

The top half of the cover features a teal background with a network diagram of interconnected nodes and lines. The nodes contain icons of people, gears, and bar charts. A hand is visible on the left side, pointing towards the network. The NCGN logo is prominently displayed in the upper left.

NCGN
NATIONAL CAREER GUIDANCE NETWORK

National Career Guidance Network

BIENNIAL REPORT
2024-2025

NATIONAL
Skills
COUNCIL

Foreword

by the Executive Chairman
of the National Skills Council

DR JEFFREY
PULLICINO ORLANDO



The establishment of the National Career Guidance Network marks an important milestone in the National Skills Council's commitment to strengthening Malta's skills ecosystem. Career guidance plays a critical role in ensuring that individuals of all ages are empowered to make informed decisions, navigate transitions, and contribute meaningfully to Malta's social and economic development. Through the network, we are reinforcing our outreach and public engagement efforts, ensuring that guidance services are aligned with labour market realities.

Over the past year, the network has supported key national initiatives, including the Emerging Careers campaign, all of which contribute to a deeper understanding of skills needs and career pathways. These efforts directly inform the National Skills Strategy within the framework of Malta's long-term Vision 2050, ensuring that career guidance is positioned as a foundational pillar in building a resilient, future-ready workforce.

The National Skills Council remains committed to supporting the network as a central platform for collaboration, consultation, and policy development. Through collective engagement, we continue to lay the groundwork for comprehensive upskilling for career guidance professionals and for strengthening career guidance provision, ensuring Malta's capacity to anticipate change, empower individuals, and sustain national prosperity.

Foreword

by the Chairperson
of the National Career
Guidance Network

CLAYTON
MICALLEF GRIMAUD



The first year of the National Career Guidance Network has demonstrated the value of bringing together Malta's diverse career guidance community within a single national platform. By convening stakeholders from education, employment, industry, and guidance services, the network is helping to ensure that career guidance provision is coordinated, equitable, and accessible to all individuals, regardless of age, background, or circumstance.


This year has been marked by important milestones, including the launch of the OECD country note on teenage career development, the Adult Career and Training Choices Survey, and the strengthening of collaboration among service providers. These initiatives are contributing to a clearer understanding of Malta's career guidance landscape and the needs of individuals at different stages of their lives.

As we move forward, the network will play a central consultative role in the development of Malta's National Career Guidance Policy. Through continued dialogue, evidence gathering, and shared commitment, we aim to build a coherent lifelong career guidance system that empowers individuals, supports practitioners, and contributes to Malta's future skills and workforce development.

Contents

Executive Summary	8
Introduction	10
The Committee	11
The NCGN Journey.....	12
April 2024.....	12
Official Launch of the NCGN Consultation Process.....	12
May 2024.....	13
CareerScape Event.....	13
July – December 2024.....	14
Consultation Meetings	14
December 2024.....	14
Official Launch of the National Career Guidance Network	14
January – March 2025	16
First Committee Meeting of NCGN.....	16

April – June 2025	17
Second Committee Meeting	17
July – September 2025	18
NCGN webpage	18
Nice Academy 2025	18
Emerging Careers Campaign	19
Third Committee Meeting	20
Adult Career & Training Choices Survey	21
October – December 2025	22
Professional Development Opportunities	22
Fourth Committee Meeting	24
Dissemination of the Adult Career and Training Choices Report	25
Prelude to 2026	26



Executive Summary

The background features a teal upper section, a white horizontal band, and a lower section divided into orange and light green geometric shapes by a diagonal line.

The National Career Guidance Network (NCGN) in Malta, chaired by the National Skills Council, aims to unify stakeholders to provide inclusive, lifelong career guidance aligned with evolving labour market needs. Since its launch in April 2024, the NCGN has engaged in extensive consultations, research, and events to strengthen career guidance systems and support workforce development.

The network focuses on developing a national policy, enhancing collaboration among stakeholders, equipping practitioners with relevant skills, promoting vocational training, and ensuring inclusive access to career guidance services. A 23-member committee from government, industry, education, and guidance services provides strategic direction, linking education and employment to support Malta's economic goals.

Officially launched in April 2024, the NCGN began consultations with diverse stakeholders to create a cohesive career guidance framework supporting lifelong learning and VET responsiveness. In May 2024, career guidance professionals and sector representatives discussed emerging careers, digital and green skills integration, and future work forecasting to enhance VET alignment during the National Skills Council's CareerScape event.

From July to December 2024, 32 bilateral meetings informed the network's scope and functions, culminating in the formal committee appointment. December 2024 saw the NCGN's formal launch alongside the presentation of the Organisation for Economic Co-operation and Development (OECD) findings on teenage career development in Malta, providing insights into young people's career expectations.

Early 2025 meetings featured presentations on trade initiatives, skills forecasting for guidance practitioners, proposals for professionalisation, and research into adult career choices. In mid-2025, the NCGN launched a dedicated website as a central hub for the network. This launch coincided with the National Skills Council's Emerging Careers Campaign, which promoted the equal recognition of vocational and academic pathways and raised awareness of the importance of lifelong career guidance. Late 2025 included continuous professional development (CPD) sessions for HR and guidance practitioners, final committee meetings, dissemination of adult career survey results, and preparatory work for a comprehensive National Career Guidance Policy.

Introduction

The National Career Guidance Network (NCGN) is Malta's national platform for strengthening career guidance across education, employment, and industry.

Established, chaired, and administered by the National Skills Council, the NCGN unites stakeholders to ensure equitable access to high-quality, effective career guidance for all individuals in Malta and Gozo throughout life.

In the context of rapidly evolving labour markets and skills demands, career guidance must go beyond providing information to enable informed decision-making and resilience throughout one's life. The NCGN is founded on the principle that career guidance should be lifelong, inclusive, and future-ready, as informed by national and EU strategies and frameworks.

The NCGN is committed to:

- Bring to the forefront the discussion and strategic direction of career guidance services on a national scale;
- Develop a comprehensive National Policy on Career Guidance for Malta, grounded in a systematic analysis of the current career guidance landscape and emerging needs;
- Coordinate and enhance collaboration amongst career guidance stakeholders, including educational institutions, employment agencies, and industry partners, to ensure a unified national approach to career guidance;
- Equip career guidance practitioners with the knowledge and skills required to support career transitions in alignment with emerging labour market needs, including digital and green skills;
- Promote vocational education and training (VET) and work-based learning (WBL) through career guidance activities that align with national VET strategies;
- Coordinate engagement efforts and cross-functional collaborations targeting under-represented and disadvantaged groups to ensure inclusive access to career guidance services.

The Committee

The network operates through a committee comprising 23 representatives from governmental policy-making bodies, industry, higher education, and career guidance services. Entities represented quarterly in the committee include the following:

- Malta Career Guidance Association
- Wellbeing Services Directorate
- Euroguidance Malta
- The Ministry for Education, Sport, Youth, Research and Innovation
- Malta Further and Higher Education Authority (MFHEA)
- Directorate for Lifelong Learning and Employability (DLE)
- Jobsplus
- Malta College of Arts, Science and Technology (MCAST)
- University of Malta
- Institute of Tourism (ITS)
- Institute for Education (IfE)
- Independent Schools Association (ISA)
- Secretariat for Catholic Education
- Representative from an International School
- Institute for the Public Services (IPS)
- Foundation for Human Resources Development (FHRD)
- Malta Employers Association (MEA)
- Malta Union of Teachers
- Gozo Business Chamber
- The Malta Chamber
- Malta Chamber of SMEs

Additional stakeholders, including industry chambers as well as organisations representing persons with disabilities and minority groups, are invited to attend committee meetings to present their work and explore opportunities for collaboration.

This multi-stakeholder group provides strategic direction and ensures initiatives are informed by a wide range of expertise. By strengthening links between education and employment, the committee supports enhanced labour market efficiency and contributes to Malta's economic and workforce development objectives.

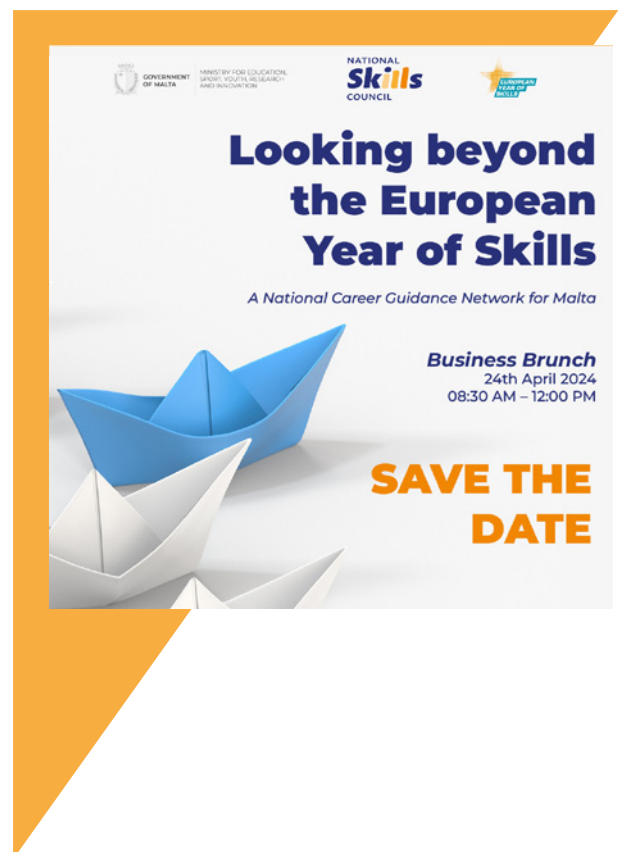
The NCGN Journey

April 2024

Official Launch of the NCGN Consultation Process

On the 24th of April 2024, the NCGN consultation process was officially launched during a business breakfast titled 'Looking Beyond the European Year of Skills' co-organised by the Ministry for Education, Sport, Youth, Research and Innovation and the National Skills Council.

The launch event, attended by key stakeholders, formally introduced the National Career Guidance Network and articulated its overarching objective to develop a cohesive and effective career guidance system that strengthens the connection between education and employment.



May 2024

CareerScape Event

Careerscape is a National Skills Council event, designed for dialogue and collaboration, aimed at aligning education, industry, and policymaking with the future of work. The first edition brought career guidance professionals together with representatives from academia, VET institutions, enterprises, and public entities from 13 different sectors. The events, held on the 8th and 9th of May 2024, cemented further the NCGN's role in the VET landscape. The diverse participation underscored the importance of a multi-stakeholder approach in addressing the dynamic nature of career development and emerging job markets. Discussions were centred around:

- the identification of emerging careers;
- the integration of digital and green skills in education and training programmes;
- strategies to forecast the future of work better through education and learning pathways.

The events provided a valuable opportunity for stakeholders to share insights, best practices, and innovative solutions to common challenges in career guidance and VET.



July – December 2024

Consultation Meetings

In the second half of the year, the National Skills Council conducted 32 bilateral consultation meetings with representatives from government policy-making bodies, industry, unions, education and training institutions, and career guidance service providers. Adopting a bottom-up approach, these consultations informed the development of a terms of reference document defining the scope and functions of the National Career Guidance Network.

Building on this consultative process, which in some instances extended into 2025, 23 representatives were formally invited to serve on the network's committee, ensuring broad stakeholder representation and cross-sectoral expertise.

December 2024

Official Launch of the National Career Guidance Network

On Tuesday 17th of December, the National Skills Council launched Malta's National Career Guidance Network.

As part of the launch event, the Organisation for Economic Co-operation and Development (OECD) presented key findings from the **Teenage Career Development in Malta** report. This report, commissioned by Malta's National Skills Council ahead of the launch, marked one of the first major initiatives undertaken by the NCGN. The study involved the analysis of data collected from OECD's 2022 Programme for International Student Assessment (PISA) findings and explored the state of career development among 15-year-olds in Malta.

The report presented data on young people's engagement with, and perceptions of, career in career development activities (Figure 2). This evidence supports the NCGN in better aligning education and career guidance systems with labour market needs.



Figure 1. Student occupational expectations compared to the actual labour distribution of employment across the Maltese labour market

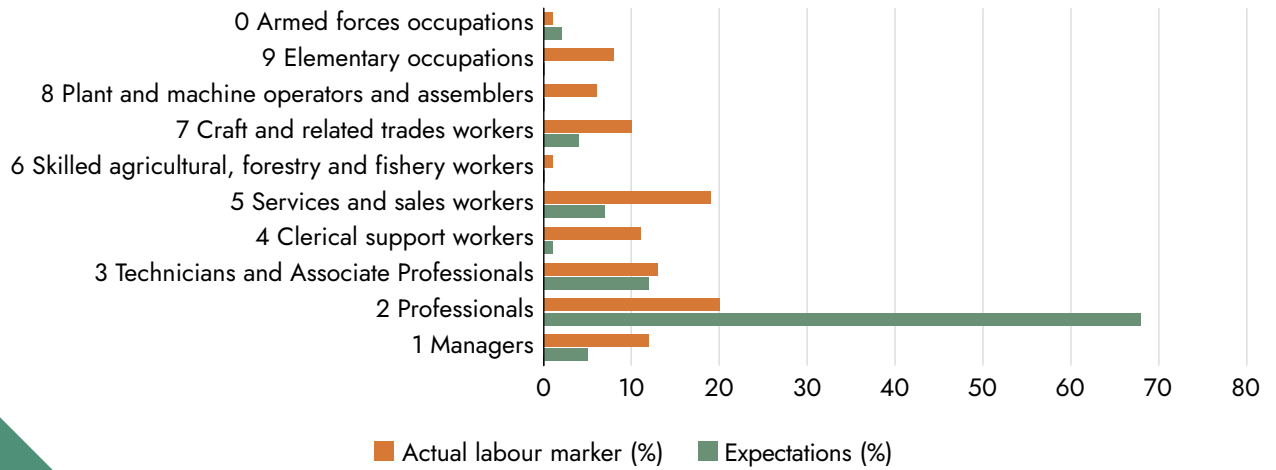
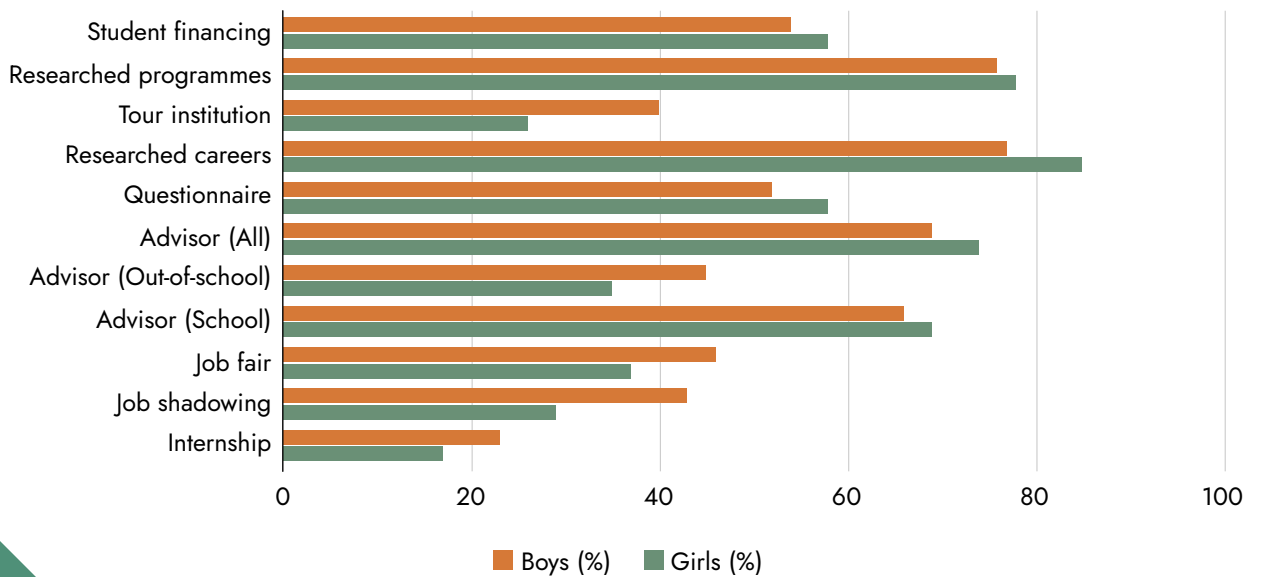


Figure 2. Participation in Career Development Activities in Malta by gender



January – March 2025

First Committee Meeting of NCGN

This meeting marked the first formal gathering of the NCGN, with all committee members in attendance. The Chairperson opened the session with welcomes and introductions, followed by an overview of the Council's work in relation to career guidance and the scope and objectives of the National Career Guidance Network.

A presentation was then delivered by a representative from the Malta College of Arts, Science and Technology, outlining the Institution for the Trades initiative. A committee member from the University of Malta Centre for Labour Studies subsequently presented the research objectives of the study *Forecasting Skills Needs of Human Resource and Career Guidance Practitioners in Malta*, conducted in collaboration with the National Skills Council. The presentation aimed to inform committee members in advance of their expected participation in the data collection phase of the study, drawing on their expertise and professional experience in career guidance and human resources. The Malta Career Guidance Association also presented a proposal on the professionalisation of career guidance in Malta, with a view to strengthening the sector. The meeting concluded with an opportunity for committee members to provide updates on relevant work or initiatives of potential interest to the network.



April – June 2025

Second Committee Meeting

During the meeting, representatives from the Lino Spiteri Foundation and Jobsplus delivered presentations outlining their respective areas of work and contributions to career guidance and employability.

EY Malta also presented a research project being undertaken in collaboration with the National Skills Council, which aims to examine adult career choices in Malta, including the motivations influencing these decisions and the barriers to career progression. Committee members were invited to provide feedback on the proposed survey questions and on approaches to disseminating the findings.

Committee members also provided updates on ongoing and planned initiatives aligned with the objectives of the NCGN, including research activities intended to support evidence-based policy development for Malta's forthcoming National Career Guidance Policy.



July – September 2025

NCGN webpage

The National Career Guidance Network webpage ([linked here](#)) was launched to provide a central information point on the network and its committee, as well as a directory of locally available career guidance services. The website supports individuals across different life stages by signposting services offered by members of the network throughout their learning and employment journeys. A dedicated news and resources section was also established to disseminate updates, reports, and practical resources arising from the work of the network.

Nice Academy 2025

The NICE Academy 2025, focusing on Career Guidance for Sustainable Futures – Communities, Boundaries and Transitions, was successfully held in Malta between the 10th–13th September, 2025 ([link to NSC article](#)).

The NICE Academy is held annually in different European countries and brings together academics, policymakers, and practitioners from across the continent. Its mission is to promote innovation and excellence in the academic training of career guidance practitioners while creating strong connections between research, policy, and practice.

For the National Skills Council and the NCGN, hosting NICE Academy 2025 reflected Malta's growing role in contributing to European discussions on future skills and lifelong career development. It also highlighted the country's efforts to strengthen cooperation between education, training, and the labour market, ensuring that guidance services empower individuals at all stages of their lives.



Emerging Careers Campaign

In September 2025, the National Skills Council launched the Emerging Careers Awareness Campaign to provide information on emerging career opportunities in Malta and to promote parity of esteem between vocational and academic pathways ([link to website](#)). The campaign drew on evidence gathered through the CareerScape 2024 stakeholder consultation.

The campaign highlighted the importance of upskilling and reskilling in response to evolving labour market demands. It also encouraged individuals to seek career guidance and directed them to the National Career Guidance Network webpage, supporting greater engagement with locally available career guidance service providers.

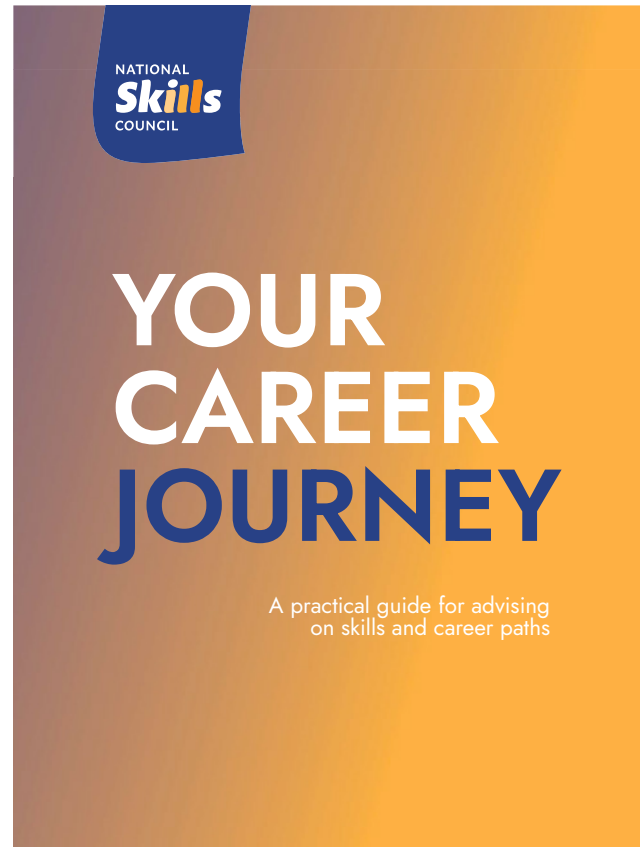


Figure 1. Your Career Journey Booklet



Third Committee Meeting

The third committee meeting featured presentations by the National Skills Council, Euroguidance Malta, and a representative of the Malta Further and Higher Education Authority Advisory Committee.

Discussions focused on developing a clearer understanding of the career guidance services available locally and on how different entities could more effectively direct individuals to appropriate services in order to maximise take-up and impact. Committee members also reviewed existing research and contributed to the identification of data gaps within the sector, representing a key step towards the development of the tender specification for the National Career Guidance Policy.





Adult Career & Training Choices Survey

The National Skills Council, in collaboration with EY Malta, launched the *Adult Career & Training Choices* study in 2025 to gain a comprehensive understanding of the factors shaping adult career trajectories in Malta. This initiative was driven by the need to inform national policy, programme development, and workforce planning, with a particular emphasis on adult learning and career guidance in Malta.

The study was carried out through a survey, which was carried out via online and physical methods. This multi-channel data collection resulted in the submission of 492 valid responses, achieving a 95% confidence level and a 4.4% margin of error. The study was structured around a robust four-phase approach, with the survey designed to cover key thematic areas, including *Career Motivations*, *Career Barriers*, *Decision-making Process*, and *Career Guidance*.

The recommendations developed in response to the findings are intended to inform policymakers, educators, employers, and career development/guidance practitioners on how best to address the systemic and individual challenges identified throughout the study. They aim to strengthen Malta's career development ecosystem by enhancing access to career guidance, addressing barriers to progression, promoting lifelong learning, and improving workplace environments.

For more information, visit [The 2025 Adult Career & Training Choices Survey](#) article linked here

October – December 2025

Professional Development Opportunities

Between October and December 2025, a series of continuous professional development (CPD) sessions were delivered to human resources and career guidance practitioners. The sessions formed part of the research project *Forecasting the Skills Needs of Human Resource and Career Guidance Practitioners in Malta and Training Key Stakeholders*, led and commissioned by the National Skills Council and carried out by the University of Malta Centre for Labour Studies. The project aimed to identify both the current and future competence needs of career guidance and HR practitioners in Malta, with the CPD sessions designed as a direct response to its findings. Members of the NCGN committee contributed to the data collection phase of the study and supported the subsequent dissemination of the sessions to career guidance and human resources practitioners.

Targeted CPD sessions were facilitated among Career Guidance Practitioners. *Empowering Career Guidance Practitioners: Tools for Success* focused on supporting career guidance professionals in responding to Malta's evolving skills landscape. The session presented key findings from the research study and emphasised the translation of evidence into practice, providing insights into current and future skills requirements alongside practical tools to strengthen career guidance provision across both the public and private sectors.





HR Talent Trends: Building Skills for the Future was designed to support human resources professionals in navigating changing labour market demands. Drawing on the same research project, the session shared evidence-based findings on emerging skills needs and provided applied training aimed at enhancing HR practices and workforce planning in both the public and private sectors.



Fourth Committee Meeting

The National Career Guidance Network held its final meeting of the year to review the 2025 project outcomes and discuss priorities for the year ahead, including potential professional development opportunities for Malta's career guidance community.

Members also heard from a representative from the Agency for the Welfare of Asylum Seekers, exploring areas for collaboration and ways to ensure that career guidance services in Malta and Gozo remain accessible and relevant.



Dissemination of the Adult Career and Training Choices Report

The *Adult Career and Training Choices* survey results were presented at SkillScape 2025, in the National Skills Council's flagship annual conference focused on the future of work, skills, and lifelong learning.

The third edition, held in November of 2025, and themed 'State of Flux', explored how global megatrends are reshaping the way we work, learn, and live. The conference shone a spotlight on the human edge and the skills that set us apart in an increasingly automated and constantly changing world.

One of the workshops, titled *Adult Career Choices: Obstacles and Opportunities*, transformed the survey findings and recommendations into an engaging and interactive experience. Centred around the findings, the session invited participants to challenge assumptions and reflect on what shapes adults' career decisions by responding in real time to statements drawn directly from the survey. Each question was followed by a short discussion, allowing participants to share their perspectives before the results were revealed. This was followed by a panel featuring individuals who had experienced changes in their career paths. They discussed their motivations, the barriers they encountered, and their upskilling journeys, sharing their stories to inspire others. The workshop concluded with the presentation of the study's actionable recommendations.



Prelude to 2026

The National Skills Council has initiated work on the formulation of the terms of reference for a tender planned for publication in 2026. The tender will support the full scope of activities required for the development of a comprehensive National Career Guidance Policy, covering all stages of the policy development cycle. This includes evidence gathering to establish the current state of play, employ foresight methodologies for a future needs assessment, structured stakeholder consultations, and the drafting of the final policy framework with an embedded implementation plan.

In parallel, the network will continue to strengthen collaboration and foster synergies among stakeholders by facilitating the exchange of knowledge, experience, and expertise. This will include the active involvement of additional stakeholders in quarterly committee meetings, such as JA Malta, industry chambers, and other relevant organisations. These engagements will provide opportunities to support ongoing initiatives, enhance coordination, and extend the reach and impact of career guidance activities across sectors.

Career guidance will also be a key component of the forthcoming National Skills Policy, which is expected to be issued for public consultation in the coming months. The National Career Guidance Network will play an important role in this process, serving as a platform for information sharing, dialogue, and stakeholder input.

Collectively, these efforts reflect the National Skills Council's and the National Career Guidance Network's commitment to the development of a national lifelong career guidance framework that supports individuals' career development across the lifespan, while ensuring alignment with Malta's evolving skills needs and economic priorities.

