

| |
|--------------------------|
| CLARIFICATION N.1 |
|--------------------------|

Published on 04/05/2026

| | |
|-------------------|---|
| QUESTION 1 | In Annex 4 / the Commercial Response Template for Lot 3, the requested price appears to be for: “online unlimited access for one ESM user over a four-year period”. However, Article 5.1.1 of the draft Framework Agreement refers to: “a unit price for an unlimited online access ... for one ESM user for a period of one year”. Could ESM please confirm whether the unit price should be quoted: a) per ESM user for the full four-year framework period; or b) per ESM user per year? |
| ANSWER 1 | For evaluation purposes, the licence costs will be assessed over a four-year term, corresponding to the envisaged contract duration of four years. However, payment of the unit price per licence shall be made on an annual basis. |

| | |
|-------------------|---|
| QUESTION 2 | Could ESM please clarify what is meant by “online unlimited access” for one ESM user? In particular, does this mean: a) unlimited access to the platform for the ESM user only; b) unlimited number of candidates/assessments during the four-year period; or c) platform access for ESM users, with candidate assessments charged separately or included in the proposed price? If candidate assessments are included, could ESM confirm whether the number of candidate assessments is expected to be unlimited? |
| ANSWER 2 | Dedicated users are expected to have administrator access to the platform (e.g. to send assessments to candidates and to view reports and analytics). “Unlimited” refers to (i) the users’ access rights to the platform and (ii) the number of assignments that can be sent. The candidates’ assessments should be included in the price. The number of candidates to be assessed is expected to be unlimited. |

| | |
|-------------------|---|
| QUESTION 3 | Could ESM please provide an indicative estimate of the expected number of candidates to be assessed under Lot 3 per year and/or over the four-year framework period? If possible, could this be split between: • psychometric assessments; and • aptitude/cognitive ability tests? |
| ANSWER 3 | We estimate a number of 10 candidates per year |

| | |
|-------------------|---|
| QUESTION 4 | <p>The Terms of Reference state that the Online Testing System should be accessible to ESM recruiters, “between two and four on average”. The Commercial Response Template uses an evaluation volume of four users.</p> <p>Could ESM please confirm whether the expected requirement is for four named ESM users throughout the framework period, or whether the number of users may vary during the contract?</p> |
| ANSWER 4 | <p>The template includes only an estimated number of users; therefore, this number is provided solely for evaluation purposes. All quantities (expected volume) indicated are for information only and cannot be considered as a commitment for the ESM to buy services during the contract implementation.</p> |
| QUESTION 5 | <p>The Commercial Response Template includes a separate one-off fee for “customization and reporting”, while the first pricing line also refers to access including “support, maintenance, customization, reporting”.</p> <p>Could ESM please clarify which customisation and reporting elements should be included in:</p> <p>a) the user access/licence fee; and b) the separate one-off customisation and reporting fee?</p> |
| ANSWER 5 | <p>Please see the update template online</p> |
| QUESTION 6 | <p>The Terms of Reference require customisation based on ESM’s defined competencies. Could ESM please confirm whether the relevant competency framework will be provided to the selected provider after contract signature, or whether it can be shared with candidates during the procurement process to allow a more accurate technical and commercial proposal?</p> |
| ANSWER 6 | <p>The relevant competency framework will be shared directly with the preferred supplier.</p> |
| QUESTION 7 | <p>The Terms of Reference refer to reports for different audiences, including candidates “as applicable”.</p> <p>Could ESM please clarify whether candidate-facing reports are:</p> <p>a) mandatory for all candidates; b) required only upon ESM request; or c) optional depending on the assessment type and ESM’s decision?</p> |
| ANSWER 7 | <p>Candidate reports should be part of the standard reporting. However, if the system does not allow such reports to be extracted for some of the tests, this should be mentioned to the ESM in the proposal of services.</p> |

HR – Executive Search and Assessment Services - PRC0003547

| | |
|-------------------|--|
| QUESTION 8 | Could ESM please confirm whether all platform interfaces, candidate instructions, assessments and reports are required only in English, or whether additional languages may be required during the framework period? |
| ANSWER 8 | The required language is English. If available in several languages, this is a nice to have feature. |

Commented [AG1]: @Loic Morand @Adriana Chituc kindly provide a clarification and please confirm it

| | |
|-------------------|--|
| QUESTION 9 | Could ESM please clarify whether psychometric and aptitude assessments must be available in English only, or whether ESM expects candidates to be able to complete assessments in other languages? |
| ANSWER 9 | The required language is English. If available in several languages, this is a nice to have feature. |

Commented [AG2]: @Loic Morand @Adriana Chituc kindly provide a clarification and please confirm it

| | |
|--------------------|--|
| QUESTION 10 | Annex 3 refers to “Platform Demonstration – Lot 3”, while the award criteria heading mentions “tool demonstration for Lot 2”. Could ESM please confirm that the platform demonstration requirement applies to Lot 3? |
| ANSWER 10 | The platform demonstrations in required for the LOT 2 only |

| | |
|--------------------|---|
| QUESTION 11 | Could ESM please clarify how platform demonstration access should be provided? For example: <ul style="list-style-type: none"> • Should demo credentials be included in the Technical Proposal? • Should the demo platform remain available throughout the evaluation period? • Are there any preferred roles/profiles to be demonstrated, such as recruiter, manager and candidate? |
| ANSWER 11 | The eligible provider shall demonstrate the platform (e.g. a live demo) and its functionalities to the Evaluation Panel during the interview. |

| | |
|--------------------|--|
| QUESTION 12 | The Terms of Reference mention aptitude tests including cognitive/reasoning abilities such as verbal, numerical and abstract reasoning, and also refer to e-tray/competency examples. Could ESM please clarify whether e-tray/in-tray exercises are mandatory for Lot 3, or whether verbal, numerical and abstract reasoning tests would be sufficient to meet the aptitude testing requirement? |
| ANSWER 12 | Ideally, all assessments should be available on the platform. However, if e-tray exercises are not available, verbal, numerical and abstract reasoning tests shall be considered sufficient. |

Commented [AG3]: @Loic Morand @Adriana Chituc kindly provide a clarification and please confirm it

| | |
|--------------------|--|
| QUESTION 13 | Does ESM require remote proctoring, identity verification, browser lockdown or other anti-cheating measures for aptitude |
|--------------------|--|

Commented [AG4]: @Loic Morand @Adriana Chituc kindly provide a clarification and please confirm it

HR – Executive Search and Assessment Services - PRC0003547

| | |
|------------------|---|
| | tests? If yes, could ESM please specify the minimum expected functionality? |
| ANSWER 13 | <p>Ideally, anti-cheating measures such as remote proctoring, identity verification and/or browser lockdown should be available.</p> <p>However, no specific minimum functionality is prescribed at this stage. Candidates should describe the measures supported by their platform and how these help ensure the integrity of the assessments.</p> |

| | |
|--------------------|--|
| QUESTION 14 | <p>The Terms of Reference require aptitude test results to be compared to a relevant and updated international norm group. Could ESM please clarify whether there are any specific expectations regarding the norm group, for example:</p> <ul style="list-style-type: none"> • international professional population; • managerial/professional level; • financial services / public institution benchmark; • European or global benchmark; • minimum recency of norm data |
| ANSWER 14 | <p>The following norm groups are indeed relevant:</p> <ul style="list-style-type: none"> • international professional population; • managerial/professional level; • financial services / public institution benchmark; • European or global benchmark; |

| | |
|--------------------|---|
| QUESTION 15 | <p>Could ESM please clarify whether data must be hosted, stored and processed exclusively within the euro area, or whether hosting within the European Economic Area is acceptable? If hosting, processing or support access outside the euro area/EEA is proposed, what specific safeguards and approvals would ESM require?</p> |
| ANSWER 15 | <p>Please refer to Art. 4.7 - Due Diligence Elements of the RFP document.</p> |

| | |
|--------------------|--|
| QUESTION 16 | <p>The Terms of Reference require access to candidate history “in line with relevant retention periods”. Could ESM please clarify the expected retention period for candidate assessment data and reports, or confirm whether this will be defined after contract signature?</p> |
| ANSWER 16 | <p>Records containing personal data that can only be stored for a short period due to the nature of the data. After 6 months, the data must be deleted. This will be specified in the contract for signature.</p> |

| | |
|--------------------|---|
| QUESTION 17 | Could ESM please confirm whether the platform must allow ESM users to export and delete candidate data directly, or whether such actions may be performed by the provider upon ESM request? |
| ANSWER 17 | The platform should also allow for the ESM users to delete the candidates data. |

| | |
|--------------------|---|
| QUESTION 18 | Does ESM require or expect any specific information security certifications or assurance reports for the Lot 3 platform, such as ISO 27001, SOC 2, ISAE 3402 or equivalent? If not mandatory, will such certifications be considered positively in the evaluation? |
| ANSWER 18 | This requirement is not part of the selection process. However, as part of the ESM's due diligence, the selected candidate may be requested to provide information and documentation relevant to IT and information security, data protection and related risks. Candidates may provide details of any relevant certifications or assurance reports (e.g., ISO 27001, SOC 2, ISAE reports or equivalent) in their proposal and/or due diligence documentation. Please refer to Answer 15. |

| | |
|--------------------|---|
| QUESTION 19 | The Terms of Reference require ongoing maintenance and support during business hours, 09:00–18:00. Could ESM please confirm: a) whether these are Luxembourg business hours; b) whether support is required on Luxembourg business days only; and c) whether ESM expects specific service levels for response and resolution times? |
| ANSWER 19 | These are the Luxembourg working hours, and the resolution time shall be within one business day. |

Commented [AG5]: @Loic Morand what should be the resolution time , is one day sufficient for you?

| | |
|--------------------|---|
| QUESTION 20 | Could ESM please clarify the expected duration and format of one training session for 1 to 3 ESM users? For example, should the bidder assume: • remote training only; • a specific duration, e.g. 1 hour, 2 hours, half-day; • separate training for platform use and interpretation of results; or • a combined session covering both topics? |
| ANSWER 20 | Training is expected to be delivered online. Upon contract signature, the Service Provider shall provide online training to dedicated ESM staff covering platform functionalities and use (including reporting), and upon request training on how to interpret results and reports generated by the platform. |

HR – Executive Search and Assessment Services - PRC0003547

| | |
|--|---|
| | The detailed duration and whether training is delivered as one combined session or separate sessions can be proposed by the provider and agreed with the ESM. |
|--|---|

| | |
|--------------------|--|
| QUESTION 21 | <p>Could ESM please clarify the expected scope of the Expert Consultant hours under Lot 3? For example, should these hours be intended mainly for:</p> <ul style="list-style-type: none"> • interpretation of results; • advice on test selection; • support to hiring managers; • customisation of reports and competencies; • technical/platform support; or • other advisory services ? |
| ANSWER 21 | The Expert Consultant is expected to cover advisory and professional support, such as: guidance on assessment selection, support in interpreting results and reports, and support related to competency-based customisation/reporting etc. |

| | |
|--------------------|---|
| QUESTION 22 | <p>If a provider's assessment platform uses automated scoring algorithms or AI-supported functionality, could ESM please clarify whether this should be described under the RFP section on AI systems/models?</p> <p>In particular, should standard automated psychometric scoring be treated as AI use for the purposes of Section 5.11 of the RFP, or only more advanced AI/machine-learning functionality?</p> |
| ANSWER 22 | The use of AI to enhance the interpretation of tests or for other uses of the test and platform is welcome. Such use must, however, be clearly specified and detailed in the proposal. |

| | |
|--------------------|---|
| QUESTION 23 | For Lot 3, if the assessment platform relies on hosting providers, test publishers, technical support providers or other sub processors, should these entities be listed as subcontractors/key subcontractors in the proposal, or only disclosed as part of the data protection/security documentation? |
| ANSWER 23 | Yes all subcontractors or other legal entities must be disclosed. |

| | |
|--------------------|---|
| QUESTION 24 | <p>Does ESM expect the provider to offer direct technical support to candidates completing assessments, or should all candidate queries be routed through ESM recruiters?</p> <p>If direct candidate support is expected, could ESM please confirm the required support channels and response expectations?</p> |
|--------------------|---|

HR – Executive Search and Assessment Services - PRC0003547

| | |
|------------------|--|
| ANSWER 24 | The platform should be user-friendly and allow candidates to contact the provider's IT support team directly (e.g. via a chat function or email). Where issues persist, the Service Provider should inform the ESM accordingly. |
|------------------|--|

| | |
|--------------------|---|
| QUESTION 25 | Could ESM please confirm that the total commercial evaluation scenario for Lot 3 will be calculated using the following quantities from the Commercial Response Template: <ul style="list-style-type: none"> • 4 ESM users; • 1 one-off customisation and reporting fee; • 4 training sessions; and • 50 Expert Consultant hours? |
| ANSWER 25 | Yes, this is correct; however, the volumes included are used solely for evaluation purposes. All quantities (expected volume) indicated are for information only and cannot be considered as a commitment for the ESM to buy services during the contract implementation |

| | |
|--------------------|---|
| QUESTION 26 | Could ESM please confirm that the final Framework Agreement for Lot 3 will be updated to reflect the commercial structure confirmed in response to these clarification questions, in particular regarding the licence period, user access and any included/excluded candidate assessment volumes? |
| ANSWER 26 | Please refer to Answer 1; any additional clarifications will be addressed during the subsequent phase with the preferred candidate. |

| | |
|--------------------|---|
| QUESTION 27 | Can we submit an offer for one of the Lots and not for all of them? |
| ANSWER 27 | Suppliers may submit offers for one or more LOTS. |