



Barcelona, December 12th, 2025

ANSWERS TO QUESTIONS

Procedure: HR Transformation and Organizational Design - 04 - PRO629CAB-2025

With reference to the above-mentioned procedure, please find below the answers to the questions posed by the interested companies:

REQUEST FOR CLARIFICATIONS Nr. 3 (dated Wednesday 10/12/2025 at 17:08)

Question 1: • *Do you have a competency framework? Or does it have to be developed from scratch? In case you do have it, could you share it?*

Answer: Please refer to previously answered question 8 within Request for Clarifications n.1. Additionally, please note that the UfM current competency framework will be shared with the contracted provider.

Question 2: *The assessment must be in person, or it can be online?*

Answer: Please refer to previously answered questions 9 and 10 under Request for Clarifications n.1. Additionally, please note that the psychotechnical test for management position can be online.