA Project Leader not later than two (2) weeks from signing of the contract.

The period of execution of the contract shall be twenty-four (24) months from commencement date.

6. Requirements

6.1 – Personnel and Key Experts

6.1.1 Key Experts

Key experts must be independent and free from conflicts of interest in the responsibilities accorded to them. Key Experts' Form must be filled accordingly together with other forms listed in Section 1: Instructions to Tenderers Article 5 (C)(i)(2) of this tender document.

The Contracting Authority shall process personal data pertaining to key experts which shall be processed in accordance with the Data Protection Act (Chapter 586 of the Laws of Malta) and subsidiary legislations thereunder and the Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data (hereinafter referred to as the "General Data Protection Regulation" or "GDPR").

The GDPR obliges the Contracting Authority to provide detailed information to the data subjects regarding the processing of their personal data. To this end, the Contracting Authority is hereby attaching a Data Protection Policy (hereto attached and marked as "Annex A"), which notice lays down all the necessary details in relation to the processing of personal data in a procurement process context. The Contracting Authority obliges the respective tenderers to provide a copy of the Data Protection Policy to each key expert.

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Key Experts

A key expert may only fulfill one of the roles detailed hereunder.

Key Expert 1: One (1) Project Coordinator

The Project Coordinator will oversee the entire project, ensuring the smooth implementation of all activities, meeting deliverables, and maintaining effective communication across all experts and stakeholders. The Project Coordinator will also serve as the primary contact with Jobsplus, ensuring that all reporting, discussions, and feedback loops are aligned with the contracting authority's expectations.

Key Responsibilities:

- Coordinate all project activities, including communication, scheduling, and reporting.
- Monitor and ensure the timely delivery of project milestones and outputs.
- Serve as the primary point of contact with Jobsplus, managing all communication, documentation, and meetings related to the project.
- Facilitate regular project meetings and maintain clear communication channels with all experts and stakeholders.
- Ensure compliance with the project's timeline, quality standards, and deliverables.

The Coordinator will be identified in advance and their contact details will be shared with Jobsplus and the project team for continuity.

Minimum Requirements for Project Coordinator:

- Bachelor's Degree at MQF level 6 (or equivalent) or higher in Public Administration or Management or Economics or a related field.
- A minimum of 3 years of experience in project coordination or management, preferably in research or EU-funded projects.
- Strong organisational, communication, and leadership skills.

- Proficiency in project planning and management tools.

Desirable Assets:
- Familiarity with the Maltese socio-economic context.
- Experience managing or coordinating multidisciplinary teams.

Key Expert 2: One (1) Economist

The Economist will be responsible for leading all economic and labour market analyses within the study. This includes evaluating wage structures, forecasting future employment trends, and assessing the economic implications of generational shifts in the workforce.

Duties and Responsibilities:

- Conduct comprehensive labour market analysis with a focus on Generation Z and Generation Alpha.
- Collate and analyse wage data by occupation, including current and projected trends over the next 10 years.
- Contribute to the design and development of the occupation web-based tool and wage comparison tool.
- Interpret and integrate relevant statistical data (e.g. NSO, Eurostat, Labour Force Survey).
- Assess the impact of technological, demographic, and educational trends on the future of occupations.
- Contribute to policy recommendations for future workforce planning and determining possible skills shortages and the type of training that will be needed to address these shortages.
- Collaborate with other experts to ensure an interdisciplinary approach.
- Prepare analytical inputs for progress and final reports.
- Participate in stakeholder consultations and presentations, as required.

Minimum Requirements:
- Bachelor's Degree at MQF level 6 (or equivalent) or higher in Economics.
- A minimum of 3 years of professional experience in labour market analysis, wage modelling, or economic forecasting.
- Experience working with national or EU-level economic and employment data sources.
- Excellent analytical and report-writing skills in English.

Desirable Assets:
- Previous involvement in studies related to the future of work, youth employment, or skills forecasting.
- Experience in developing or contributing to public sector or EU-funded projects.
- Familiarity with the Maltese labour market and socio-economic context.

Key Expert 3: One (1) Labour Market Specialist

Responsible for analysing labour demand and supply trends, occupational shifts, and employment patterns related to youth generations. Supports the mapping of current and emerging occupations and identification of skills gaps.

Duties and Responsibilities:
- Analyse national and sector-specific employment trends across key industries.
- Identify high-growth occupations and those at risk of decline.
- Contribute to the occupational classification framework and forecasting models.
- Support consultations with industry representatives and employers.
- Work closely with the Economist and to triangulate data and insights.

Minimum Requirements:
- Bachelor's Degree at MQF level 6 (or equivalent)
- A minimum of 3 years of experience in social or public policy, workforce planning, or labour market research.
- Demonstrated experience in labour market data interpretation and stakeholder engagement.

Desirable Assets:
- Experience with national employment strategies or skills intelligence frameworks.
- Knowledge of EU occupational classifications (e.g., ISCO, ESCO)

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Other Experts

One (1) Data Analyst

Provides technical support in managing and analysing statistical data related to occupations, wages, and educational outcomes.

Responsibilities:

- Clean, organise, and process large datasets (e.g., NSO, Eurostat).
- Support the development of interactive data tools and dashboards.
- Produce visualisations, tables, and summaries for use in reports and online tools.

Qualifications and Skills:

- Bachelor's degree MQF Level 6 (or equivalent) in Statistics or Data Science or Economics.
- Proficiency and good use of statistical tools (e.g., SPSS, R, Python, Excel).
- Experience with labour or education datasets is an asset.

All experts engaged in the project will be required to sign a data protection declaration and a confidentiality agreement prior to the commencement of the project.

A Declaration of Exclusivity and Availability is for the Key Expert proposed.

Public employees may be recruited as experts as long as it is ascertained through the attached self-declaration; that they do not fall in any of the provisions laid down in the Public Administration Act - Chapter 497 of the Laws of Malta (First Schedule Code of Ethics Article 5). This self-declaration is to be endorsed by all Key Experts (who are Public Employees) with the offer if applicable.

Updated CVs, declarations, copies of the certificates and warrants (where applicable) of the Key Expert are to be submitted with the offer together with Declarations of Exclusivity and Availability, the signed Self-Declaration (relating to conflict of interest as applicable) forms and the Data Protection Form Declaration (Annex B).

The Contractor may select and hire other experts as required according to the profiles identified in the Organisation & Methodology and these Terms of Reference. For the purposes of this contract, international experts are considered to be those whose permanent residence is outside the beneficiary country while local experts are considered to be those whose permanent residence is in the beneficiary country.

The selection procedures used by the contractor to select these other experts shall be transparent, and shall be based on pre-defined criteria, including professional qualifications, language skills. The findings of the selection panel shall be recorded. The selection of experts shall be subject to approval by the Contracting Authority.

Should the requirement for the engagement of other experts arise, such requirement shall be communicated by the Contractor to the Contracting Authority. The Contracting Authority reserves the right to refuse identified expert/s. The Contractor may also select and hire, or subcontract such expertise as required. In this event, the Contractor remains wholly accountable and liable for the performance of selected or subcontracted resources.

For the purposes of this contract, international experts are considered to be those whose permanent residence is outside the beneficiary country while local experts are considered to be those whose permanent residence is in the beneficiary country.

Moreover, the Contractor is responsible to provide the adequate staff (in terms of expertise and time allocation), as well as the needed equipment in order to complete efficiently all the activities required under the scope of work and to finally achieve the specific and the overall objectives of the project in terms of time, costs and quality.

6.1.2 Support Staff and Backstopping

Any expenses related to support staff and backstopping have to be covered by the Contractor and no extra funds will be allocated for this purpose. The Contractor shall provide all support staff and backstopping required to reach the objectives, targets and results outlined in these Terms of Reference. In particular the Contractor shall ensure that there is sufficient administrative and secretarial provision to enable Experts to concentrate on their primary responsibilities.

The Contractor must also transfer funds as necessary to support its activities under the contract and to ensure that its employees are paid regularly and in a timely fashion.

6.2 – Accommodation

Not Applicable.

6.3 - Facilities to be provided by the Consultant

The Contractor shall ensure that experts are adequately supported and equipped. In particular, the Contractor shall ensure that there is sufficient administrative, secretarial and interpreting provision to enable experts to concentrate on their primary responsibilities. It must also transfer funds as necessary to support its activities under the contract and to ensure that its employees are paid regularly and in a timely fashion.

If the Contractor is a consortium, the arrangements should allow for the maximum flexibility in project implementation. Arrangements offering each consortium partner a fixed percentage of the work to be undertaken under the contract should be avoided.

6.4 – Equipment

No equipment is to be purchased on behalf of the Contracting Authority/beneficiary country as part of this service contract or transferred to the Contracting Authority/beneficiary country at the end of this contract. Any equipment related to this contract which is to be acquired by the beneficiary country must be purchased by means of a separate supply tender procedure.

7. Reports

7.1 - Reporting Requirements

Progress reports have to be submitted by the contractor every month from the start date of execution of the contract indicating the state of implementation of the different activities. In addition, the progress vis-à-vis the indicators identified in Section 8.1 of these Terms of Reference shall be included. These reports shall be sent to the Project Leader and his/her delegate of the Contracting Authority by not later than one (1) week from the end of each quarter.

The deliverables (study on demography and the evolution of work report and the finalised occupation web-based tool) requested need to be submitted along with the final invoice for the payment of the balance as stipulated by Article 26 of the Special Conditions. The deliverables shall be approved within 4 to 5 weeks of submission by the Contracting Authority's Project Leader.

7.2 - Submission & Approval of Progress Reports

Original, one copy OR one soft copy in pdf format of the monthly progress and final report referred to above, including the annexes, must be submitted to the PL identified in the contract. The reports must be written in English. The PL is responsible for approving the progress reports.

8. Monitoring and Evaluation

8.1 - Definition of Indicators

Specific performance measures chosen because they provide valid, useful, practical and comparable measures of progress towards achieving expected results. Can be quantitative: measures of quantity, including statistical statements; or qualitative: judgements and perception derived from subjective analysis.

1. 100% of the required sample size is achieved for each target cohort.
2. To reach established sample targets with valid and reliable data.
3. Assessment of data quality based on response consistency, completeness, and accuracy.
4. Follow-up contacts made by the Contractor to reach employer sample if initial email outreach does not meet target; follow-ups must be tracked.
5. Submission of final comprehensive report; Report which includes relevant sources/references cited submitted in accordance with agreed timeline and structure.
6. Clarity and coherence of key findings and conclusions.
7. Number of evidence-based recommendations formulated.
8. Coverage of all specified themes: career expectations, work models, future skills, employer trends.
9. Number of occupations included in the web-based tool (target: 150 ± 10%).

10. Functionality and responsiveness of the web-based tool: Tool tested for bugs, usability, and responsiveness across devices.
11. Accuracy and relevance of occupational information presented: content should align with labour market realities and be fact-checked.
12. Web-based tool to be inclusive for all users.

8.2 - Special Requirements

The following special requirements shall apply throughout the implementation of the contract:

1. **Data Protection and Confidentiality**
   The Contractor shall ensure full compliance with the General Data Protection Regulation (EU) 2016/679 and relevant national data protection legislation. All data collection and processing activities must be based on informed consent. Personal data shall be anonymised prior to analysis. All experts and support staff shall sign confidentiality and data protection declarations prior to the commencement of work.

2. **Inclusivity and Target Group Representation**
   The Contractor shall ensure that data collection methods and sampling frameworks include balanced representation across gender, age, education levels, and socio-economic backgrounds. Special attention shall be given to the inclusion of priority groups such as NEETs, low-skilled youth, and students from state, church, and independent schools.

3. **Language and Accessibility**
   All project deliverables must be provided in English and written in accessible, inclusive, and youth-friendly language. The occupation tool must include accessibility features such as mobile responsiveness and text-to-speech functionality.

4. **Digital Tool Development Requirements**
   The occupation tool shall be designed as a web-based, mobile-friendly, interactive platform. The tool must incorporate features such as filtering, side-by-side comparison, keyword search, and integration of visual elements (example: infographics). The tool must allow for future content management by Jobsplus staff. AI-enabled features such as auto-translation are encouraged to enhance user engagement and inclusivity.

5. **Intellectual Property Rights**
   All materials, data, tools, software, and outputs developed under this contract shall remain the sole and exclusive property of the Contracting Authority (Jobsplus). The Contractor shall not reproduce, disseminate, or use project outputs beyond the scope of this contract without prior written authorisation.

6. **Ethical Compliance**
   The Contractor shall adhere to the highest ethical standards throughout the implementation of the contract, particularly in engagements involving minors. Where applicable, parental or guardian consent must be obtained for the participation of children in the study.

TENDERER'S ORGANISATION & METHODOLOGY

N.B. The Key Experts Form, the Statement of Availability Form, the Self-declaration form for Key Experts (relating to public employees) and CVs & Literature are subject to Note 2. Any other components of the technical offer are under Note 3.

Where in this tender document a standard, brand or label is quoted, it is to be understood that the Contracting Authority will accept equivalent standards, brands or labels. However, it will be the responsibility of the respective bidders to prove that the standards they quoted are equivalent to the standards requested by the Contracting Authority.

A technical offer is to be provided by the Economic Operator in response to Terms of Reference. The submission shall be in a structured form and is to be in the same sequence as listed hereunder for ease of reference and evaluation.

Rationale

1. A review of approximately 1000 words on Article 4.2 of the Terms of Reference demonstrating the knowledge and understanding of the context in the task assigned, related to the activities mentioned in Article 4.2 of the Terms of Reference:
   - The study on demography and the evolution of work;
   - The occupation web-based tool.

2. Identification and description of maximum five (5) risks connected to the project implementation as per Article 3.2 of the Terms of Reference.

3. Proposition and justification of the mitigation measures to be undertaken as per Article 3.2 of the Terms of Reference.

Strategy

1. A preliminary analysis report of approximately 1000 words is to be provided in line with Article 2.2 of the Terms of Reference. The said report shall outline the:
   - Factors that are changing the labour market;
   - The socio-economic impact on education, gender disparities, and the broader economy;
   - Anticipated characteristics of the Gen Z and Alpha.

2. A write-up of approximately 500 words is to be provided in line with Article 2.2 of the Terms of Reference. The said write-up should include a thorough research from multiple academic studies and publications related to the subject.

3. As per Article 4.2.1 of the Terms of Reference, the economic operator should submit a proposed questionnaire for each of the below cohort:
   - Gen Alpha students and their parents;
   - Gen Z;
   - Employers.

4. As per Article 4.2.2 of the Terms of Reference, a sample of how information related to occupations will be presented in the occupational web-based tool must be provided. The economic operator is requested to submit at least three different mock-ups as to how an occupation would be displayed on the web-based tool.

5. As per Article 4.2.2 of the Terms of Reference, a descriptive write-up of approximately 500 words shall be provided. It shall outline the approach, design rationale, and methodology to be adopted for the development of the videos.

Timetable of Activities

As per Article 4.2.3 of the Terms of Reference, the economic operator should submit a detailed Gantt Chart of the proposed activities for the successful execution in line with the activities mentioned in the Terms of Reference.

Key Experts

Key Expert 1: Project Coordinator
One (1) key expert in possession of Bachelor's Degree MQF Level 6 (or equivalent), or higher, in Public Administration or Management or Economics or a related field. At minimum of 3 years of experience in project coordination or management, preferably in research or EU-funded projects.

Key Expert 2: Economist
One (1) key expert in possession of a Bachelor's Degree MQF Level 6 (or equivalent), or higher, in Economics. At minimum of 3 years of professional experience in labour market analysis, wage modelling, or economic forecasting. Experience working with national or EU-level economic and employment data sources. Excellent analytical and report-writing skills in English.

Key Expert 3: Labour Market Specialist
One (1) key expert in possession of a Bachelor's Degree at MQF level 6 (or equivalent). A minimum of 3 years of experience in social or public policy, workforce planning, or labour market research. Demonstrated experience in labour market data interpretation and stakeholder engagement.

Any comments contradicting the Terms of Reference or falling outside their scope will not form part of the final contract.

.gov.mt

SECTION 4 - SUPPLEMENTARY DOCUMENTATION

4.1 - Draft Contract Form

4.2 - Specimen Performance Guarantee

4.3 - Specimen Pre-Financing Guarantee - where applicable

4.4 - Ultimate Beneficiary Owner (UBO) form

These are available to view and download from the 'Resources Section' at: www.etenders.gov.mt.

4.5 - General Conditions of Contract

The full set of General Conditions for Services Contracts (Version 4.8) can be viewed/downloaded from the 'Resources Section' at: www.etenders.gov.mt

It is hereby construed that the tenderers have availed themselves of these general conditions and have read and accepted in full and without reservation the conditions outlined therein, and are therefore waiving any standard terms and conditions which they may have.

These general conditions will form an integral part of the contract that will be signed with the successful tenderer/s.

4.8 - General Rules Governing Tendering

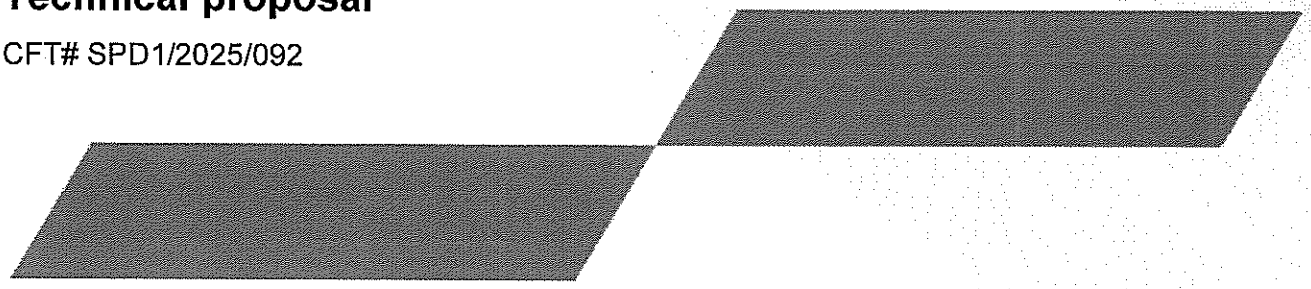
The contents of this procurement document complement the latest version of the General Rules Governing Tenders applicable on the date of the publication of this tender, the Terms of Use and the Manual for Economic Operators applicable to Government's e-Procurement Platform (available from the Resources section of www.etenders.gov.mt).

pwc

The Future of Work in Malta and Gozo: Research on Gen Z and Gen Alpha

Technical proposal

CFT# SPD1/2025/092



www.pwc.com/mt

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Technical Proposal – Criterion 1.7

As per Article 4.2.2 of the Terms of Reference, a sample of how information related to occupations will be presented in the occupational web-based tool must be provided. The economic operator is requested to submit a minimum of three (3) different mock-ups as to how an occupation would be displayed on the web-based tool

In line with Article 4.2.2 of the Terms of Reference, we are submitting different mockups showing how information related to an occupation would be displayed on the occupational web-based tool. Each mockup presents a detailed career profile page and demonstrates a distinct layout and visual style, while covering the required information elements.

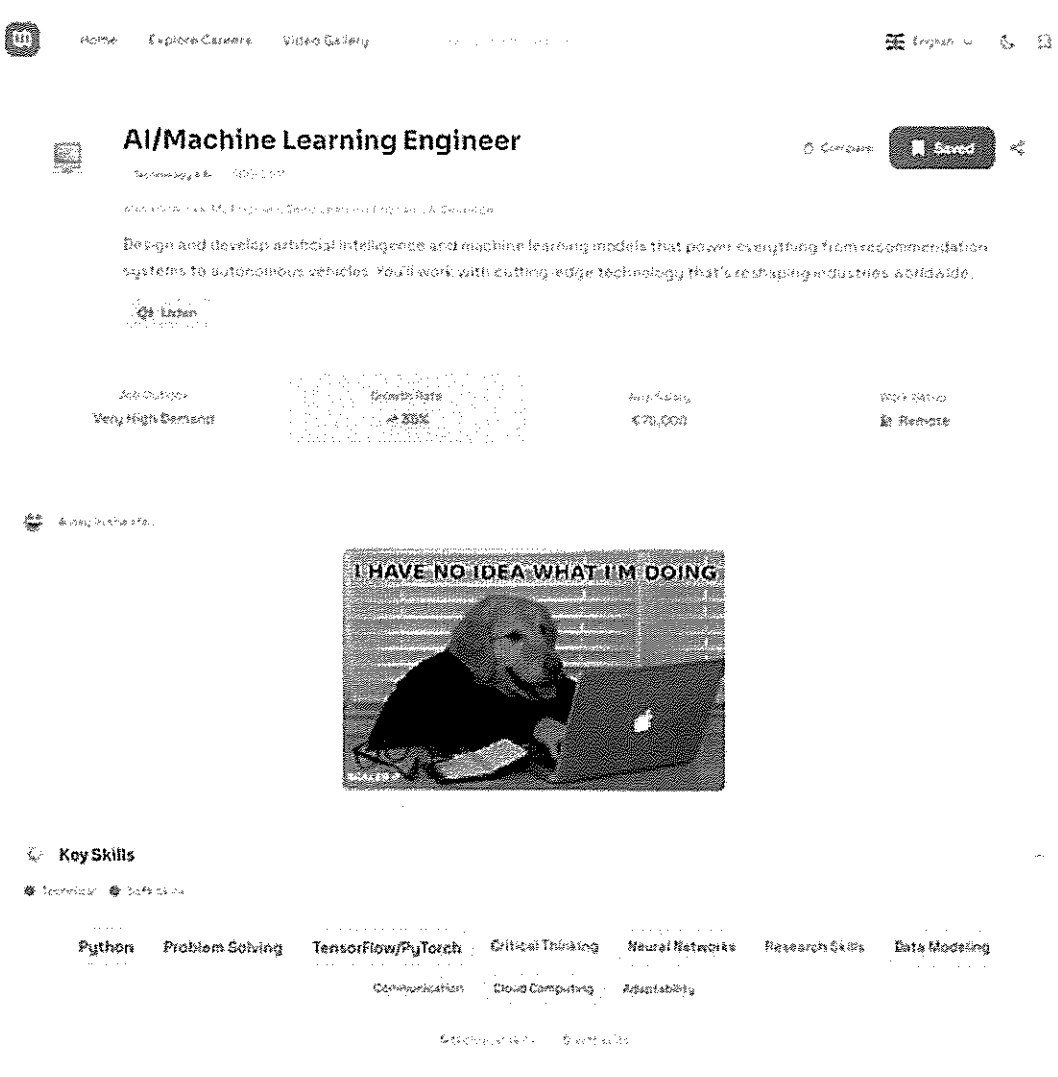
The mockups provided are intended solely for illustration purposes, to demonstrate our proposed approach to the presentation of occupational information. Layouts, visuals, labels and interface elements are subject to refinement and modification during the design and development phases, in full alignment with **Jobsplus' feedback, branding guidelines, accessibility requirements and any further specifications** provided during the project.

Mock-up 1 – Detailed Career Profile

In the below mock-up we present a **full occupation profile page** for an "AI / Machine Learning Engineer". It includes:

- ✓ Occupation title and alternative names
- ✓ Sector and related category
- ✓ Job outlook and growth rate
- ✓ Average salary / earning potential
- ✓ Work setup (e.g. Remote, Hybrid, Office)
- ✓ Concise occupation description
- ✓ A "listen" button providing text-to-speech support
- ✓ Quick-action buttons to:
    - Save the occupation for later
    - Add the occupation to the comparison feature

Further sections on the same page include a **"Day in the life"** block (supported by a youthfriendly, humorous GIF), key skills (technical and soft), career pathways ("How to get there"), work environment, why the occupation is important, and projected earning potential. The layout is **mobilefriendly** and follows a **microlearning approach** with short, visual sections.



Navigation Menu

Occupation Title and high level Description highlighting the key features

This section may incorporate memes, GIFs, and pop culture references.

Key skills, including both soft and technical abilities, that are required for this role.

How to Get There

Traditional Path

- Computer Science Degree
- Master of AI/ML
- PhD in Machine Learning

Alternative Routes

- Online Bootcamps (Coursera, Udacity)
- Self-taught with Portfolio
- Kaggle Competitions
- Open Source Contributions

3

4

Work Environment

Work Setup

- Remote — 33%
- Hybrid — 33%
- Office-based — 33%

Working Hours

- Flexible Hours
- Traditional 9-5

Why It Matters

Social Impact

Economic Impact

Environmental Impact

Earning Potential

Entry Level — €45,000

Mid Career — €75,000

Senior Level — €120,000

+167%

€75,000

This section outlines the pathway required to gain the necessary qualifications or experience. It can present multiple routes, including the traditional path as well as any alternative methods.

This section describes the expected work setting for this role and its standard working hours.

This section can be used to highlight the benefits of such job opportunities, including social impact, environmental impact, and other positive outcomes.

The final section presents salary expectations based on the level of experience.

Mock-up 2 – Browse / Explore Occupations View

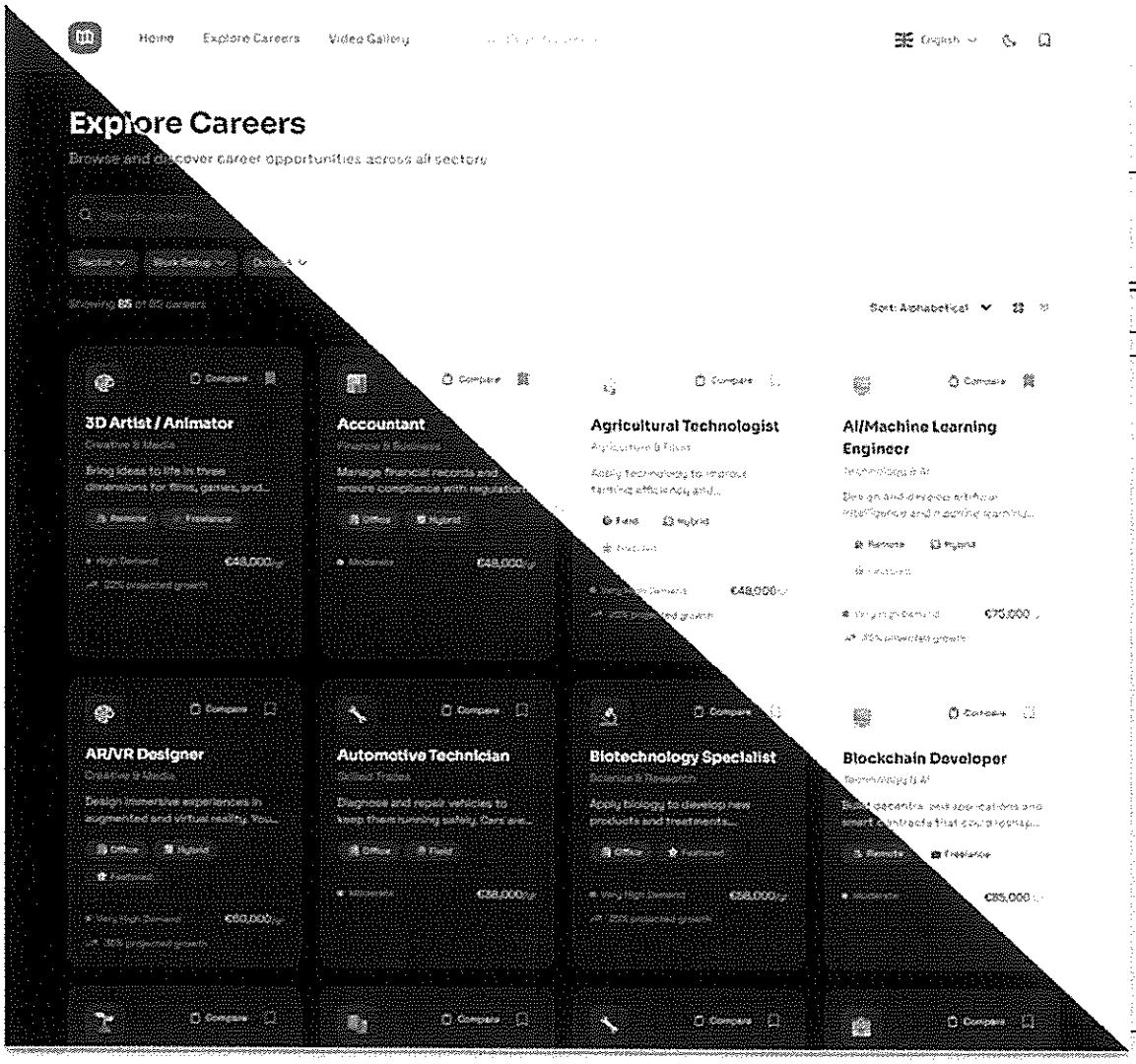
This mock-up illustrates how an individual occupation is represented within the **"Explore Careers"** page, where users can browse all occupations.

- The header shows a possible structure with:
    - Logo
    - Quick links (Home, Occupations, Videos)
    - Global search bar for occupations
    - Language selector
    - Dark/light mode toggle
    - Saved items button

Occupations are displayed as interactive **cards**, each showing:

- Job title and short, student-friendly description
- Work setup tags (Remote, Office, Field, Hybrid, Freelance)
- Demand level indicators (e.g. High Demand, Very High Demand)
- Projected growth visualised with coloured indicators
- Annual salary estimates
- Quick actions such as **Compare** and **Save**

The screenshot shows both dark and light modes side by side. Powerful filtering and sorting are available (e.g. by sector, work setup), and users can switch between card and list views. The design uses icons, badges and clear typography to make labour market information accessible and engaging for younger users.



In this section the user can search for a career by keywords or by filtering options from the "Sector", "Work Setup" and "Outlook" drop-downs.

Content can be sorted from the "Sort" option

This section displays a card-style layout showcasing all available careers to browse. Each card includes the title, a short description, salary information, and key features, and the cards are dynamically displayed based on the search term or selected filters.

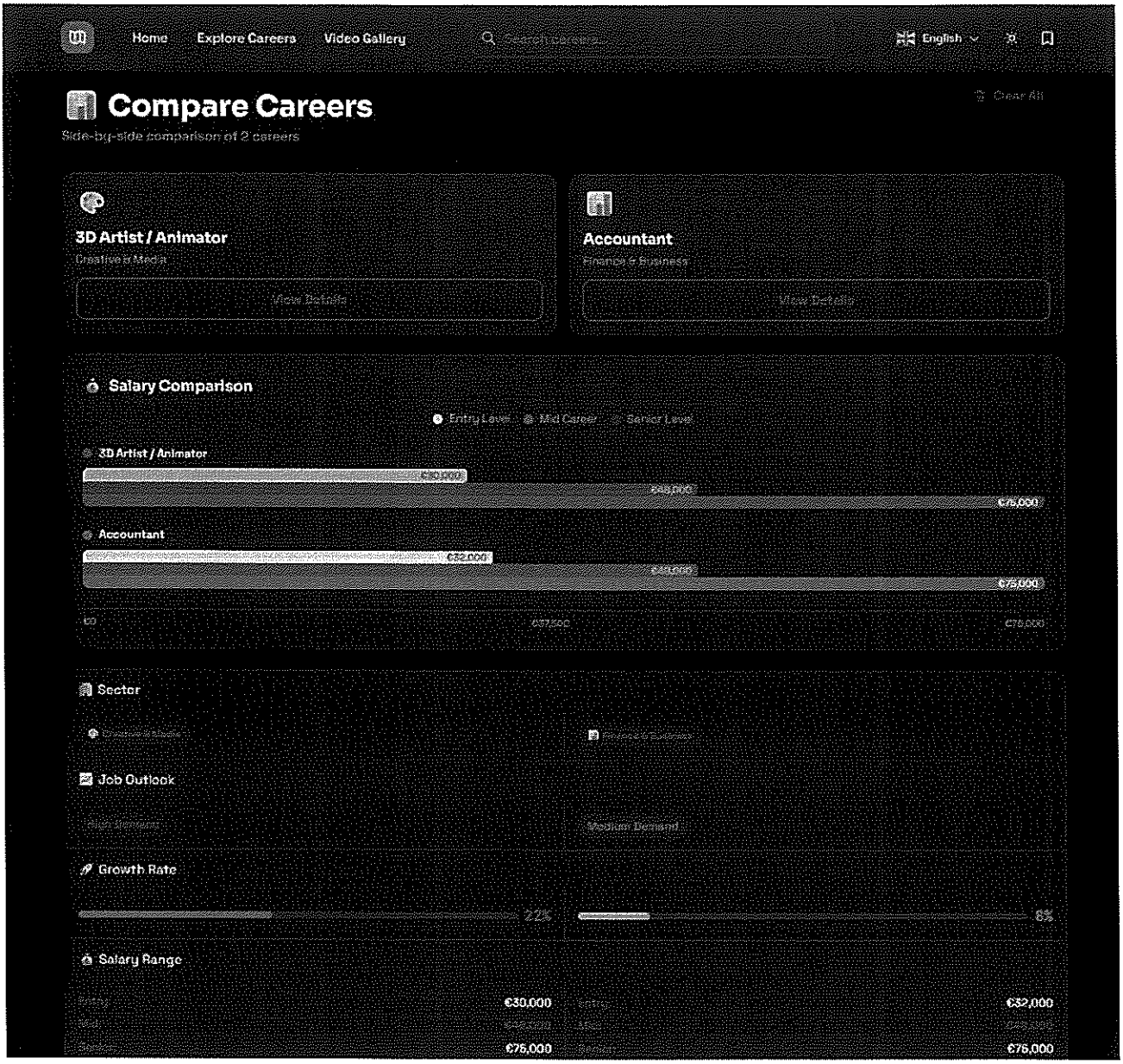
Mock-up 3 – Compare Careers View

This mock-up shows how multiple occupations are displayed and compared side by side on the **"Compare Careers"** page, helping users choose between alternative options (e.g. "3D Artist / Animator", "Accountant", "Agricultural Technologist").

For each occupation, the comparison view presents:

- Job title and sector
- Link back to the full occupation profile ("View details")
- Structured comparison panels covering:
    - Salary range and earning potential
    - Job outlook and growth rate
    - Work setup
    - Key skills
    - Typical pathways ("How to get there")
    - Why the occupation is important

The comparison uses **charts, icons** and **colour-coding,** with a **modern UI** and bright accents aimed at a youth audience. This design makes complex information easy to scan and understand, supporting informed, data driven career decisions.


Home
Explore Careers
Video Gallery
English
Compare Careers
Side-by-side comparison of 2 careers
Clear All
3D Artist / Animator
Creative & Media
View Details
Accountant
Finance & Business
View Details
Salary Comparison
Entry Level
Mid Career
Senior Level
3D Artist / Animator
€30,000
€45,000
€75,000
Accountant
€32,000
€48,000
€75,000
€0
€37,500
€75,000
Sector
Creative & Media
Finance & Business
Job Outlook
High Demand
Medium Demand
Growth Rate
22%
6%
Salary Range
Entry
€30,000
Entry
€32,000
Senior
€75,000
Senior
€75,000

Mock-up 4 – Browse / Explore Careers with Search and Filtering

This mock-up demonstrates the "Explore Careers" page in **list view**, showcasing the tool's powerful search and filtering capabilities aligned with the requirements in Article 4.2.2.

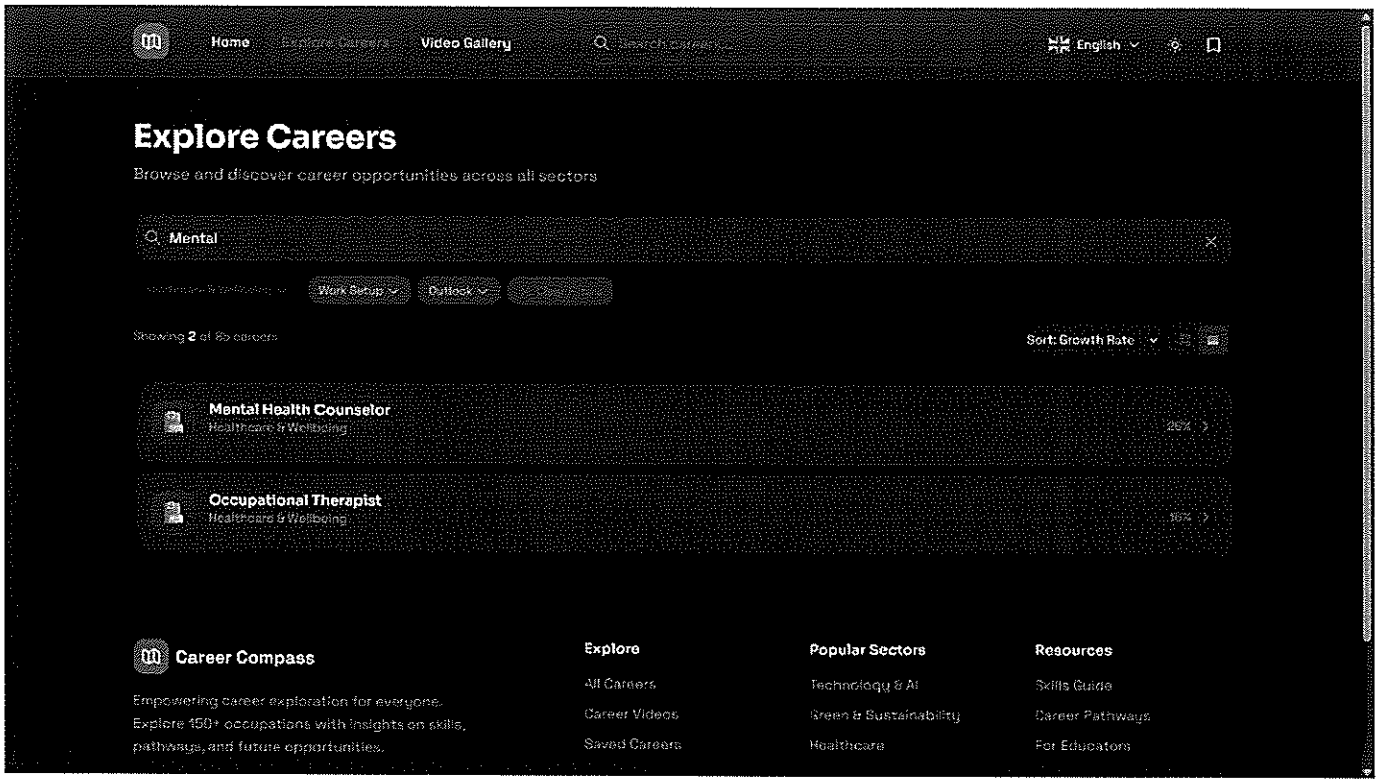
Key Features:

- **Global search bar** prominently positioned at the top, actively filtering results.
- **Multi-criteria filtering** displayed via filter pills:
    - Sector filter: "Healthcare & Wellbeing"
    - Work Setup filter (e.g., Remote, Hybrid, Office)
    - Outlook filter
    - "Clear Filters" action for easy reset
- **Sorting control** ("Sort: Growth Rate") allowing users to order results by key metrics such as demand, salary, or growth
- **View toggle** (card / list view icons) giving users flexibility in how occupations are presented

Occupation Results:

Each occupation is displayed as a clean, minimal card showing:

- **Job title** (e.g., "Mental Health Counselor", "Occupational Therapist")
- **Sector** ("Healthcare & Wellbeing")
- **Projected growth rate** visualised in colour-coded percentage (green for positive growth: 25%, 16%)
- **Arrow icon** for quick navigation to the full occupation profile


Home
Video Gallery
English
Explore Careers
Browse and discover career opportunities across all sectors
Mental
Work Setup
Outlook
Sort: Growth Rate
Mental Health Counselor
Healthcare & Wellbeing
Occupational Therapist
Healthcare & Wellbeing
Career Compass
Empowering career exploration for everyone. Explore 150+ occupations with insights on skills, pathways, and future opportunities.
Explore
All Careers
Career Videos
Saved Careers
Popular Sectors
Technology & AI
Green & Sustainability
Healthcare
Resources
Skills Guide
Career Pathways
For Educators

Mock-up 5 – Home / Landing Page

This mock-up represents the **main landing page** of the occupational web-based tool, designed as an **intuitive, youth-friendly entry point** into all occupations, sectors and videos.

At the top, a prominent hero section invites users to **"Discover Your Future Career"** and briefly explains that they can explore occupations with insights on skills, pathways and opportunities. Two primary call-to-action buttons are provided:

- **Start Exploring**: takes the user directly to the Explore Careers interface with filters and search.
- **Watch Videos**: opens the video gallery with the 30-second career animations.

Immediately below, three key labour-market indicators are highlighted using clear numbers and colour-coded icons:

- 150+ occupations
- 15 sectors
- 15 career videos

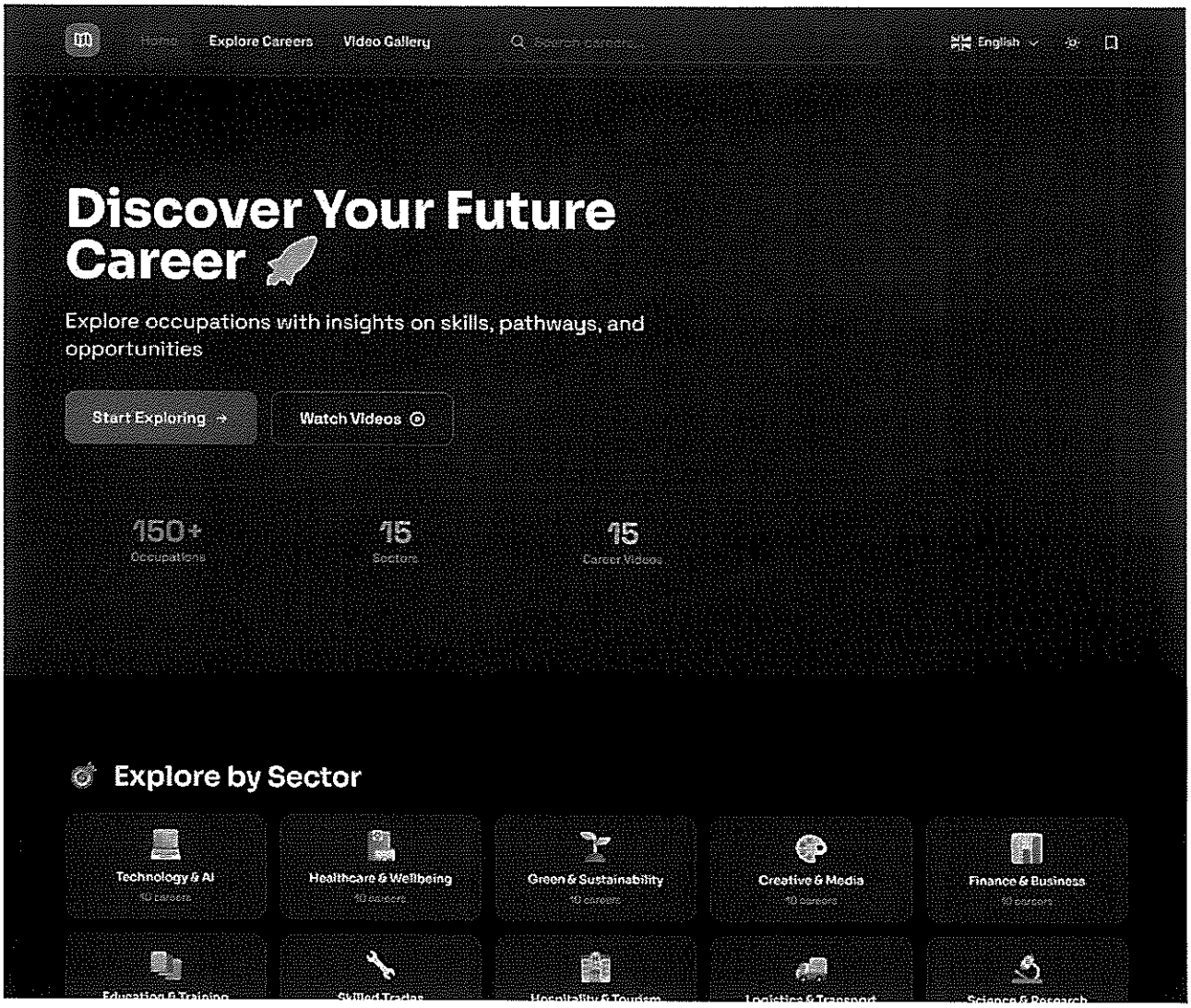
The global header aligns with the tender's requirements for usability and navigation, and includes:

- Logo and main navigation links (Explore Careers, Video Gallery)
- Global search bar ("Search careers...") for keyword-based occupation search
- Language selector (supporting multilingual and future AI-translation features)
- Dark/light mode toggle
- Saved items/bookmarks icon for quick access to previously saved occupations

Further down, an **"Explore by Sector"** section introduces a **micro-learning, card-based layout.** Each sector (e.g. Technology & AI, Healthcare & Wellbeing, Green & Sustainability, Creative & Media, Finance & Business, etc.) is displayed as a large interactive card with:

- Sector title
- Simple icon for quick visual recognition
- Number of careers available in that sector

This layout supports fast scanning, encourages exploration, and is optimised for both desktop and mobile. The use of a gradient background with bright accent colours, large typography and clear iconography is consistent with a modern, inclusive, digital-first design that appeals to younger users while remaining fully accessible.


Explore Careers
Video Gallery
English
Discover Your Future Career
Explore occupations with insights on skills, pathways, and opportunities
Start Exploring →
Watch Videos
150+
Occupations
15
Sectors
15
Career Videos
Explore by Sector
Technology & AI
Healthcare & Wellbeing
Green & Sustainability
Creative & Media
Finance & Business

Thank you

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Tender Title: Tender for Research on Gen Z and Gen Alpha in the Context of the Future of Work in Malta and Gozo
Tender No: SPD1/2025/092

OVERALL EVALUATION GRID

Pricewaterhousecoopers TID: 237059				
Max. Weighting	**Sub-criteria**	**Weighting (marks)**	**Marks**	**Justification**
1. Rationale (Mandatory Criteria)				
38 marks	1. A review of approximately 1000 words on Article 4.2 of the Terms of Reference demonstrating the knowledge and understanding of the context in the task assigned, related to the activities mentioned in Article 4.2 of the Terms of Reference: - The study on demography and the evolution of work (max. 4 marks) - The occupation web-based tool (max. 4 marks)	Max.8 marks (Max. 100%)	8	Whilst the document was longer than requested, the bidder has provided a write up that demonstrates an understanding of the project and the ToR of the tender document.
	2. Identification and description of minimum five (5) risks connected to the project implementation (Max of 3 marks per risk) as per Article 3.2 of the Terms of Reference.	Max. 15 marks (Max. 100%)	15	The bidder has provided 5 relevant risks that are associated with the project. The number of risks provided exceeded substantially what was requested.
	3. Proposition and justification of the mitigation measures to be undertaken (Max of 3 marks for each mitigation measure) as per Article 3.2 of the Terms of Reference.	Max. 15 marks (Max. 100%)	15	The bidder provided 5 relevant mitigation measures that are associated with the project. The number of mitigation measures provided exceeded substantially what was requested.
2. Strategy				

Tender Title: **Tender for Research on Gen Z and Gen Alpha in the Context of the Future of Work in Malta and Gozo**
Tender No: **SPD1/2025/092**

OVERALL EVALUATION GRID

44 marks	1. A preliminary analysis report of approximately 1000 words is to be provided in line with Article 2.2 of the Terms of Reference. The said report shall outline the: - Factors that are changing the labour market; (5 marks) **(Mandatory)** - The socio-economic impact on education, gender disparities, and the broader economy; (5 marks) **(Mandatory)** - Anticipated characteristics of the Gen Z and Alpha (5 marks) **(Mandatory)**	Max. 15 marks (Max. 100%)	15	Whilst the document was longer than requested, the bidder has provided a write up that shows good understanding of the ToR and the study proposed.
	2. A write-up of approximately 500 words is to be provided in line with Article 2.2 of the Terms of Reference. The said write-up should include a thorough research from multiple academic studies and publications related to the subject. **(Add-On)**	3 marks (100% or 1% as a minimum)	3	Whilst the document was longer than requested, the bidder has provided a write up that encompasses what was requested in the ToR.
	3. As per Article 4.2.1 of the Terms of Reference, the economic operator should submit a proposed questionnaire for each of the below cohort: - Gen Alpha students and their parents (4 marks) **(Mandatory)** - Gen Z (4 marks) **(Mandatory)** - Employers (4 marks) **(Mandatory)**	Max. 12 marks (Max. 100%)	10.7	Marks were deducted for Gen Alpha questionnaire. The questions that were addressed to students (23-29) were the same questions that were proposed in the parents' section. The repetition of questions is not conducive to good survey design.

Tender Title: **Tender for Research on Gen Z and Gen Alpha in the Context of the Future of Work in Malta and Gozo**
Tender No: **SPD1/2025/092**

OVERALL EVALUATION GRID

	4. As per Article 4.2.2 of the Terms of Reference, a sample of how information related to occupations will be presented in the occupational web-based tool must be provided. The economic operator is requested to submit a minimum of three (3) different mock-ups as to how an occupation would be displayed on the web-based tool (3 marks for each mock up). **(Mandatory)**	Max. 9 marks (Max. 100%)	0	While the 5 mock ups were submitted, the bidder failed to provide three different mock ups as to how an occupation will be displayed in the web-based tool as requested in the ToR. Instead, the mock-ups provided were of different occupations and not of the same occupation.
	5. As per Article 4.2.2 of the Terms of Reference, a descriptive write-up of approximately 500 words shall be provided. It shall outline the approach, design rationale, and methodology to be adopted for the development of the videos. **(Mandatory)**	Max. 5 marks (Max. 100%)	5	The bidder has provided a write up that provides detail on the approach, design rationale, and methodology to be adopted for the development of the videos.
3. Time-Table of Activities (Mandatory Criteria)				
5 marks	As per Article 4.2.3 of the Terms of Reference, the Economic Operator should submit a detailed Gantt Chart of the proposed activities for the successful execution in line with the activities mentioned in the Terms of Reference.	Max. 5 marks (Max. 100%)	5	The bidder has provided a detailed programme and Gantt chart that outlines the proposed activities and timelines.
4. Key Experts as per Article 6.1 of the Terms of Reference				
13 marks	For all Key Experts – Less than the minimum qualifications requested – Unacceptable (disqualified and will not be further evaluated) – 0 marks			

Tender Title: **Tender for Research on Gen Z and Gen Alpha in the Context of the Future of Work in Malta and Gozo**
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	Key Expert 1: Project Coordinator One (1) key expert in possession of Bachelor's Degree MQF Level 6 (or equivalent), or higher, in Public Administration or Management or Economics, or a related field. The marks will be allotted as follows: 2 marks for Key Expert 1 MQF Level 7 (or equivalent) or higher, 1 mark for Key Expert 1 for MQF Level 6 (or equivalent) **Key Expert will be allocated marks for the highest qualification only.** A minimum of 3 years of experience in project coordination or management, preferably in research or EU-funded projects. – **1** mark **or 0** **The maximum amount that can be awarded for KE 1 is 3 marks.**	Max. 3 marks as per gradation (Max. 100%)	3	Key Expert 1 is in possession of MQF Level 7 in the required field, has the necessary experience and provided all the required supporting documentation. Whilst we recognise that an alternative Key Expert 1 was provided, this was not evaluated as the TOR did not request alternates. Also, the other key experts submitted were not evaluated as the documents relating to them are required prior to the commencement of the project.
	Key Expert 2: Economist One (1) key expert in possession of a Bachelor's Degree MQF Level 6 (or equivalent), or higher, in Economics. The marks will be allotted as follows: 3 marks for Key Expert 2 MQF Level 7 (or equivalent) or higher, 1 mark for Key Expert 2 for MQF Level 6 (or equivalent) **Key Expert will be allocated marks for the highest qualification only.** A minimum of 3 years of professional experience in labour market analysis or wage modelling, or economic	Max. 5 marks as per gradation (Max. 100%)	5	Key Expert 2 is in possession of MQF Level 8 in the required field, has the necessary experience and provided all the required supporting documentation. (The Self Declaration Form was submitted at this stage rather than during the eligibility stage, in accordance with the ePPS.) Whilst we recognise that an alternative Key Expert 2 was provided, this was not evaluated as the TOR did not request alternates. Also, the other key experts submitted were not evaluated as the documents relating to them are required prior to the commencement of the project.

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	forecasting. Experience to include working with national or EU-level economic and employment data sources. Excellent analytical and report-writing skills in English. **2** marks **or 0** **The maximum amount that can be awarded for KE 2 is 5 marks.**			
	Key Expert 3: Labour Market Specialist One (1) key expert in possession of a Bachelor's Degree MQF level 6 (or equivalent). The points will be allotted as follows: 3 marks for Key Expert 3 MQF Level 7 (or equivalent) or higher, 1 mark for Key Expert 3 for MQF Level 6 (or equivalent) **Key Expert will be allocated marks for the highest qualification only.** A minimum of 3 years of experience in social or public policy or workforce planning, or labour market research. Experience in labour market data interpretation and stakeholder engagement. – **2** marks **or 0** **The maximum amount that can be awarded for KE3 is 5 marks.**	Max. 5 marks as per gradation (Max. 100%)	5	Key Expert 3 is in possession of MQF Level 7 in the required field, has the necessary experience and provided all the required supporting documentation.
Total Criteria Weight		**100**	**90**	