

SKILLS GAP REPORT

2019–2023

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Executive Summary

Malta's online gaming industry faces an evolving skills gap, with a decrease of 33.6 vacancies per 1,000 employees working in Malta on MGA-licensed activities between 2019 and 2023. The 885 open vacancies at the end of 2023 were concentrated across operational, marketing, and technology roles, reflecting the sector's rapid growth and the challenges in finding and retaining qualified talent.

Key findings indicate that positive assessments of the labour market, training, and skills development accounted for 75.8% of all feedback from firms, yet barriers such as a lack of relevant qualifications and work experience persist. Moreover, 71.7% of companies have implemented in-house training and development programs to bridge this skills gap, and more than half intensified retention efforts in 2023, yet these measures have not fully addressed the industry's workforce needs.

A critical area for improvement involves enhancing collaboration between educational institutions and the gaming industry. Only 25.8% of firms reported hiring recent university graduates, suggesting a need for education programs to better align with industry demands. Practical skills, tailored curricula, and expanded opportunities for internships and industry placements could equip graduates with the hands-on experience gaming companies require.

Addressing this skills gap comprehensively will necessitate both ongoing internal training by companies and a stronger, more targeted educational pipeline to produce job-ready talent.

Key Findings

- When comparing with other jurisdictions, 75.8% of ratings gathered over the reporting period, covering labour market dynamics, skills and competency and training and development were positive;
- A significant 74.9% of all the vacancies which were open at the end of 2023 had been open for less than three months;
- At the end of 2023, there were 92.5 vacancies for every 1,000 employees working in Malta on MGA-licensed activities. The number of open positions reported by the online gaming companies in Malta amounted to 885 positions at the end of 2023.
- Of these open positions at the end of 2023, 79.2% were at operational level, 18.8% were at middle management level, and vacancies at top management level made up 2.0% of the total;
- The predominant areas of vacancies as at the end of 2023 were those involving marketing (including customer care) and technology jobs, which accounted for 21.1% and 16.8% of all job openings respectively;
- Lack of work experience, competition from other firms and lack of qualifications were consistently the top three reasons for open vacancies between 2019 and 2023;
- According to the survey results, 84.9% of surveyed firms recruited personnel from other firms in the sector during 2023;
- The recruitment of workers immediately after graduating from university was reported by 25.8% of the surveyed firms, confirming the need for educational institutions to tailor their output in a manner which better meets industry expectations;
- 71.7% of firms provide in-house training activities or mentoring in order to tackle skill shortages. In addition, 55.4% of companies addressed their existing skills gap by intensifying their employee retention efforts during 2023.

Introduction

The gaming industry is an important pillar of the Maltese economy, directly contributing around 7% of the country's total Gross Value Added in both 2022 and 2023. The performance of the sector is affected by various global and national factors, among which is the availability of the skilled human capital essential for driving business growth and transformation as well as the exacting regulatory and compliance standards of the Maltese jurisdiction. In response to the growing demand for business-to-business licences experienced by the Malta Gaming Authority (MGA) in recent years, a skilled workforce is essential to support this shift and provide the industry with the specialised skills, which differs from those typically needed for business-to-consumer operations.

Against this background, the MGA has conducted a Skills Gap Study based on data collected from MGA-licensed online operators spanning from 2019 to 2023. Licensees having three or more employees were asked to respond to the survey. Focusing on firms of this size ensures the significance of the findings, given that businesses with fewer than three employees represented less than 1% of total employment among the MGA-licensed operators in Malta, at the end of 2023. The study delves into various aspects of the industry's labour market, including the size and nature of open vacancies, recruitment strategies, and training and development activities. The analysis is undertaken at an aggregated level as well as categorised by size of firm.

In addition to analysing factors related to the respondents' sentiment towards recruitment in Malta, the report features comparative data where respondents evaluate Malta against other jurisdictions concerning training opportunities, skills & competencies, and the labour market dynamics, among other factors. It is worth noting that over 75% of ratings across all factors and years under review were categorised as "Satisfactory" or "Very Satisfactory". Moreover, it has been concluded that just 5.7% of vacancies at the end of 2023 had been open for over 6 months, with the majority of roles being filled within just three months. These reflect positively on the dynamics of the labour market, skills competency, and training and development efforts within the sector.

The data indicates a notable improvement towards closing of the skills gap in the Maltese gaming industry, a trend that might be attributed to various initiatives by local educational institutions. The report also highlights the reduction in vacancies that surged during the COVID-19 pandemic, thus indicating a recovery and adjustment within the sector.

Finally, the report presents a dedicated section on accredited courses and pathways into the gaming industry, providing insights into educational opportunities and career entry points.

Size, Nature and Causes of Open Vacancies

In the research framework employed for the purposes of this exercise, open vacancies were classified into six main job roles relevant to the gaming industry, as shown in Figure 1. Respondents could also report additional vacancies which do not fall under any of the six main categories. The various job roles were based on desk research and were corroborated by the interviews held with operators¹. As for the job levels in the sector, these were described as top management, middle management and operational level (refer to Annex 1). Thus, the analysis presented in this report caters for different job roles, job levels and firm sizes.

- Data and analysis
- Finance, payment and HR
- Game operation and development
- Legal and compliance, risk and fraud
- Marketing (including customer care)
- Technology
- Others

Figure 1: Job categories within the online gaming industry

Open Vacancies

The results of the surveys conducted by the MGA between 2019 and 2023 show a fluctuation in the number of open vacancies, which peaked in 2021, as shown in Chart 1. This observation reflects mobility restrictions and risks which the COVID-19 pandemic brought in terms of movement and job types. Many employees may have preferred job security during the pandemic and would have consequently shifted to new employment once normality returned. In the years that followed, employee turnover slowed down, and consequently, the number of open vacancies was reduced. At the end of 2023, surveyed

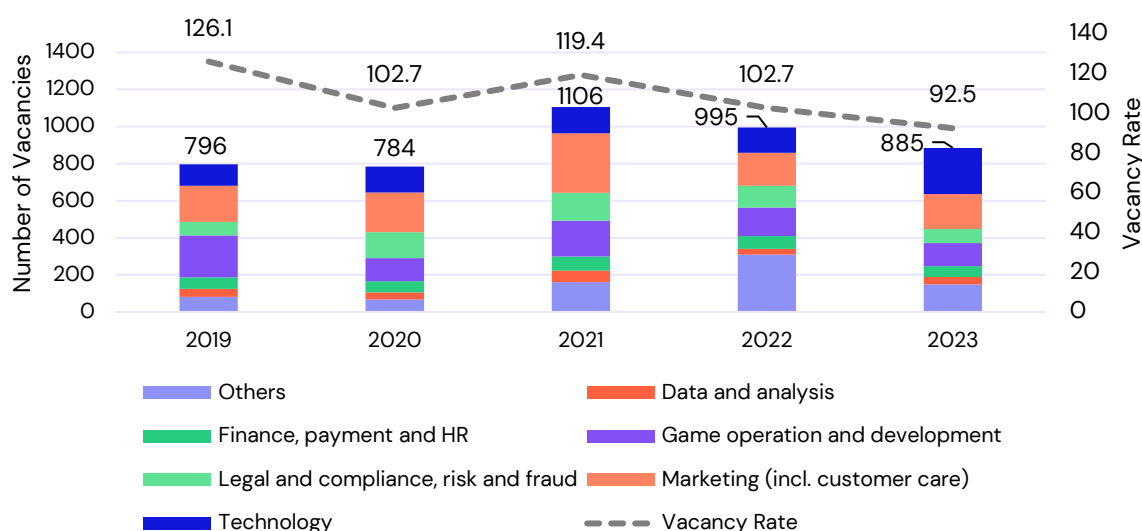


Chart 1: Unfilled vacancies by job category and vacancy rate 2019-2023

¹ Study commissioned by the MGA in 2016.

firms reported a total of 885 open vacancies, a notable decrease of just under 20% when compared with the 2021 peak. The vacancy rate, as shown in Chart 1, is calculated as the number of reported vacancies relative to the headcount of employees working on MGA-licensed activities in Malta². Between 2019 and 2023, this rate decreased by 33.6 vacancies per 1,000 employees.

Over the years under review, the share of organisations that reported being affected by the skills gap has fluctuated between 60.1% and 72.2%, as shown in Chart 2. A major increase in the number of affected organisations was observed in 2021, at the same time when the number of vacancies increased considerably. As the job market stabilised over 2022 and 2023, the number of affected organisations also decreased, reaching the numbers closer to those reported in 2020 by the end of 2023.

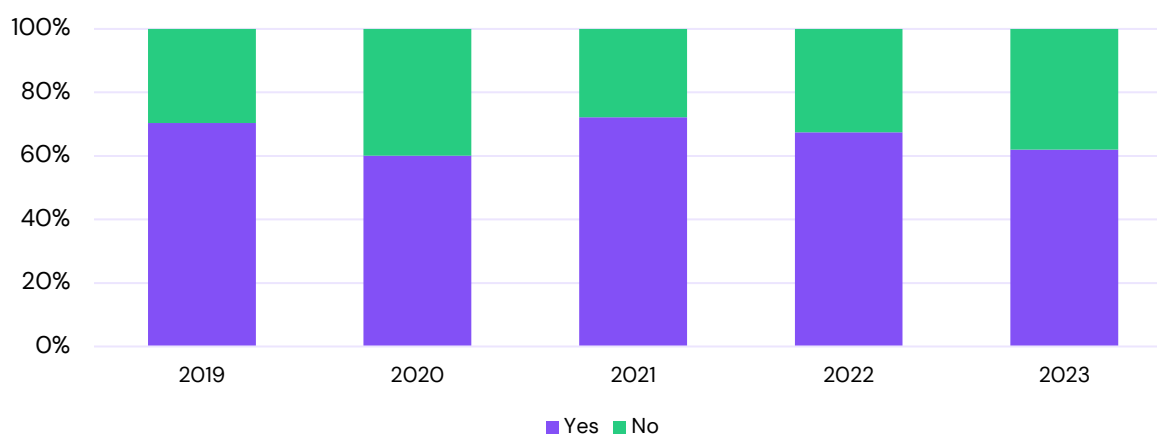


Chart 2: Percentage of organisations affected by the skills gap 2019-2023

The tables provided in Annex 2 show the number of vacancies split by job level and category for each year from 2019 to 2023. Chart 3 shows the percentages of vacancies for 2019-2023, by job level. In the last two years, the percentage of vacancies for operational level roles has increased, following a decrease between 2019 and 2021. Vacancies at the middle management level accounted for 18.8% of the total reported vacancies at the end of 2023, showing a decrease of 15.7 percentage points from the highest percentage of middle management vacancies reported in 2021.

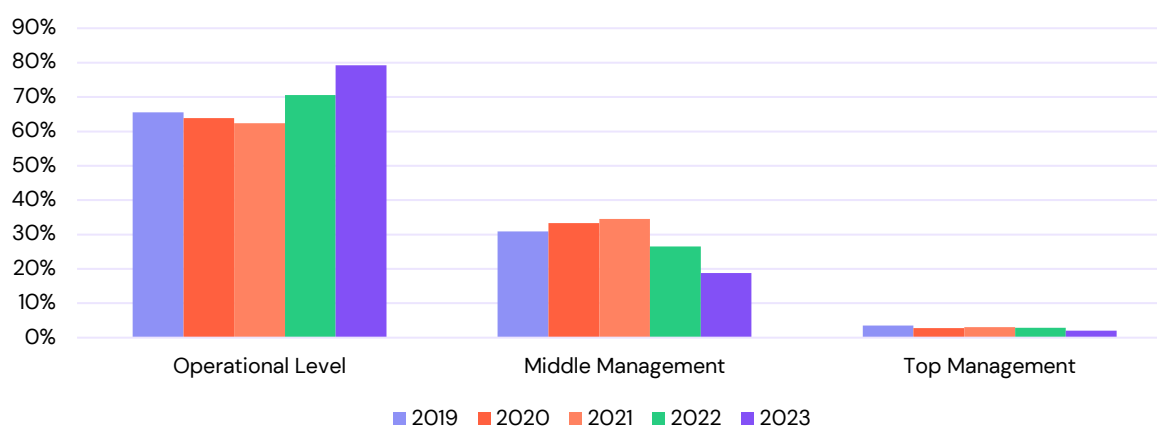


Chart 3: Percentage of vacancies by job level 2019-2023

² The vacancy rate is based on the headcount of respondents, not the total full-time equivalent employees working in Malta on MGA-licensed activities.

Operational level jobs can typically be filled by those just leaving formal education. A significant number of these roles include studio operations, customer care and marketing-related jobs, as organisations are placing an increasing focus on the customer experience.

The number of vacancies at top management level are consistently lower than other levels. This is an expected result, since most companies would have far more operational level and middle management level employees than top management level employees.

From a firm size perspective, large companies have been steadily increasing their demand for operational level employees. In absolute terms, during 2023, they reported just under four times the number of operational level vacancies reported in 2019. Large firms have also been reporting a decreasing number of middle management vacancies since 2021. Medium firms required 37% more middle management employees than large firms at the end of 2023. At the end of 2023, survey results indicated that top management employees were mostly in demand within micro firms, having reported nine vacancies. In contrast, small, medium and large firms reported six, one and two vacancies in top management roles, respectively³.

The increasing relative shortage of operational employees over the five years under review is a point of policy focus. Addressing this issue requires a range of initiatives, including enhanced training programs and retention strategies to reduce turnover and limit open vacancies. Collaboration with educational institutions is also crucial to align courses with the evolving needs of the gaming industry.

The predominant areas of vacancies at the end of 2023 were mainly marketing and customer care, and technology, as shown in Chart 4. Many vacancies included in the 'Others' category are customer-related jobs, such as studio operations. The percentage of vacancies in the marketing category have decreased slightly over the five-year period under review. As the world of marketing evolves and expands into digital marketing and content creation, workers skilled in this field remain in high demand. This category of jobs also includes customer care, where employees fluent in various languages are required. Recruitment for such roles is difficult, and the COVID-19 pandemic affected such recruitment in Malta even further. This resulted in an increase in vacancies in this field. From 2022, as movement between countries eased, these roles were filled, and the number of vacancies stabilised.

Following several initiatives by local institutions to increase skills in game operation and development, the percentage and number of vacancies within that category have decreased. In 2019 and 2023, 227 and 124 vacancies were recorded in Game Operation and Development respectively, denoting a 45.4% decrease in the number of vacancies in this category over this period. Prior to 2019, fluctuations in the number of vacancies in this

³ The results of the surveys were analysed against the European Commission's [SME definition](#), which classify company size according to the number of headcount employees. Firms with up to 10 employees are classified as micro firms, those comprising up to 49 workers are considered to be small firms, those which have up to 249 employees are classified as medium enterprises, while those which have 250 or more employees are categorised as large firms.

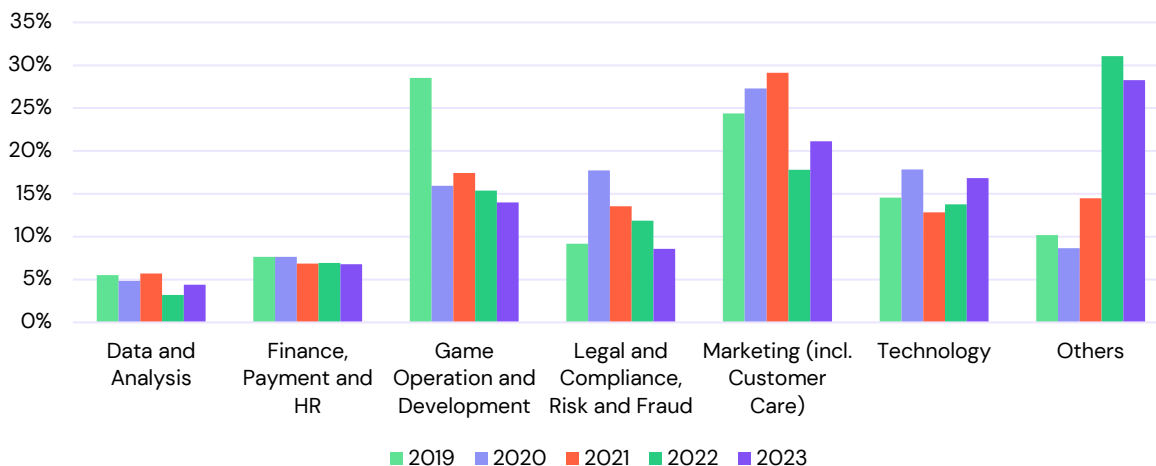


Chart 4: Percentage of vacancies by job category 2019-2023

area was not uncommon, however it seems to have stabilised since 2020, indicating that the skills gap is also stabilising or closing slowly.

Since 2021, vacant roles in Technology have been increasing. The increase in these roles is attributed to two main factors – the growing number of licensed Business-to-Business (B2B) operators required to respond to the survey as the number of such entities has expanded in recent years, and the enhanced customer experience that organisations are seeking, thus requiring more software developers and other such workers in their organisations.

As noted in Chart 4, the percentage of vacancies in Legal and Compliance, Risk and Fraud increased significantly between 2019 and 2020. By the end of 2023, the percentage of vacancies within this category were similar to 2019. The number of available jobs in Data and Analysis, and Finance, Payment and Human Resources (HR) were most stable over the five-year period.

This analysis indicates that there is significant potential for the local education system to align towards offering courses that target customer-oriented and marketing roles, together with technological roles. Operational level vacancies also move on an upward-trending pattern, indicating an increased need for practical skills and general formal education in many roles. This is consistent with the requirement for graduates to be ready for the industry.

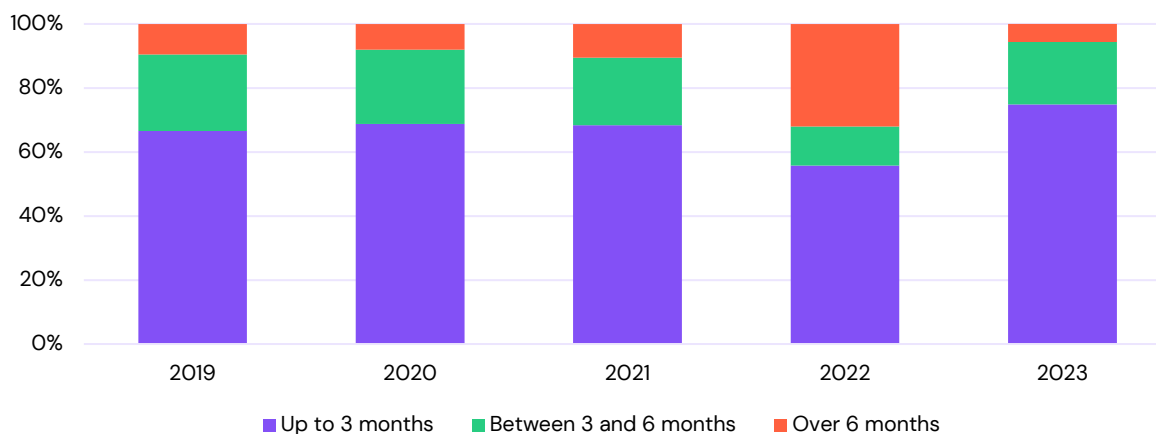


Chart 5: Unfilled vacancies by period 2019-2023

As presented in Chart 5, the percentages of vacancies open for up to three months at the end of the year averaged at 66.9% over the five years under review. It can be noted that 2022 was an anomaly year, with a higher number of vacancies open for over six months being reported. Vacancies may take longer to fill due to the lack of required skills, qualifications, or experience among applicants. The figures for 2023 are similar to the 2019–2021 period, with a slightly higher percentage of vacancies being open for less than three months at the end of the year. More than 50% of the vacancies open for more than six months were within micro firms, at the end of 2023.

Main Causes of Open Vacancies

The data reported in this section presents the reasons identified by respondents that contribute towards open vacancies. It is important to note that more than one reason can be selected by each of the respondents, thus the total percentage for each year does not add up to 100%.

As indicated in Chart 6, lack of work experience tends to be the most reported cause for open vacancies over the 2019–2023 period, and it appears to become even more relevant over time. This is followed closely by competition from other firms. At the end of 2023, 41.5% of respondents felt that lack of work experience was resulting in recruitment challenges, while 35.2% of respondents felt that competition from other firms was influencing their recruitment. Notably, 26.4% of surveyed firms reported being affected by both lack of work experience and competition from other firms.

Fewer surveyed firms reported lack of qualifications as a concern when compared to competition and work experience. Surveyed firms giving more importance to lack of work experience than to lack of qualifications indicates that there is a gap between attaining theoretical knowledge through courses and education and gaining hands-on experience of the corresponding work. This suggests a gap in the market for courses to offer more practical work, which once filled, may also reduce the number of operational level vacancies as more applicants would have the knowledge and skills to carry out these jobs.

It is worth noting that lack of interest in the types of jobs that the industry offers is of least concern among respondents, when compared to the other reasons. At the end of 2023, only 13.8% of surveyed firms reported this as a cause for open vacancies.



Chart 6: Causes for open vacancies 2019–2023

The 'Other' reasons for open vacancies are mainly a result of a lack of human resources locally together with relocation challenges to recruit foreign workers, language skills and remote work requests. For 2020 and 2021, challenges due to COVID-19 was also frequently mentioned as a cause for vacancies remaining open.

Chart 7 indicates that overall, medium-sized firms tend to be the most impacted by open vacancies. These firms may be most exposed to issues of human capital attraction and retention, as they would be less equipped to address these issues when compared to large firms, and possibly more exposed to staff turnover than smaller firms are. This said, since 2021, large firms were increasingly affected by all the factors leading to open vacancies, especially the lack of work experience and competition from other firms.



Chart 7: Causes for open vacancies 2019-2023

Recruitment Strategies

In order to evaluate respondents' recruitment strategies and identify where qualified workers lie, respondents were asked to indicate their main sources of recruitment.



Chart 9: Recruitment strategies 2019–2023

As shown in Chart 9, on average, between 2019 and 2023, a significant 84.1% of firms indicated that they employed workers from within the same industry. This corresponds to the competitive environment in recruitment and the lack of work experience firms are faced with in the context of their recruitment efforts. As indicated in Section 3.2, firms attempt to fill their vacancies by attracting experienced workers from other firms, in turn giving rise to vacancies in the latter. The need for better retention policies across the industry appears to be an important consideration to address these issues and enhance efficiency in the labour market.

If not from the same industry, firms are mainly recruiting people from abroad, or from another industry, with a lower prevalence of responses of around 44.5% and 47.0% on average, respectively. This also highlights employers' desire for more work experience in the local workforce, where skills transferrable between industries are in demand, and recruitment from abroad is considered a possibility for the right candidates. For 2023, 25.8% of respondents indicated that they have employed recent graduates, while 22.6% and 20.1% indicated that they have recruited employees from secondary education and post-secondary education, respectively.

On a firm category level, as shown in Chart 10, micro and small firms show the highest preference towards a single source of recruitment, possibly due to a lack in the resources required to utilise multiple sources. These firms appear to markedly prefer recruiting from within the same industry, which is a reflection of the more limited resources available to train employees. Medium and large firms also employ workers within the industry, but a higher percentage of these firms tend to employ more people from other industries and from abroad. These firms might find it easier to employ workers from various countries due to the likelihood of increased exposure and better availability of resources to go through a more complex and risky recruitment process. It also emphasises how smaller

firms prefer to select candidates who already have the knowledge on the job and require least investment in training to meet the companies' expected standards.



Chart 10: Recruitment strategies 2019-2023 by firm size – (a) Micro and small firms, (b) Medium firms and (c) Large firms

Training and Development Activities

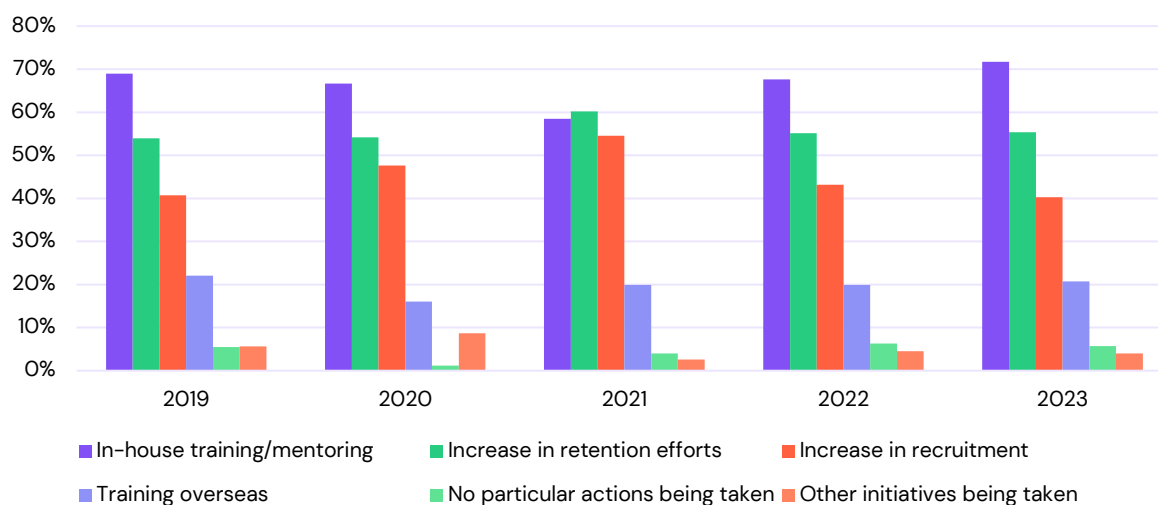


Chart 11: Initiatives to fill the skills gap 2019–2023

Between 2019 and 2023, less than 7% of respondents reported that they took no particular action to address skills gaps, each year. The majority of these respondents come from micro and small firms, which have limited resources dedicated to human capital formation.

The most common action that firms take in this regard is investing in their in-house training and mentoring, reported by 71.7% of respondents at the end of 2023 and consistently being the highest selected option over the period under review. This is an indication of firm-specific and specialised requirements that jobs in the industry would require, but also a reflection of the fact that firms recruit employees who may not meet the full criteria of the job description and would therefore require up-skilling and re-skilling. The second most prevalent action to fill the skills gap was consistently reported to be an increase in retention efforts. This follows naturally from the most common initiative, since firms are indicating that they invest significantly in training new recruits, and thus make an effort to keep them working within the firm and reduce turnover.

In their retention efforts, after the COVID-19 pandemic, more flexible and remote work arrangements have become a reason for many to seek alternative employment. Family friendly measures and health insurance are also commonly offered benefits by gaming companies. These arrangements can be seen as efforts to retain current employees, and to compete with other companies who are seeking to recruit within the same industry, which is highly preferred among respondents, as seen in Section 4.

Increased recruitment is a preferred option by an average of around 45.3% of respondents between 2019 and 2023. Meanwhile, overseas training is not a commonly preferred option, selected by 19.7% of firms on average, during the same period. Following the imposed travel restrictions during the pandemic in 2020, more companies are offering training services and information sessions or hosting panel discussions and conferences virtually. Since then, companies have remained interested in such resources. Due to service providers frequently advertising promotional offers on their virtual learning opportunities due to the

high competition within this niche, as well as increasing travel costs, this has become a more attractive option to many employers.

Lastly, a small minority of respondents indicated other initiatives being taken, such as increased effort in identifying appropriate training courses, introducing performance management and taking into consideration the career aspirations of current and future employees.

In terms of firm size, in general, a higher percentage of the medium and large firms take more initiatives to fill the skills gap, when compared to micro and small firms. This is attributed to larger firms' additional flexibility in providing the resources required to make such effort.

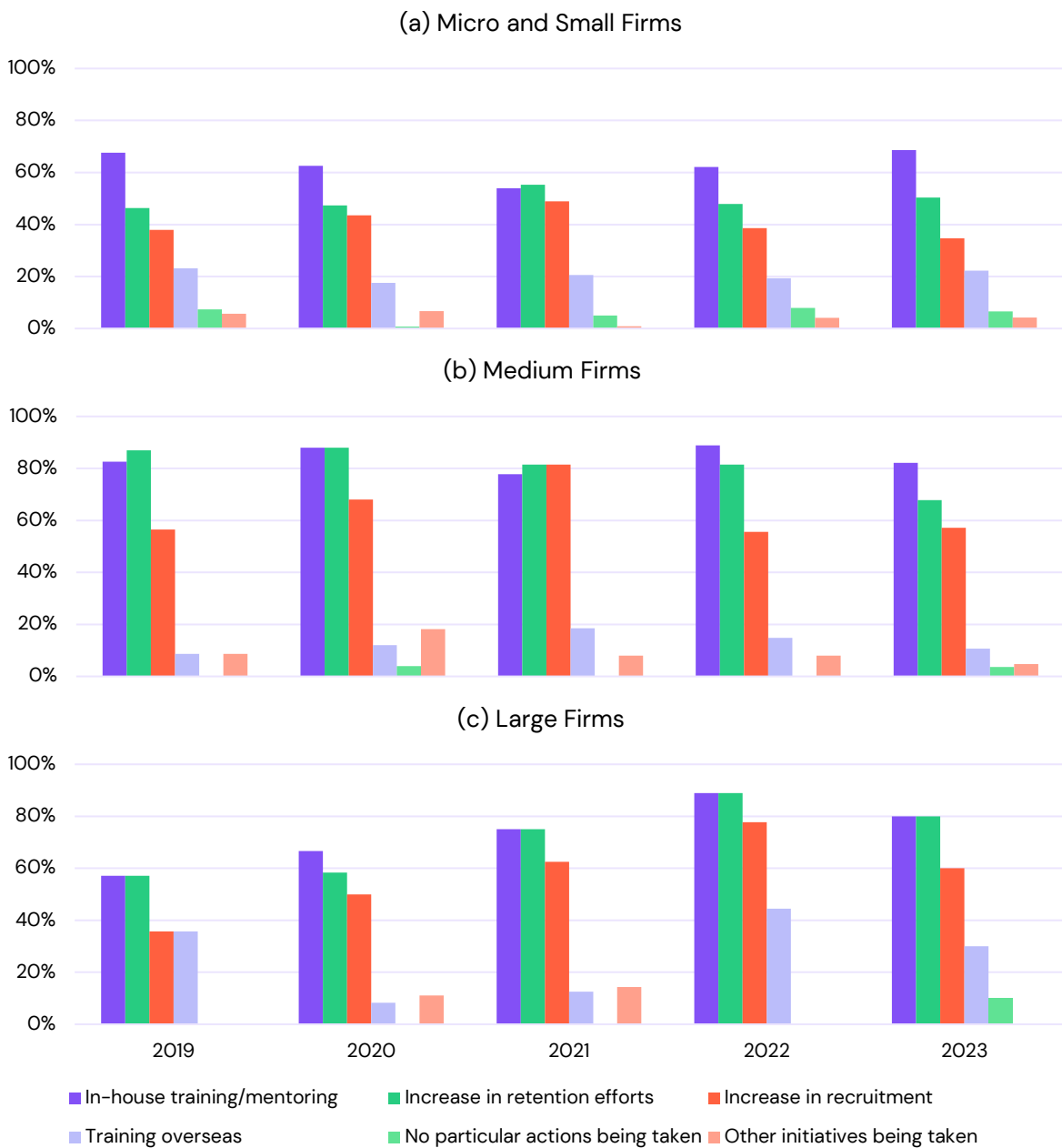


Chart 12: Initiatives to fill skills gap 2019–2023 by firm size – (a) Micro and small firms, (b) Medium firms and (c) Large firms

Malta Compared to Other Jurisdictions

Respondents were asked to rate Malta as compared to other jurisdictions that they have experience with, across numerous factors, as shown in Figure 2.

- Availability of skills
- Availability of training opportunities
- Quality of training opportunities
- Value for money of training opportunities
- Ease for labour mobility internationally
- Speed for labour market to react to demand
- Technical skills of local human capital
- Work ethic of local human capital

Figure 2: Factors related to the skills gap

As shown in Chart 13, 75.8% of surveyed firms across all factors, for the years between 2019 and 2023, indicated that they are satisfied or very satisfied when comparing to other jurisdictions. Respondents expressing unsatisfactory ratings accounted for 15.9% of all responses, while 2.7% of responses consisted of highly unsatisfactory ratings. The remaining 5.6% of responses did not provide any rating due to lack of experience with other jurisdictions.

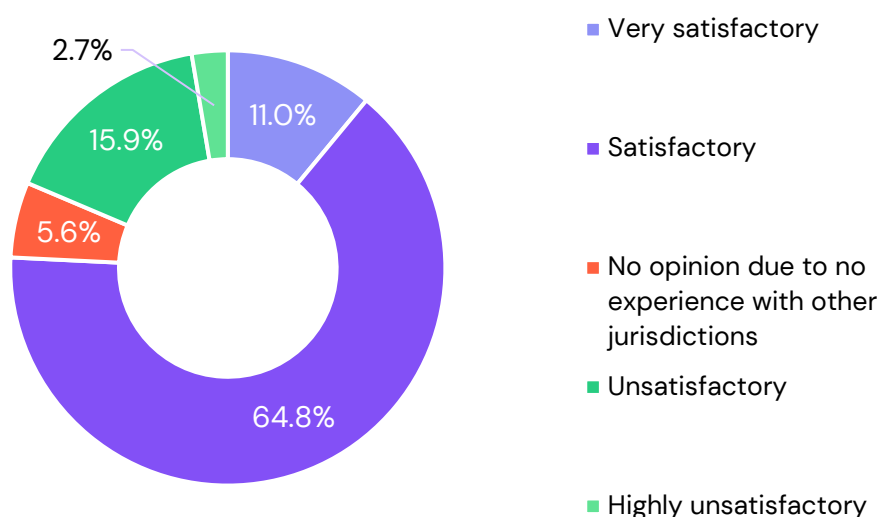


Chart 13: Malta compared to other jurisdictions, all responses, all factors, 2019–2023

The following subsections analyse the factors shown in Figure 2 thematically, to facilitate analysis of information.

Labour Market Dynamics

This theme encompasses those factors that relate to the broader labour market's adaptability and mobility, including how quickly it can respond to demand and the ease with which labour can move internationally.

As illustrated in Chart 14, the absolute majority of respondents reported Satisfactory or Very Satisfactory experiences with international labour mobility, with these positive ratings comprising an average of 76.7% of total responses covering 2019 to 2023. As at the end of 2023, there was a slight decline of 2.8 percentage points in these ratings over 2019.

Respondents were somewhat less satisfied with the speed at which the labour market reacts to demand, with an average of 65.4% expressing Satisfactory or Very Satisfactory sentiments. There was a noted improvement of 1.9 percentage points noted at the end of 2023, over 2019, on this aspect.

The satisfaction with the ease for labour mobility indicates that the Maltese gaming industry benefits from a relatively fluid movement of labour across borders and the attractiveness of Malta as a lifestyle proposition. The improvement in satisfaction with the labour market's responsiveness to demand reflects a better alignment between industry needs and labour market outputs. The agility of the labour market in meeting industry demands however is an element which calls for some improvement.

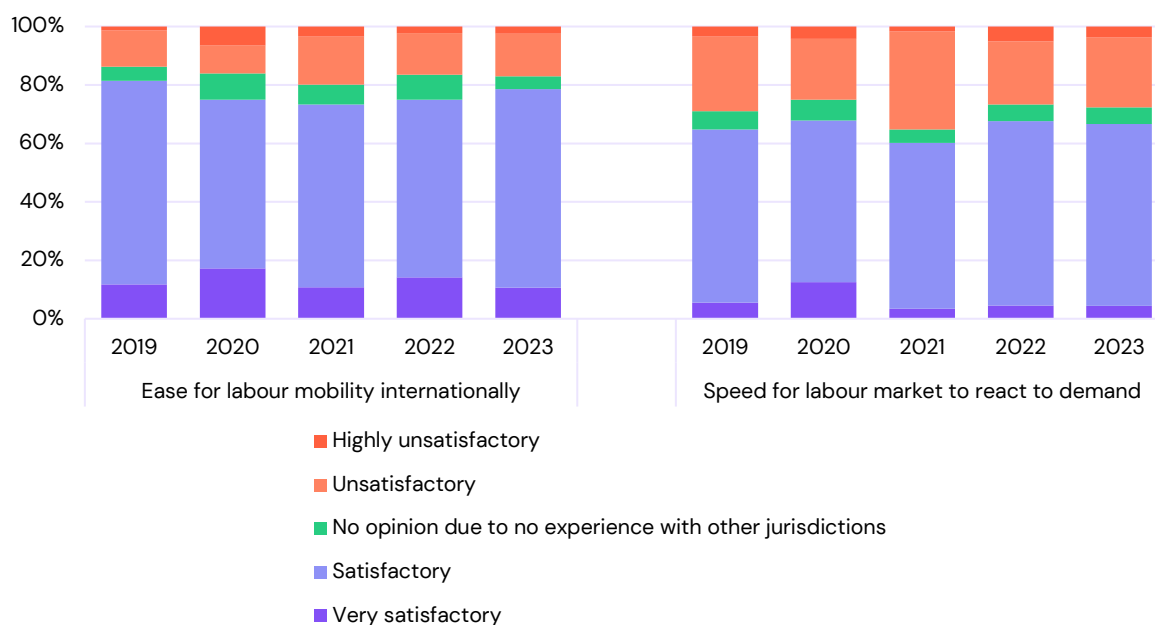


Chart 14: Malta compared with other jurisdictions on labour market dynamics 2019–2023

Skills and Competency

This theme focuses on the inherent capabilities of the workforce, including the availability of necessary skills, the technical competency, and the work ethic that influences productivity and performance.

Chart 15 illustrates that, within the domain of skills and competency, the work ethic of local human capital consistently receives the highest percentage of Satisfactory and Very

Satisfactory ratings, followed by the availability of skills and the technical skills of the local workforce. On average, between 2019 and 2023, respondents rated these factors positively at 85.9%, 78.8%, and 74.0%, respectively. Furthermore, the data indicates a positive trend over the period under review, with satisfaction levels increasing across all factors. Specifically, there was a 5.7 percentage point rise in satisfaction with technical skills, a 5.4 percentage point increase in ratings for work ethic, and a 3.4 percentage point improvement in the availability of skills. It is worth noting that the work ethic of local human capital consistently received the highest percentage of positive ratings, when compared with all factors from all categories, over the 2019–2023 period. These results are strongly indicative of the positive and stable performance of Malta relative to other jurisdictions in relation to these factors over time.

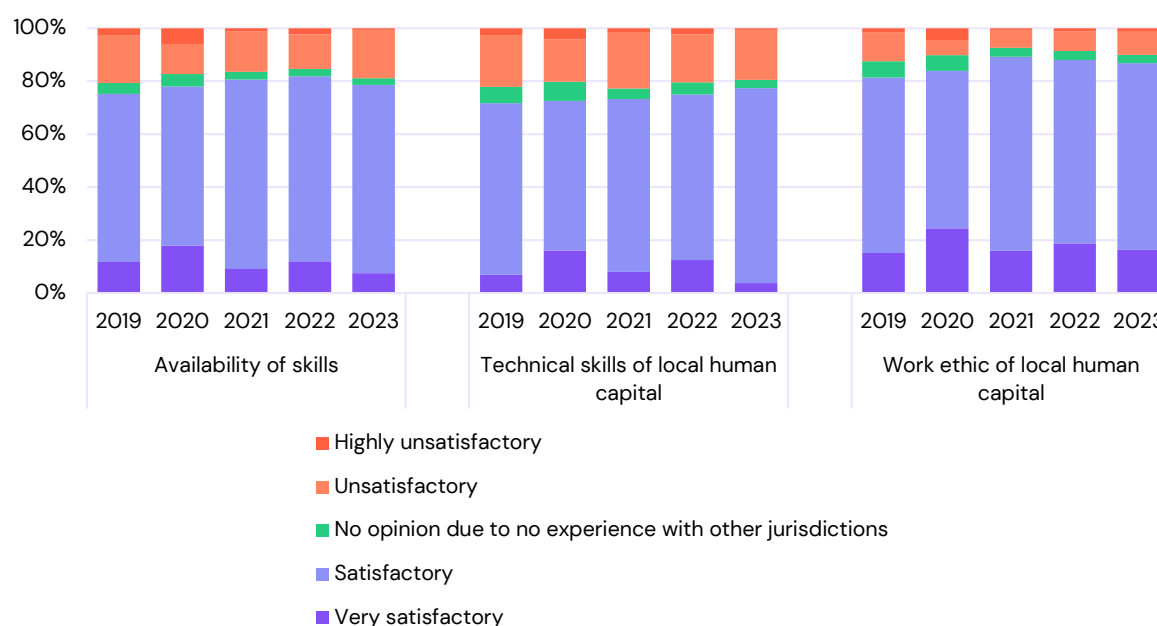


Chart 15: Malta compared with other jurisdictions on skills and competency 2019–2023

Training and Development

This category includes factors related to the opportunities and quality of training available to the workforce, as well as the perceived value for money of these training programmes.

As shown in Chart 16, over the five-year period under review, the ratings for all factors within this category have shown the most significant improvement compared to other factors. On average, positive ratings for the availability of training opportunities accounted for 76.7% of all responses. Similarly, the quality and value for money of training opportunities received 73.7% and 74.3% positive ratings, respectively.

Notably, the value for money of training opportunities saw a substantial increase, rising from 66.2% in 2019 to 79.9% in 2023—a remarkable gain of 13.7 percentage points. This represents the sharpest improvement among all the factors assessed. The quality and availability of training opportunities also showed significant gains, with increases of 11.1 and 8.1 percentage points, respectively.

The significant improvement in ratings across all training-related factors highlights the industry's growing commitment to developing its workforce through enhanced training programmes. The sharp increase in satisfaction with the value for money of training opportunities suggests that investments in training are increasingly seen as worthwhile, likely due to more targeted, effective, and accessible programmes. This trend indicates a positive feedback loop where improved training quality and availability lead to better-equipped employees, which in turn raises the perceived value of these programmes.

The notable gains in the quality and availability of training opportunities indicate a successful alignment of industry needs with educational and training offerings. This alignment contributes to closing the skills gap and also ensuring that employees are better prepared to meet the demands of their roles, which could have long-term benefits for productivity and competitiveness.

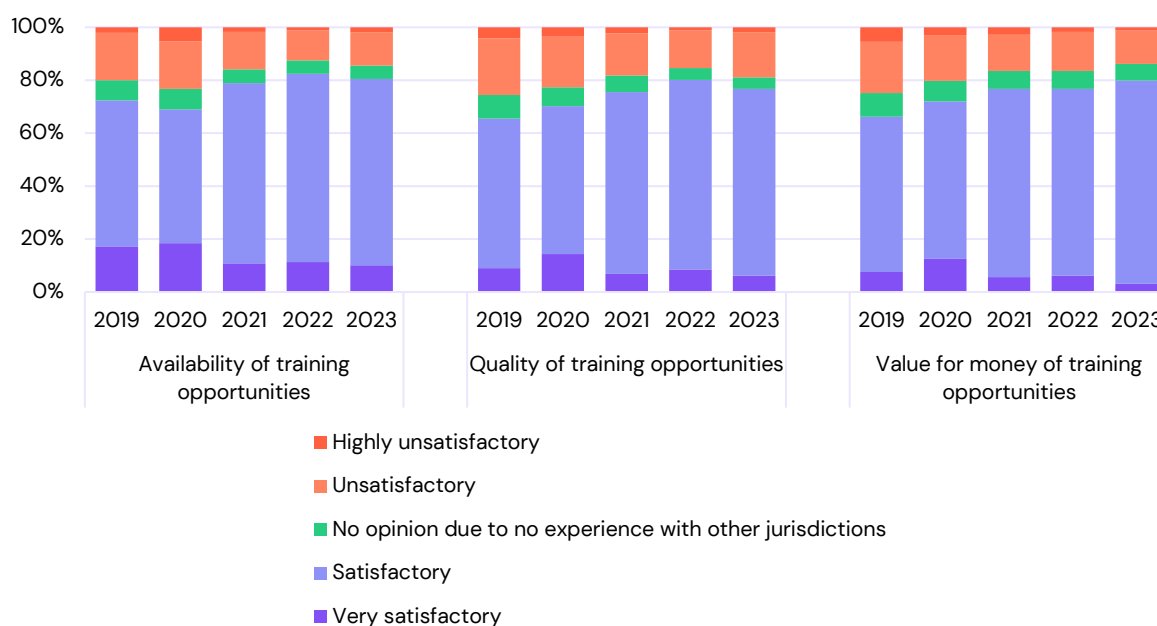


Chart 16: Malta compared with other jurisdictions on training and development 2019–2023

The Educational Offering to the Online Gaming Industry in Malta

Malta's online gaming industry requires a highly skilled workforce to maintain its competitive edge. To meet this demand, educational institutions in Malta have developed a range of accredited and unaccredited courses specifically designed to equip individuals with the skills and knowledge necessary to thrive in this dynamic sector. The Malta Further and Higher Education Authority (MFHEA) accredits these programmes, which directly target the competencies required within the gaming industry.

The accredited courses offered in Malta which lead directly to careers in the online gaming industry include:

- A Practical Certification in Gaming Key Official Competence Award
- Award in Compliance and AML in iGaming
- Award in Gaming Law
- Award in iGaming Foundations
- Award in Introduction to Casinos and iGaming
- Award in Introduction to Game Development and Online Gaming
- Award in Responsible Gaming
- Bachelor of Science (BSc) in Computer Science with Specialisation in Metaverse and Gaming

These courses cater to various aspects of the gaming industry, from foundational knowledge and legal frameworks to advanced technical skills in game development and responsible gambling practices. A spectrum of topics is covered, addressing the specific skills gaps that exist within the sector, which in turn, prepare graduates to meet the challenges of the industry.

In addition to these accredited offerings, the University of Malta's Institute of Digital Games stands out as an educational hub for advanced studies in this field. The Institute offers a Master of Science in Digital Games, with streams in Game Analysis and Design as well as Game Technology and Design.

Beyond accredited programmes, Malta also offers a variety of non-accredited courses tailored to the online gaming industry. These programmes play a significant role in providing flexible and targeted learning opportunities for individuals looking to enter or advance within the sector. For instance, the Malta College of Arts, Science & Technology (MCAST) offers a diploma in iGaming, which serves as a stepping stone for those interested in the industry. Additionally, the student placement programme facilitated by GamingMalta – a non-profit foundation established by the Government of Malta and the MGA – provides real-world experience to students. This programme bridges the gap between academic learning and practical industry requirements, enhancing employability and equipping students to enter the workforce in the iGaming industry.

Such courses ensure that Malta remains at the forefront of the global gaming industry by continuously supplying a skilled and adaptable workforce in a consistent manner.

Conclusion

In conclusion, Malta's online gaming industry is experiencing a skills gap that has evolved over recent years, as reflected by a decrease of 33.6 vacancies per 1,000 employees working in Malta on MGA-licensed activities between 2019 and 2023. With 885 vacancies reported at the end of 2023, most of these openings are at operational level, and there remains a significant demand for roles in marketing and technology, which together account for over a third of all job opportunities. The sector's rapid growth, combined with increasing competition from other firms and the challenges posed by a lack of work experience and relevant qualifications, has made it difficult for companies to find and retain the talent they need to remain competitive. Nonetheless, surveyed firms expressed highly positive ratings on all factors in relation to the labour market dynamics, skills and competency and training and development. Over the period under review, positive ratings accounted for 75.8% of all the ratings.

Efforts by gaming companies to mitigate the skills gap include a strong focus on in-house training, with 71.7% of firms engaging in mentoring and skills development programmes in 2023. Additionally, more than half of the surveyed companies intensified their employee retention strategies in 2023, recognising that retaining skilled workers is as important as attracting new talent. However, these measures alone have not been sufficient to fully address the industry's needs.

A key area for improvement lies in the relationship between educational institutions and the gaming industry. Currently, only 25.8% of companies reported recruiting recent university graduates, pointing to a need for improvement in the industry-preparedness of the output of the formal educational system. Educational programmes need to continue to better align with the evolving needs of the gaming sector. Universities and vocational institutions could play a much more significant role in preparing graduates for specific roles within the industry, particularly in high-demand areas. Educational offerings can be better tailored to equip students with practical, relevant skills that meet the demands of gaming companies.

Furthermore, internships, apprenticeships, and industry placements could provide students with the hands-on experience that is often cited as lacking among job applicants.

Ultimately, the further closing of the skills gap in Malta's gaming industry will require a multifaceted approach. While companies must continue investing in internal training and retention efforts, the long-term solution lies in cultivating a workforce that is better equipped to meet the industry's demands from the outset.

Annex 1 – Job Levels and Categories

Below are the levels identified for the purpose of the survey:

- **Top management** – including C-level positions or equivalent;
- **Middle management** – including Heads, Managers, Senior Officers and Senior Executives or equivalent; and
- **Operational level** – including Executives, Officers, Administrators, Administrative Assistants or equivalent.

Below is a non-exhaustive list of the typical job roles included within the categories listed below:

- **Game operation and development:** Head of Poker, Poker Manager, Casino Coordinator, Casino Campaign Manager, Mobile Product Manager, Head of Sportsbook, Sportsbook Manager/Product Development, Odds Compiler Specialist, Senior Bookmaker, Senior Trader.
- **Data and analysis:** Head of Analytics, Analytics Manager, Business Data Analyst, Data Warehouse Architect, Head of BI, BI Developer.
- **Marketing:** CRM Manager, Head of Brand, Digital Marketing Manager, Head of Affiliates, Head of SEO, Chief Commercial Officer, Head of Customer Care, Sportsbook Marketing Manager, Digital Content Manager, Copywriter, Social Media Analyst, Graphic Designer.
- **Legal and compliance, risk and fraud:** Legal Compliance Manager, Legal Counsel, Chief Risk Officer, Fraud Manager, Fraud Analyst.
- **Technology:** Senior Software Developer, Front-end Developer, Back-end Developer, Web Developer, Web UX/UI Designer, Senior QA-Engineer, Platform Engineer, Software Engineer.
- **Finance, payment and human resources:** Chief Financial Officer, Payments and Reconciliation Analyst, HR Manager, Recruiter, Trainer.

Annex 2 – Vacancies by Job Category and Level

The following section reports the number of vacancies by job category and level, for each year from 2019–2023.

2019	Top Management	Middle Management	Operational Level	Total
Data and analysis	0	18	26	44
Finance, payment and HR	5	11	45	61
Game operation and development	6	52	169	227
Legal and compliance, risk and fraud	5	36	32	73
Marketing (incl. customer care)	7	58	129	194
Technology	3	62	51	116
Others	2	9	70	81
Total	28	246	522	796

2020	Top Management	Middle Management	Operational Level	Total
Data and analysis	1	15	22	38
Finance, payment and HR	2	18	40	60
Game operation and development	6	47	72	125
Legal and compliance, risk and fraud	6	22	111	139
Marketing (incl. customer care)	3	68	143	214
Technology	1	76	63	140
Others	3	15	50	68
Total	22	261	501	784

2021	Top Management	Middle Management	Operational Level	Total
Data and analysis	2	27	34	63
Finance, payment and HR	5	33	38	76
Game operation and development	7	77	109	193
Legal and compliance, risk and fraud	8	56	86	150
Marketing (incl. customer care)	8	111	203	322
Technology	4	71	67	142
Others	0	7	153	160
Total	34	382	690	1,106

2022	Top Management	Middle Management	Operational Level	Total
Data and analysis	0	11	21	32
Finance, payment and HR	2	25	42	69
Game operation and development	4	43	106	153
Legal and compliance, risk and fraud	2	44	72	118
Marketing (incl. customer care)	19	56	102	177
Technology	2	76	59	137
Others	0	9	300	309
Total	29	264	702	995

2023	Top Management	Middle Management	Operational Level	Total
Data and analysis	0	11	28	39
Finance, payment and HR	4	13	43	60
Game operation and development	1	24	99	124
Legal and compliance, risk and fraud	2	22	52	76
Marketing (incl. customer care)	5	52	130	187
Technology	5	38	106	149
Others	1	6	243	250
Total	18	166	701	885

Annex 3 – Job Positions and Required Skills Set

Below is a list of the main job positions within each category and an overview of the generic and industry-specific skill sets required for these job positions.

Game operation and development

Jobs in the iPoker sector:

Job overview	Generic skillset	Skills specific to gaming
Mobile Product Developer		
<ul style="list-style-type: none"> - Builds, maintains and delivers product launches and enhancements, elements of business analysis, UX, development and product management, all within mobile gaming - Creates new apps, produces requirements and full specifications, and then ensures that the web design team produces an outcome that meets all business needs - Keeps up-to-date with mobile technology 	<ul style="list-style-type: none"> - Technical degree/qualification - Strong understanding of mobile and web-based technologies - Experience in UX and UI and ability to wireframe - Strategic and analytical thinking - Customer-focused - Communication and presentation skills - Problem-solving skills 	<ul style="list-style-type: none"> - Thorough understanding of the target audience, the mobile casino, poker and bingo players - Knowledge of gaming software applications and gaming operations - Familiar with laws and regulations governing remote gaming
Head of Poker		
<ul style="list-style-type: none"> - Drives front-end product development across desktop and mobile platforms - Overall management of poker products - Communicates with a number of key stakeholders, including the marketing team and back-end functionality 	<ul style="list-style-type: none"> - Management skills - Communication skills - Customer-focused - Understands working in an online environment - Interpersonal skills - Marketing skills - Basic software development knowledge 	<ul style="list-style-type: none"> - Knowledge of gaming software applications and gaming operations - Understands poker and target audience - Familiar with laws and regulations governing remote gaming
Poker Manager		
<ul style="list-style-type: none"> - Responsible for the direction that keeps the regular players coming 	<ul style="list-style-type: none"> - Creative analytical thinker - Customer-focused 	<ul style="list-style-type: none"> - Knowledge of gaming software applications

<p>back, while attracting new players with a mix of games, tournament structures, and events that offer something for both beginners and seasoned players</p> <ul style="list-style-type: none"> - Responsible for revenue generation in accordance with business objectives - Acts as a key stakeholder and poker expert to the internal development team - Steers and provides inputs to product roadmap - Plans and schedules all poker tournaments 	<ul style="list-style-type: none"> - Communication, interpersonal and relationship-building and maintaining skills - Understands working in an online environment 	<p>and gaming operations</p> <ul style="list-style-type: none"> - Understands poker and target audience - Familiar with laws and regulations governing remote gaming
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Jobs in the iCasino sector:

Job overview	Generic skill set	Skills specific to gaming
Casino Coordinator		
<ul style="list-style-type: none"> - Defines marketing strategy - Ensures customers are looked after from their first-ever touch point onwards - Works with the Marketing Manager to ensure customers receive relevant offers and communications - Reports on casino performance to the team and Managing Director - Improves reporting with insights that help further develop the product offering and customer experience - Oversees any product and game launch plans 	<ul style="list-style-type: none"> - Communication skills - Organisational skills - Teamwork and interpersonal skills - Analytical and problem-solving skills - Marketing skills - Customer-focused - In-depth understanding of target audience 	<ul style="list-style-type: none"> - Understands the casino product, its development process and the online gaming industry - Knowledge of gaming software applications - Familiar with laws and regulations governing remote gaming

<ul style="list-style-type: none"> - Ensures that project deadlines and key milestones are met 		
Casino Campaign Coordinator/Marketing Manager		
<ul style="list-style-type: none"> - Responsible for the implementation, monitoring and evaluation of campaigns - Develops casino marketing, business development and brand strategy - Responsible for designing a customer loyalty programme which is in line with the company's strategy to attract, develop and retain the right target customers - Accountable for developing new business opportunities, managing relationships with business partners and key customers 	<ul style="list-style-type: none"> - Market analysis skills - Time management skills - Strategic analytical thinking - Customer-focused - Organisation skills - IT skills - Communication skills - In-depth understanding of target audience - Business development skills - Management skills 	<ul style="list-style-type: none"> - Understanding of online casino and customer behaviour in online gaming industry - Knowledge of gaming software applications - Familiar with laws and regulations governing remote gaming

Jobs in the iBetting sector:

Job overview	Generic skill set	Skills specific to gaming
Head of Sportsbook		
<ul style="list-style-type: none"> - Overall product management responsibility for the sportsbook products - In close cooperation with the Brand Managers, the Head of Sportsbook's responsibility is to ensure the best possible sportsbook experience for customers - Stays up-to-date with the latest market 	<ul style="list-style-type: none"> - Communication skills - Organisational skills - Teamwork and interpersonal skills - Analytical and problem-solving skills - Marketing skills - Customer-focused - In-depth understanding of target audience 	<ul style="list-style-type: none"> - Understands the sportsbook product, its development and the process of the online gaming industry - Knowledge of gaming software applications - Familiar with laws and regulations governing remote gaming

<p>developments and competitors</p> <ul style="list-style-type: none"> - Manages relationships with suppliers in sportsbook-related questions and relations with third-party suppliers 		
Sportsbook Manager/Product Development		
<ul style="list-style-type: none"> - Leads all activities associated with the measurement, analysis and reporting of the performance of the sportsbook platform - Understands business strategy and competitive position - Works closely with other product owners to help shape plans for evolving the overall sportsbook customer experience 	<ul style="list-style-type: none"> - Management skills - Communication skills - Customer-focused - Interpersonal skills - In-depth understanding of target audience - Business development skills 	<ul style="list-style-type: none"> - Strong knowledge of online product development and online customer behaviour - Familiar with laws and regulations governing remote gaming - General understanding of sports betting
Odds Compiler Specialist		
<ul style="list-style-type: none"> - Monitors odds for matches available in the sportsbook - Compiles odds, evaluates risks, proposes betting fixtures, analyses profit/loss and betting behaviour - Reviews operational management and compliance - Operates the day-to-day sportsbook in collaboration with the team - Assists in the planning and coordination of product launches and improvement programmes 	<ul style="list-style-type: none"> - Strong mathematical and analytical skills - Statistical skills - IT skills - Communication and interpersonal skills 	<ul style="list-style-type: none"> - General understanding of sports betting - Familiar with laws and regulations governing remote gaming

Senior Bookmaker		
<ul style="list-style-type: none"> - Leads a small team which compiles sports odds - Proactively trades on sports markets, monitors liabilities, and makes necessary price changes to ensure maximum profitability - Ensures sports offer is kept up-to-date - Analyses profit/loss and general betting behaviour from shops/clients - Monitors competitors' offers 	<ul style="list-style-type: none"> - Team player - Eye for detail - Critical and analytical thinking - Organisation skills - Communication skills - Time management skills 	<ul style="list-style-type: none"> - Understanding of sports betting - Familiar with laws and regulations governing remote gaming
Senior Trader		
<ul style="list-style-type: none"> - Manages company liabilities - Analyses market trends and helps to increase the sportsbook's current portfolio of markets - Supports and maximises the growth in profitability of the products by providing effective day-to-day trading and liability management of sports markets 	<ul style="list-style-type: none"> - Statistical, mathematical and market analytic skills - Communication skills - Time management skills - Customer-focused - Risk management skills - Strategic and logical thinking 	<ul style="list-style-type: none"> - Understanding of sports betting - Familiar with laws and regulations governing remote gaming
Live Trader		
<ul style="list-style-type: none"> - Sets up and runs live betting markets - Compiles odds for specific matches and sports during the match - Settles, checks, and ensures the correct working of live betting processes and makes sure the product is competitive in terms of 	<ul style="list-style-type: none"> - Mathematical, statistical and analytical skills - Logical mind-set - Communication skills 	<ul style="list-style-type: none"> - Understanding of sports betting - Familiar with laws and regulations governing remote gaming

both odds and range of bets		
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Data and analysis

Jobs in the data analytics sector:

Job overview	Generic skillset	Skills specific to Gaming
Head of Analytics		
<ul style="list-style-type: none"> - Works closely with the BI Team and liaises with the Data Warehouse Architect - Provides guidance on the BI strategy and assists different departments with analytics on reporting and business needs - Responsible for developing reports and dashboards, and building Prototype Analytical Data Models - Develops new metrics and indicators to enhance aspects of player behaviour - Assists the enhancement of the in-house data warehouse 	<ul style="list-style-type: none"> - Degree or equivalent within financial, mathematical or economic discipline - Leadership skills - Business development skills - Problem-solving and analytical thinking - Strong communication and presentation skills 	<ul style="list-style-type: none"> - Knowledge of gaming software applications and gaming operations - Familiar with laws and regulations governing remote gaming
Analytics Manager		
<ul style="list-style-type: none"> - Builds the necessary systems to keep high-quality data at hand at all times for the business - Implements company-wide analytics tools and customer retention schemes - Suggests ways of improving the product via a number of research techniques - Mentors junior analysts and drives day-to-day decision-making 	<ul style="list-style-type: none"> - Degree or equivalent within financial, mathematical or economic discipline - Data analytics skills - Vast experience with data manipulation using a variety of tools - Problem-solving skills - Critical thinking 	<ul style="list-style-type: none"> - Knowledge of gaming software applications and gaming operations - Familiar with laws and regulations governing remote gaming

Business Data Analyst		
<ul style="list-style-type: none"> - Takes huge volumes of data and turns that data into real business insights that will enable growth of the business - Identifies how site development and changes drive changes in customer behaviour - Utilises various research methods to suggest improvements based on the data 	<ul style="list-style-type: none"> - IT/Business and Computing-related qualification - Knowledge of working in an online environment - Statistical analysis and hypothesis testing skills - Data analytics skills - Problem-solving skills - Critical thinking 	<ul style="list-style-type: none"> - Knowledge of gaming software applications and gaming operations - Familiar with laws and regulations governing remote gaming
Data Warehouse Architect		
<ul style="list-style-type: none"> - Works within a multi-disciplinary team to deliver, develop and manage a multi-layered data warehouse with data sets specific to the gaming industry - Manages data capture, loading, and transformation, data integration processing, and scheduling of data processing - Works closely with the BI Architect to design and deliver user-facing data models that promote speed, accuracy and ease of use 	<ul style="list-style-type: none"> - Maths/Computing/Technical-related degree - Statistical, mathematical and analytical skills - Knowledge of data integration products, data warehouse management, and script language - Problem-solving skills - Communication skills - Extensive SQL query writing and optimisation 	<ul style="list-style-type: none"> - Knowledge of gaming software applications and gaming operations - Familiar with laws and regulations governing remote gaming

Jobs in the BI sector:

Job overview	Generic skillset	Skills specific to Gaming
Head of Business Intelligence		
<ul style="list-style-type: none"> - Leads a team to develop analytical decision frameworks, design datasets, track and measure strategic initiatives 	<ul style="list-style-type: none"> - Mathematical/Statistical-related degree - Familiarity with database management systems, data integration tools, reporting tools, and analysis/dashboard tools 	<ul style="list-style-type: none"> - Knowledge of gaming software applications and gaming operations - Familiar with laws and regulations

<ul style="list-style-type: none"> - Works across the organisation and with clients to ensure that the right data is collected and processed to enable smart, data-driven decisions - Works with business partners to interpret results, devise action plans and evolve business execution 	<ul style="list-style-type: none"> - Statistical skills, IT skills, and research skills - Presentation skills and communication skills - Ability to analyse digital customer acquisition 	governing remote gaming
BI Developer		
<ul style="list-style-type: none"> - Works with a team of analysts and data development professionals - Helps to create and manage company insights across its operations - Designs and develops the data warehouse platform - Provides reporting and dashboard solutions in conjunction with business needs - Data modelling and data integration of all business data including internal, third-party and migration 	<ul style="list-style-type: none"> - Maths/Computing/Technical-related degree - Knowledge of SQL and working within Agile and Scrum environments - Knowledge in working with data integration tools - Coding ability with languages such as .NET, Java, and/or Python - Strong communication skills and interpersonal skills 	<ul style="list-style-type: none"> - Knowledge of gaming software applications and gaming operations - Familiar with laws and regulations governing remote gaming

Technology

Job overview	Generic skillset	Skills specific to Gaming
Senior Software Developer		
<ul style="list-style-type: none"> - Responsible for the ongoing development and maintenance of the software - Maintains the database structure for the company's applications 	<ul style="list-style-type: none"> - IT-related degree/qualification - Strong software design and debugging skills - Web development knowledge, using 	<ul style="list-style-type: none"> - Knowledge of gaming software applications and gaming operations - Familiar with laws and regulations

<ul style="list-style-type: none"> - Develops enterprise-quality systems for use in a highly distributed environment - Supports the development team by providing prototyping and technology explorations to help identify key technologies for future projects 	<p>software such as Spring MVC, Spring Web Sockets, and AngularJS</p> <ul style="list-style-type: none"> - Development using enterprise technologies and Agile development methodology - Integrating with SQL and Non-SQL databases - Analytical, evaluative, and problem-solving skills 	<p>governing remote gaming</p>
Front-end Developer		
<ul style="list-style-type: none"> - Responsible for implementing front-end features on online channels - Develops and tests across multiple browsers, platforms and devices, including smartphones and tablets - Develops cross-browser and cross-platform compatible solutions 	<ul style="list-style-type: none"> - IT-related degree/ qualification - Understanding of cross-browser and cross-platform issues, experience with JQuery - Advanced knowledge of web and mobile UX/UII, HTML5, LESS, and SASS experience, coding valid XHTML and CSS mark-up, Agile methodologies, and working with version control systems such as GIT and JavaScript frameworks to create rich interactive content - Good understanding of Web Accessibility 	<ul style="list-style-type: none"> - Knowledge of gaming software applications and gaming operations - Familiar with laws and regulations governing remote gaming
Back-end Developer		
<ul style="list-style-type: none"> - Responsible for defining the architecture and future direction of the back-end system - Reports directly to the CTO with a focus on database applications and development architecture 	<ul style="list-style-type: none"> - IT-related degree/ qualification - Knowledge of systems such as .NET, C#, MVC, SQL and WCF, and of frameworks such as NUnit, StructureMap, Moq, or similar 	<ul style="list-style-type: none"> - Knowledge of gaming software applications and gaming operations - Familiar with laws and regulations governing remote gaming

<ul style="list-style-type: none"> - Responsible for mobile application support and a technology review of the existing portfolio - Plans, designs, develops, debugs, implements and supports web-based applications and services 	<ul style="list-style-type: none"> - Experience using versioning control systems - Communication skills - Analytical, evaluative, and problem-solving skills 	
Web Developer		
<ul style="list-style-type: none"> - Helps imagine, prototype, build, and maintain the user interfaces in different platforms, including websites, web applications, and online games - Works with the designers to bridge the gap between graphical design and technical implementation 	<ul style="list-style-type: none"> - IT-related degree/qualification - Proficient understanding of web markup, HTML5 and CSS3, PHP, JavaScript, UI/UX principles, AJAX, JQuery, and Websocket - Analytical, evaluative, and problem-solving skills 	<ul style="list-style-type: none"> - Knowledge of gaming software applications and gaming operations - Familiar with laws and regulations governing remote gaming
Web UX/UI designer		
<ul style="list-style-type: none"> - Focuses on the conception, design and implementation of interactive user interfaces using current web technologies, also for mobile devices - Analyses business requirements, gathers analytics data, creates and builds prototypes, and verifies them through user testing and A/B testing 	<ul style="list-style-type: none"> - IT and/or Marketing-related degree/qualification - Expertise in use case development, mock-ups and fully interactive prototypes - User experience design for web applications that leverage emergent technologies - Strong conceptualisation and visual communication ability - Drawing and design skills and sketchbook technique - Understanding of responsive design practices, mobile 	<ul style="list-style-type: none"> - Knowledge of gaming software applications and gaming operations - Familiar with laws and regulations governing remote gaming

	<p>applications, and mobile optimisation</p> <ul style="list-style-type: none"> - Analytical, evaluative, and problem-solving skills 	
Senior QA Engineer		
<ul style="list-style-type: none"> - Works as part of an Agile team following developments from conception to release - Creates test strategies, test plans, and test cases to cover all features under development - Implements automated tests - Defines the QA processes in use by the team 	<ul style="list-style-type: none"> - IT-related degree/qualification - Experience with high performance, high throughput and/or high availability systems - Knowledge in building automated tests, such as .NET and/or SoapUI or WCFTestClient - Knowledge of Agile methodologies and testing - Analytical, evaluative, and problem-solving skills 	<ul style="list-style-type: none"> - Knowledge of gaming software applications and gaming operations - Familiar with laws and regulations governing remote gaming
Platform Engineer		
<ul style="list-style-type: none"> - Develops and owns critical, high-performance, and scalable platform frameworks and components - Responsible for systems modelling, simulation and analysis 	<ul style="list-style-type: none"> - Experience in computer systems and engineering fields - Proficiency in infrastructure analysis and design concepts and implementations - Working experience in C, C++, Linux OS, and Windows OS - Knowledge in specifying and deploying scalable, highly available hardware and network platforms - Knowledgeable with Microsoft Team Foundation Server, Visual Studio, .NET, C#, and SQL Server 	<ul style="list-style-type: none"> - Knowledge of gaming software applications and gaming operations - Familiar with laws and regulations governing remote gaming

	- Analytical, evaluative, and problem-solving skills	
Software Engineer		
<ul style="list-style-type: none"> - Ensures the availability of products and services - Responsible for the correct operation and recovery of hardware and software systems - Liaises with operators, developers, and third-party providers to establish effective testing and implementation procedures - Resolves support issues with internal and external clients - Develops and maintains productive client relationships 	<ul style="list-style-type: none"> - Degree in Computer Science/Engineering or related subject - Database knowledge and experience - In-depth knowledge of SQL - Strong knowledge in Windows Server applications, virtualisation technologies, and IT infrastructure to include servers, networking, and storage - Analytical, evaluative, and problem-solving skills 	<ul style="list-style-type: none"> - Knowledge of gaming software applications and gaming operations - Familiar with laws and regulations governing remote gaming

Marketing

Job overview	Generic skillset	Skills specific to Gaming
CRM Manager		
<ul style="list-style-type: none"> - Creates and coordinates multiple online campaigns, and provides weekly reports on same - Works closely with the Affiliate Manager - Establishes and maintains scalable processes that ensure best practices in campaign and lead management 	<ul style="list-style-type: none"> - Leadership skills - Business development skills - Ability to design and execute marketing strategies - Strong communication skills, both verbal and written - Strong presentation skills - Strong interpersonal skills and skills in 	<ul style="list-style-type: none"> - Knowledge of gaming software applications and gaming operations - Familiar with laws and regulations governing remote gaming - In-depth understanding of online gaming customer base and

<ul style="list-style-type: none"> - Works with the design team to create high performing ad content and affiliate collateral - Researches for product development in other areas related to online gaming - Helps create and improve UI/UX by providing user behaviour data (analytics and surveys) to design team 	<p>building/maintaining relationships</p> <ul style="list-style-type: none"> - In-depth understanding of the target audience - Analytics skills 	<p>how to attract and retain</p>
Head of Brand		
<ul style="list-style-type: none"> - Defines and presents the overall brand/project strategy and direction to the Board of Directors - Project management, execution, delivery, measuring, and reporting of the approved brand/project strategy and direction - Brand/project departmental structuring, recruitment, direction, leadership, management, and training of staff - Develops an ROI-measuring dashboard for all efforts so that the Board of Directors understand impact and can refine/optimize the programme - Holds, documents, and presents monthly, quarterly, and annual projects and staff assessments as well as any necessary proposed revision of strategy and direction, based on facts, assessments, and conclusions at hand 	<ul style="list-style-type: none"> - Leadership skills - Communication skills - Analytical, evaluative, and problem-solving skills - Strong presentation skills - Business development skills - Management skills - Time management skills 	<ul style="list-style-type: none"> - In-depth understanding of the online gaming industry and the company brand - Familiar with laws and regulations governing remote gaming

Digital Marketing Manager		
<ul style="list-style-type: none"> - Manages all aspects of CRM, SEO, and social media and website management - Manages the design process and builds the company websites with a clear emphasis on user experience and visual design - Overall management of SEO, web statistics, and keyword strategies as well as content - Creates and delivers strong creative and promotional content across all channels, including social media 	<ul style="list-style-type: none"> - Strong knowledge of managing UX projects in areas such as responsive build and visual design - Digital marketing skills and knowledge in SEO and social media advertising - Knowledge in areas of retention, acquisition, reactivation, and churn prevention - Presentation skills - Communication skills - Business development skills - Analytical, evaluative, and problem-solving skills 	<ul style="list-style-type: none"> - Understanding of the online gaming industry and the company brand - Knowledge of gaming software applications and gaming operations - Familiar with laws and regulations governing remote gaming - Understanding of online gaming customer base
Head of Affiliates		
<ul style="list-style-type: none"> - Maintaining stimulating relationships with the current affiliates - Developing and monitoring affiliate promotions and materials - Identifying and recruiting new affiliates - Maintaining on-going communication campaigns - Identifying and implementing other and new opportunities to enhance the affiliate programme - Keeping affiliates up-to-date on new products and programme enhancements 	<ul style="list-style-type: none"> - Knowledge of working in an online environment - Strong negotiation skills - Problem-solving and decision-making skills - Creative digital marketing skills - Communication skills - Analytical and evaluative skills - Programming skills - Leadership skills - Statistical skills - Strategic planning and execution skills 	<ul style="list-style-type: none"> - Online gaming-focused affiliate management skills - Knowledge of different gaming applications - In-depth understanding of the online gaming industry and the company brand - Familiar with laws and regulations governing remote gaming - Understanding of online gaming customer base

Head of Search Engine Optimisation (SEO)		
<ul style="list-style-type: none"> - Manages the processes necessary to continuously improve the on-site SEO for all brands and their specific markets - Participates in projects, ensuring optimised on-site SEO procedures and standards - Provides advice to SEO content managers concerning on-site SEO optimisation - Plans new implementations of functions and SEO changes, in co-operation with other departments 	<ul style="list-style-type: none"> - Degree in Marketing/ Computer Science/ Engineering - Understanding of all SEO processes - Basic web technology skills - General understanding of web analysis and internet marketing - Project management skills - Analytical, problem-solving, and organisational skills 	<ul style="list-style-type: none"> - Understanding of online gaming and online gaming branding - In-depth understanding of customer base - Familiar with laws and regulations governing remote gaming
Chief Commercial Officer (CCO)		
<ul style="list-style-type: none"> - Drives development and execution of a commercialisation strategy for the company - Responsible for revenue growth within the organisation 	<ul style="list-style-type: none"> - Strong leadership skills - Strategic thinking skills - Analytical, evaluative, and problem-solving skills - Sales management skills - Business development skills 	<ul style="list-style-type: none"> - In-depth understanding of the remote gaming industry and the company brand - Familiar with laws and regulations governing remote gaming - Understanding of online gaming customer base
Head of Customer Care		
<ul style="list-style-type: none"> - Manages all contact points with customers - Keeps customers active and engaged in the brand - Analyses customer data to conduct the most effective CRM campaigns - Ensures that all customer journeys and touchpoints, both on web and mobile, are 	<ul style="list-style-type: none"> - Experience in customer service and sales management - Leadership and motivational skills - Communication skills - Strong reporting and presentation skills - Good at using CS-Tools and MS Office 	<ul style="list-style-type: none"> - Understanding of the online gaming industry and the company brand - Knowledge of gaming software applications and gaming operations - Familiar with laws and regulations

<p>considered within CRM planning</p> <ul style="list-style-type: none"> - Analyses customer segmentation 		<p>governing remote gaming</p>
Sportsbook Marketing Manager		
<ul style="list-style-type: none"> - Takes campaigns from conceptualisation to completion, optimising in between and learning how to improve them in order to increase ROI - Collaborates closely with other stakeholders and internal departments to ensure that the site experience and customer journeys are consistent - Maximises both usability and accessibility across multiple devices 	<ul style="list-style-type: none"> - Knowledge of branding and communications - Marketing skills - Business development skills - Customer-focused - In-depth understanding of target audience 	<ul style="list-style-type: none"> - General understanding of sports betting - Solid understanding of retention, reactivation, and conversion methods, as well as operating, attracting, and retaining customer loyalty in an online transactional environment - Knowledge in online customer behaviour - Familiar with laws and regulations governing remote gaming
Digital Content Manager		
<ul style="list-style-type: none"> - Manages a team of copywriters and social media executives to deliver a wide range of online content - Develops and delivers upon a content plan, assuring that the websites are updated regularly with relevant and engaging copy, while adhering to brand guidelines - Oversees content production of both internal and external resources, taking on full responsibility for quality control, time management, and prioritisation of tasks 	<ul style="list-style-type: none"> - Digital marketing management skills - Web content and editorial knowledge - Strong communication and presentation skills - Creative writing skills - Knowledge in digital content writing/editing software - Experience in content management systems - Understanding of SEO and web analytics principles 	<ul style="list-style-type: none"> - Understanding of online gaming industry, software, applications, and branding - Understanding of customer base - Familiar with laws and regulations governing remote gaming

Social Media Analyst		
<ul style="list-style-type: none"> - Acts as knowledge centre for social media activity - Develops reports on social media traffic and campaign performance - Identifies direct and indirect social media feedback - Keeps up-to-date with emerging trends, measurement tools and keywords 	<ul style="list-style-type: none"> - Knowledge of all social media applications - Strong communication and presentation skills - Customer-focused - Basic IT, marketing, and advertising skills - Analytical skills 	<ul style="list-style-type: none"> - Understanding of online gaming and branding - In-depth understanding of customer base - Familiar with laws and regulations governing remote gaming
Graphic Designer		
<ul style="list-style-type: none"> - Creates design solutions that have a high visual impact - Works to a brief agreed with the creative director or account manager. - Develops creative ideas and concepts, choosing the appropriate media and style to meet the brand's objectives 	<ul style="list-style-type: none"> - Understanding of company brand - Creative thinking - Communication skills - Strong presentation skills - Knowledge of graphic design - Understanding of web content/development 	<ul style="list-style-type: none"> - Up-to-date knowledge of industry software - Affinity with online gaming branding - In-depth understanding of customer base - Familiar with laws and regulations governing remote gaming
Copywriter		
<ul style="list-style-type: none"> - Writes creative, personal, and effective copy - Creates content on a large variety of subjects, in a number of different media such as social media, banners, and articles for web and print 	<ul style="list-style-type: none"> - Excellent writing and editing skills - Communication and presentation skills - Creative thinking - Basic IT skills - Marketing and advertising knowledge - Knowledge of branding 	<ul style="list-style-type: none"> - Understanding of online gaming - In-depth understanding of customer base - Familiar with laws and regulations governing remote gaming

Legal and compliance, risk and fraud

Job overview	Generic skillset	Skills specific to Gaming
Chief Risk Officer		
<ul style="list-style-type: none"> - Implements fraud prevention strategy and sets up anti-fraud workflow within the several departments of the company to ensure effective monitoring of anti-fraud activities throughout the company and solve queries about anti-fraud operations - Provides and implements a strategy regarding customer registration, verification, due diligence, Know Your Customer (KYC) and anti-money laundering (AML) policies and processes 	<ul style="list-style-type: none"> - Knowledge and experience of online payments, banking and payments processing - IT skills - Management skills - Motivational skills - Ability to work with numerous internal and external cross-functional teams - Ability to introduce creative anti-fraud solutions - An understanding of the link between payments functionality and fraud prevention - Critical and analytical thinking 	<ul style="list-style-type: none"> - Strong knowledge of gaming operations - Familiar with laws and regulations governing remote gaming
Key Official		
<ul style="list-style-type: none"> - Represents the licensee with the MGA - Ensures that all games are carried out fairly and that the interest of the players is always protected - Prepares monthly reports for the MGA and ad-hoc reports on any changes to the operations, including but not limited to changes to Terms and Conditions, downtime of IT systems, installation of new hardware, affiliates, and change of personnel 	<ul style="list-style-type: none"> - IT skills - Knowledge of AML regulations - Risk management and security issues - Conflict resolution skills - Communication skills - Analytical thinking 	<ul style="list-style-type: none"> - Excellent knowledge of gaming operations - Familiar with laws and regulations governing remote gaming

Legal Compliance Manager		
<ul style="list-style-type: none"> - Manages the overall compliance structure and plan, and is responsible for executing different compliance projects - Licences applications, compliance planning/monitoring/reporting, AML and security audits - Liaises with gaming authorities - Builds processes and routines for maintaining compliance in different jurisdictions 	<ul style="list-style-type: none"> - Solid understanding of legal and technical concepts - Project management skills - Communication skills - Problem-solving skills - Creating and maintaining structure - Ability to work on own initiative and carry a project from start to completion 	<ul style="list-style-type: none"> - Knowledgeable in gaming operations - Familiar with laws and regulations governing remote gaming
Legal Counsel		
<ul style="list-style-type: none"> - Drafts, reviews and negotiates contractual documentation - Advises on and drafts legal, fiscal and general Group policies and procedures - Drafts rules and procedures - Implements legal, regulatory and ethical requirements - Trains, educates and raises staff awareness about legal matters 	<ul style="list-style-type: none"> - Critical and analytical thinking - Communication skills - In-depth knowledge of legal regulations - Relationship building - Organisational skills - Eye for detail - Time management skills 	<ul style="list-style-type: none"> - Knowledge of AML and gaming legal operations - Knowledge of all legal regulations governing gaming
Fraud Manager		
<ul style="list-style-type: none"> - Responsible for the organisation's fraud strategy, including devising new procedures and building innovative fraud solutions - Builds and maintains relationships with key internal stakeholders, reports regularly to the board and manages third-party vendor relationships - Manages the organisation's Anti-Money Laundering policy and is responsible for a multi-disciplinary team 	<ul style="list-style-type: none"> - In-depth knowledge of fraud prevention and detection, including knowledge of the technology behind fraud management tools - Critical thinking and analytical skills 	<ul style="list-style-type: none"> - Manages fraud strategies within high volume transaction online environments - Knowledge of anti-money laundering and gaming legal operations

Fraud Analyst		
<ul style="list-style-type: none"> - Works through a number of pre-determined fraud queues to identify potentially fraudulent accounts, and places all appropriate restrictions - Conducts other investigations, including validation using a number of sources such as banks, credit card issuers, phone matches, IP search, various websites, etc. - Reviews a variety of documentation including ID cards, passports, credit card statements, bank account statements and customer responses, in order to determine the legitimacy of the account and account holder - Liaises with relevant banks and payment processors to respond to identified cases of fraudulent activity 	<ul style="list-style-type: none"> - Identifies problems and issues by performing relevant research using the appropriate tools - Able to make discretionary decisions based on research - Strong judgement and decision-making skills - IT skills 	<ul style="list-style-type: none"> - Investigates accounts delivered to agent through fraud queues in admin tools, for possible fraudulent activity - An analytical problem solver with regard to chargebacks, colluders, and chip dumpers - Familiar with laws and regulations governing remote gaming

Finance, payment and human resources

Job overview	Generic skillset	Skills specific to Gaming
Chief Financial Officer (CFO)		
<ul style="list-style-type: none"> - Manages the Finance department, including treasury, invoicing, admin and accounting - Works closely with the CEO and Board to deliver strategic, analytical and development activities 	<ul style="list-style-type: none"> - Strong team management skills - Communication and interpersonal skills - A creative mindset, with the ability to generate operating margins - Critical and analytical thinking 	<ul style="list-style-type: none"> - Knowledge of gaming rules and regulations - Fully versed in consolidation and tax issues across European legislations

<ul style="list-style-type: none"> - Preparation of monthly, quarterly and annual statements, budgeting, management reporting and cash flow forecasting 		
Recruiter		
<ul style="list-style-type: none"> - Responsible for hands-on recruitment and the full recruitment lifecycle, from establishing role descriptions, writing advertisements and identifying talent through to conducting interviews 	<ul style="list-style-type: none"> - Organisational skills - Data-led and results-orientated - Communication and stakeholder management skills - Well-versed in multi-channel and social recruiting - Talent mining skills - Relationship building skills 	<ul style="list-style-type: none"> - Knowledge of gaming rules and regulations - Knowledge of relevant skills required for gaming roles
Payments and Reconciliation Analyst		
<ul style="list-style-type: none"> - Analyses, studies and is familiar with the betting software and the various third-party payment gateways offered to customers - Identifies a suitable, effective and professional way for each of the payment gateways to be integrated in the automatic reconciliation system being developed - Manages and coordinates further development of the automatic reconciliation system - Effectively identifies non-reconciling items, to be handed over to the relevant team members for further investigations 	<ul style="list-style-type: none"> - Knowledge of accounting and reconciliation software - Analytical mind - Attention to detail - Excellent organisational skills - Able to work on own initiative and to plan workload - Has a pragmatic approach 	<ul style="list-style-type: none"> - Strong knowledge of gaming operations - Familiar with laws and regulations governing remote gaming

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