



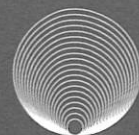
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Malta Vision
2050



malta
shine here

Malta Vision 2050



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Disclaimer

Malta Vision 2050 sets out the strategic vision of the Government of Malta. It is intended to provide an overarching policy framework to guide national decision-making over the long term and does not, of itself, create any legal rights or obligations. This document does not supersede existing laws, regulations, national budgeting processes, or formally adopted policies and strategies.

The Vision is designed to align with and complement existing sectoral strategies and policy instruments, providing a unifying strategic direction rather than replacing or invalidating sector-specific plans, unless explicitly stated.

Any measures, initiatives, or actions referenced in this document are indicative in nature. Their implementation is subject to further policy development, feasibility assessments, stakeholder consultation, and the availability of resources, in accordance with established governmental and budgetary processes.

The macroeconomic perspective presented under Malta Vision 2050 is not intended to function as a formal economic model, forecast, or fiscal framework. It does not replace official macroeconomic projections, national fiscal planning, or econometric modelling undertaken by the competent institutions.

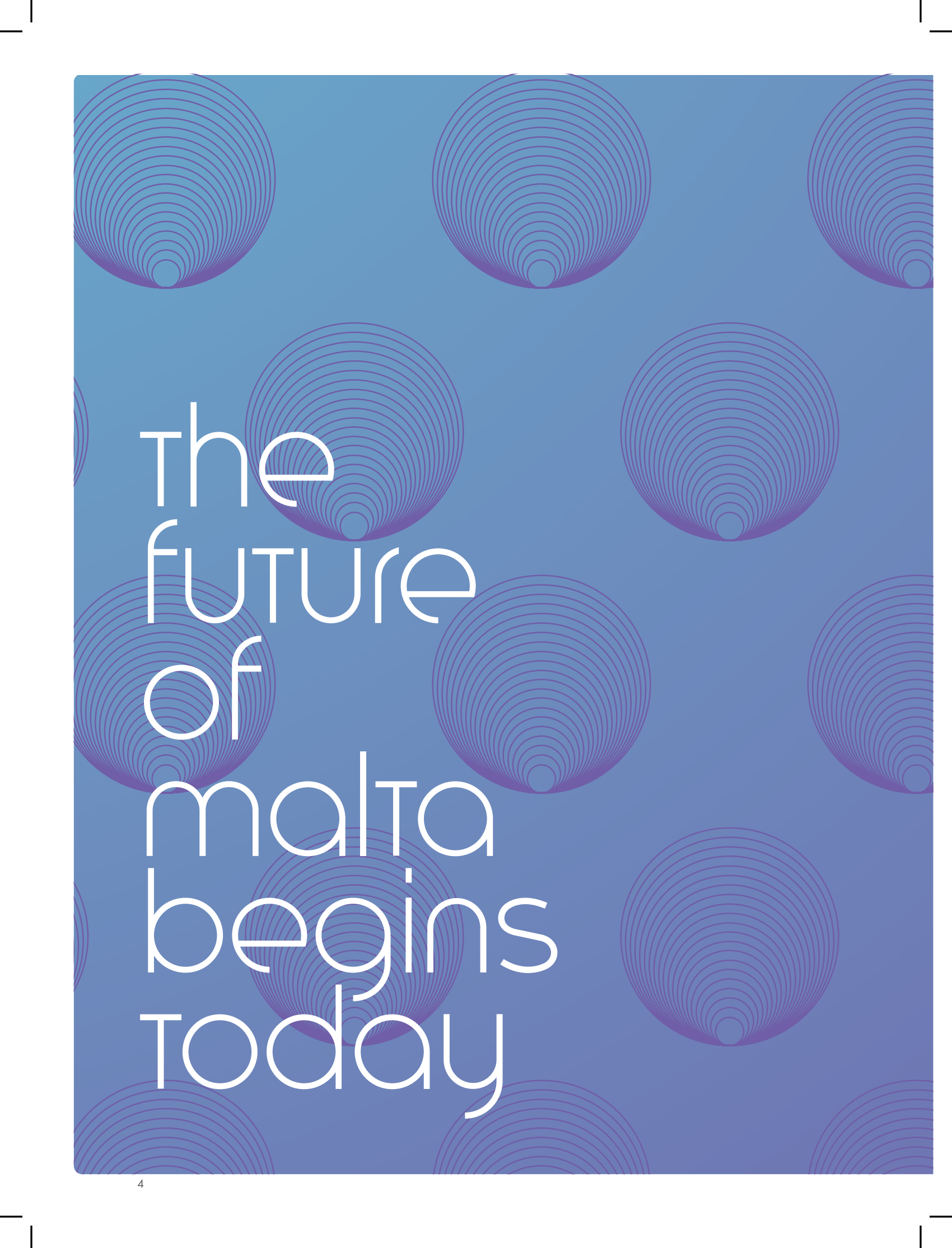
Rather, it provides a strategic and directional analysis of Malta's long-term growth potential, identifying structural opportunities and emerging niches that could materialise if the proposed macro measures and associated investments are effectively implemented. The analysis therefore reflects a strategic transformation scenario towards a more quality-driven and productivity-led economy — not a static *ceteris paribus* outlook. Accordingly, the projections and growth trajectories presented should not be interpreted as official forecasts and may differ from those produced by competent national institutions, as they embed reform-driven structural change assumptions rather than baseline continuation scenarios.

The figures, assumptions, and trajectories referenced are analytical benchmarks designed to illustrate relative scale, indicative contribution, and the direction of change associated with a quality-led growth pathway. They do not represent deterministic outcomes, binding fiscal commitments, or guaranteed results. Their purpose is to support strategic prioritisation, enhance policy coherence, and stimulate informed public debate on Malta's long-term economic model, rather than to prescribe fixed targets or substitute institutional macroeconomic frameworks.

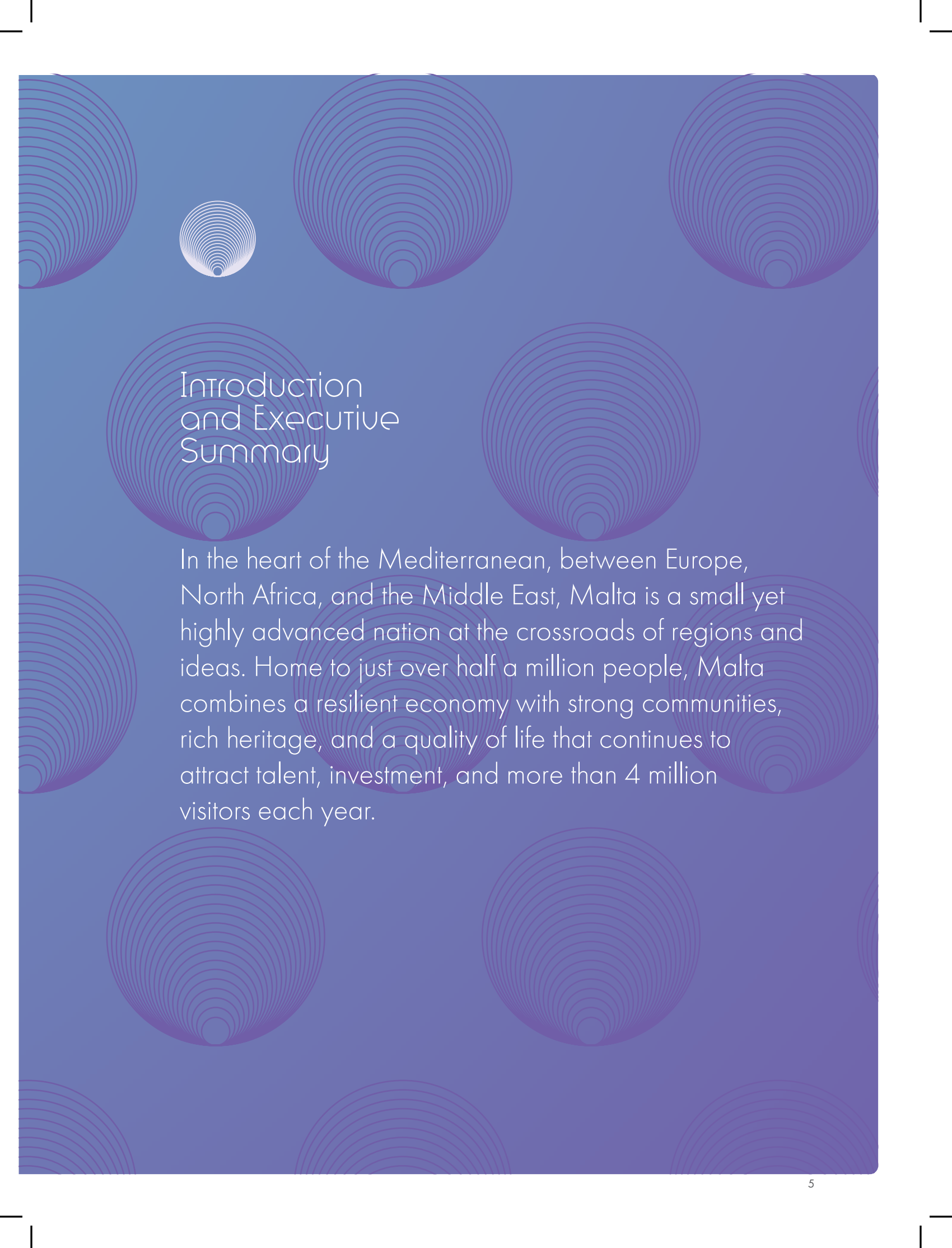
Projections, scenarios, and data contained in this document are based on information available at the time of publication. Actual outcomes may differ due to changes in economic, social, technological, environmental, or external conditions.

This document represents Version 1.0 of Malta Vision 2050 and may be reviewed and updated periodically to reflect evolving evidence, circumstances, and national priorities.

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The background of the entire page is a blue gradient, transitioning from a lighter blue at the top to a darker blue at the bottom. Overlaid on this gradient is a repeating pattern of concentric circles. Each circle is composed of many thin, closely spaced lines, creating a ripple effect. The circles are arranged in a grid-like fashion, with some appearing more prominent than others due to the gradient and the way the lines interact with the background color.

the
future
of
malta
begins
today



Introduction and Executive Summary

In the heart of the Mediterranean, between Europe, North Africa, and the Middle East, Malta is a small yet highly advanced nation at the crossroads of regions and ideas. Home to just over half a million people, Malta combines a resilient economy with strong communities, rich heritage, and a quality of life that continues to attract talent, investment, and more than 4 million visitors each year.

Small, in size, but nimble by nature, Malta draws its strength from adaptability, coordination, hospitality, and a deep-rooted spirit of resilience. Its strategic location makes it a natural bridge for trade, culture, and innovation. Malta is open to the world, while firmly grounded in its heritage.

At its best, Malta is about balance: strong communities, natural beauty, public wellbeing, good food, cultural vibrancy, and a pace of life that leaves room for what truly matters.

But becoming a truly world-class country will not happen by chance. It requires shared purpose, long-term planning, and sustained commitment.

Over the past year and a half, the Government of Malta has therefore embarked on an ambitious national journey to shape a long-term vision that looks beyond short-term political cycles and focuses on building a future that is prosperous, fair and sustainable for generations to come. Malta Vision 2050 brings together the many strategies already guiding Malta's economy, society, and environment into a single, coherent national roadmap for the decades ahead.

This process was formally launched following Cabinet's commitment in August 2024 and was shaped with the support of international experts, ensuring that Malta's long-term plans reflect global experience while remaining firmly rooted in local realities and identity. Developed through close collaboration across government, the Vision reflects a shared national direction and a collective sense of responsibility for the country's future.

A defining milestone occurred on 8 April 2025, when the draft Vision was launched for wider public consultation during a national event at the Cittadella in Gozo. Public engagement exceeded expectations. The response was so strong that the consultation period was extended until the end of October 2025, reflecting the deep sense of ownership that Maltese society feels towards this Vision.

Malta now has a strategic blueprint for its development over the next quarter century. At its heart lies a simple but powerful objective: to secure a healthy quality of life for all, by making better choices today about how we live, work, move, learn, and care for one another tomorrow.



Today, Malta Vision 2050 stands as more than a policy document. It is a shared national commitment to build a country that offers a better quality of life, stronger communities, a healthier environment, and real opportunities for every generation.

This Vision establishes clear direction and bold ambition. It sets measurable targets and key performance indicators for 2035, to be reviewed and updated over time, ensuring that Malta's long-term strategy remains dynamic, relevant, and responsive to change. While grounded in evidence and analysis, Malta Vision 2050 is fundamentally about people, especially younger generations, who will live longest with the impact of the choices made today.

The conversation that shaped this Vision began with people from all walks of life: business leaders, investors, public servants, entrepreneurs, workers, civil society organisations, community leaders, and international experts. As this dialogue widened, it became a truly national conversation, inviting citizens and stakeholders across all generations to share their ideas, concerns, and hopes for the future. What began as a series of discussions evolved into a collective effort to define the Malta we want to build together.

From this process emerged a clear strategic framework, built around four pillars:

- 01.
Sustainable Economic Growth
- 02.
Accessible People-Centred Services
- 03.
A Resilient Country and a Modern Education System
- 04.
Smart land and Sea Usage

Together, these pillars form the foundation of Malta's long-term development model. They guide national progress across the economy, society, environment, governance, and infrastructure, aligning Malta's ambitions with European and global trends while serving as a compass for improving quality of life through resilience, inclusion and sustainable prosperity.

Because the future does not simply happen. It is shaped by the choices we make today.

Welcome to the future of Malta. You are right on time.

The
Future
is a
Decision





Malta Vision 2050 begins with a simple but defining question: What kind of life do we want for the people of this country, today and for generations to come? Because the true measure of national success is not only how fast an economy grows, but how well people live.

Today, we present Malta Vision 2050 as a clear national commitment to a better quality of life. A commitment to build a Malta where progress is felt in everyday realities: in the opportunities open to our young people, in the security of work, in the time families can spend together, in the care we show for our environment and in the strength of our communities.

This Vision is the result of long-term thinking and wide engagement. It reflects a shared understanding that in a world marked by climate pressures, demographic change, technological transformation and global uncertainty, short-term isolated solutions are no longer enough. What Malta needs - and now has - is a clear, steady holistic direction that places people's wellbeing at the heart of national decision-making.

Malta Vision 2050 does not replace the many strategies already guiding our development. It brings them together under one national purpose: aligning economic ambition with social progress, environmental responsibility, and good governance, so that success in one area strengthens quality of life in all the others.

At its core, this Vision is about people. It is about building a country that rewards effort, protects the vulnerable, and gives every family confidence in the future. It is especially about our young people, who will live longest with the impact of the choices we make today.

This is not just a document for government. It is a framework for the whole nation: citizens, workers, businesses, educators, communities and civil society, to move forward with a shared sense of direction and responsibility.

The future does not simply happen. It is shaped by the values we choose and the priorities we set.

With Malta Vision 2050, we choose a future defined not only by growth, but by opportunity, fairness, and a higher quality of life for all.

Let us build it together.

Robert Abela
Prime Minister of Malta

A portrait of a man with dark hair, wearing a dark suit, white shirt, and a red and blue patterned tie. He is smiling slightly. The background features the European Union flag (blue with yellow stars) on the left and a white flag with a red and grey emblem on the right.

Shaping Malta's Next Chapter



Malta Vision 2050 represents the next step in our country's evolution. It is a continuation of the progress we have already made, strengthened by a clearer sense of direction and a renewed confidence in Malta's potential. It builds on solid foundations while opening new space for innovation, competitiveness, and long-term resilience.

This Vision looks ahead with optimism.

It sets long-term goals for 2050, supported by interim targets for 2035, ensuring that we translate ambition into steady, measurable progress. Many elements of this strategy are already taking shape, including new measures introduced in the 2026 Budget. Implementation has already begun.

Our economic future will be defined by the niches where Malta can lead. Sectors such as advanced manufacturing, finance, digital and AI-driven industries, aviation, life sciences, blue economy solutions, maritime services, creative industries and high-value tourism are central to our long-term competitiveness. These areas offer quality careers, attract global investment and position Malta as a specialist, not a generalist, in the world economy.

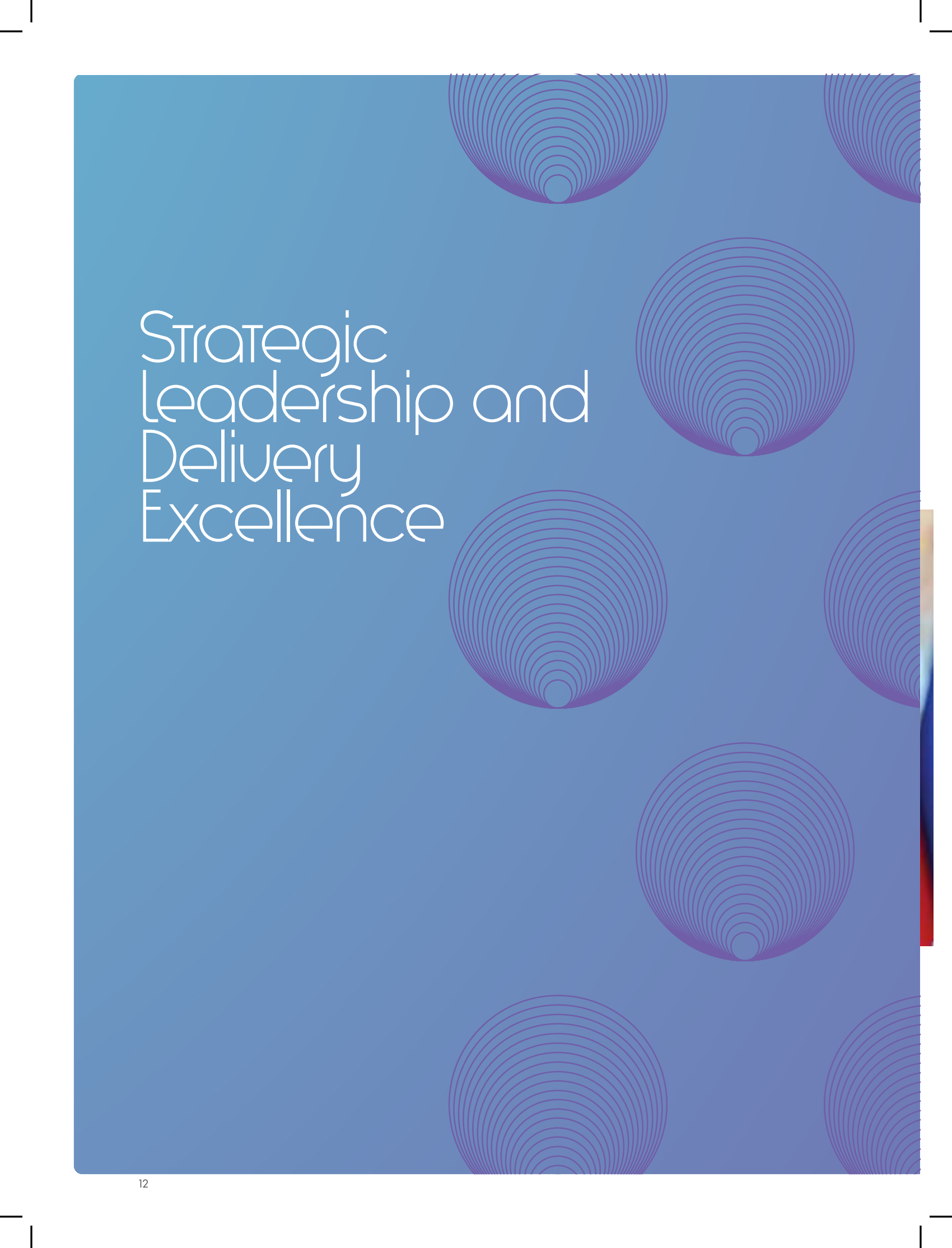
Malta Vision 2050 is about enabling our people and businesses to thrive through talent, innovation, sustainability and opportunity. It is a call to work together in shaping a future where success is not only measured in economic growth, but also in the wellbeing, security and confidence of our society.

The path ahead is ambitious, but the direction is clear. With this Vision, Malta steps forward with determination and is ready to embrace the next chapter of its economic and social development.

Join us as we turn today's choices into tomorrow's success.

Silvio Schembri

Minister for the Economy, Enterprise
and Strategic Projects



Strategic Leadership and Delivery Excellence



Malta Vision 2050 is not merely a strategic framework, it is clearly grounded in political responsibility and a deliberate commitment to coherence, long-term discipline, and shared purpose.

The Government's electoral mandate is embedded within this vision, forming a structured trajectory that extends beyond a single legislature and aspires toward lasting, generational impact.

To ensure cross-ministerial alignment and effectiveness in its implementation, Malta Vision 2050 is positioned at the core of the government within the Office of the Prime Minister. Long-term change demands coordination at the highest level of government, disciplined prioritisation and the ability to balance trade-offs in the national interest.

Accountability is central to this approach. The 100 macro-measures, supported by measurable KPIs and transparent monitoring, ensure that progress is trackable and verifiable.

The 2035 review milestone provides structured evaluation and recalibration, reinforcing continuity without complacency.

Malta Vision 2050 is designed to endure beyond electoral cycles. Its credibility, however, rests on sustained political momentum. From the Office of the Prime Minister, we will continue to provide the horizontal coordination necessary to align institutions, maintain focus and secure delivery.

Malta Vision 2050 is a national endeavour. Political stewardship guarantees its continuity. Execution will determine its success.

Mark Mallia

Head of Secretariat
Office of the Prime Minister



Stewarding Malta's Long-Term Direction





Delivering Malta Vision 2050 is not only a question of ambition. It is, above all, a test of governance capacity.



The challenges Malta faces are structural and interconnected: climate transition, demographic change, technological disruption, fiscal pressures and geopolitical uncertainty. For a small, open state, these forces demand more than incremental responses. They require foresight, coordination and disciplined execution over time.

The greatest risk is not a sudden crisis, but gradual drift where well-intentioned decisions, taken in isolation, accumulate into long-term imbalance. Avoiding this requires a deliberate shift from short-term management to strategic stewardship.

Malta Vision 2050 was designed with this reality in mind. It transcends electoral cycles and provides a stable national trajectory towards 2035 and 2050, while allowing future administrations flexibility in how objectives are pursued. By anchoring the Vision in shared national outcomes rather than prescriptive measures, it creates continuity even as political leadership evolves.

From a public service perspective, the Vision strengthens whole-of-government coordination, embeds evidence-based policymaking and reinforces accountability. It aligns cross-cutting priorities, supports multi-year planning and builds institutional capacity in foresight, resilience and strategic delivery. Governance is treated not as a static structure, but as a continuous process of learning, adjustment and alignment.

Ultimately, the success of Malta Vision 2050 will depend on disciplined implementation and institutional continuity. The responsibility of the public service is clear: to safeguard long-term direction, anticipate emerging risks and ensure that ambition translates into measurable progress.

In this sense, Malta Vision 2050 is not only a strategy for the country's future. It is a commitment to governing that future with coherence, resilience and purpose.

Ronald Mizzi

Permanent Secretary
Malta Vision 2050
Office of the Prime Minister





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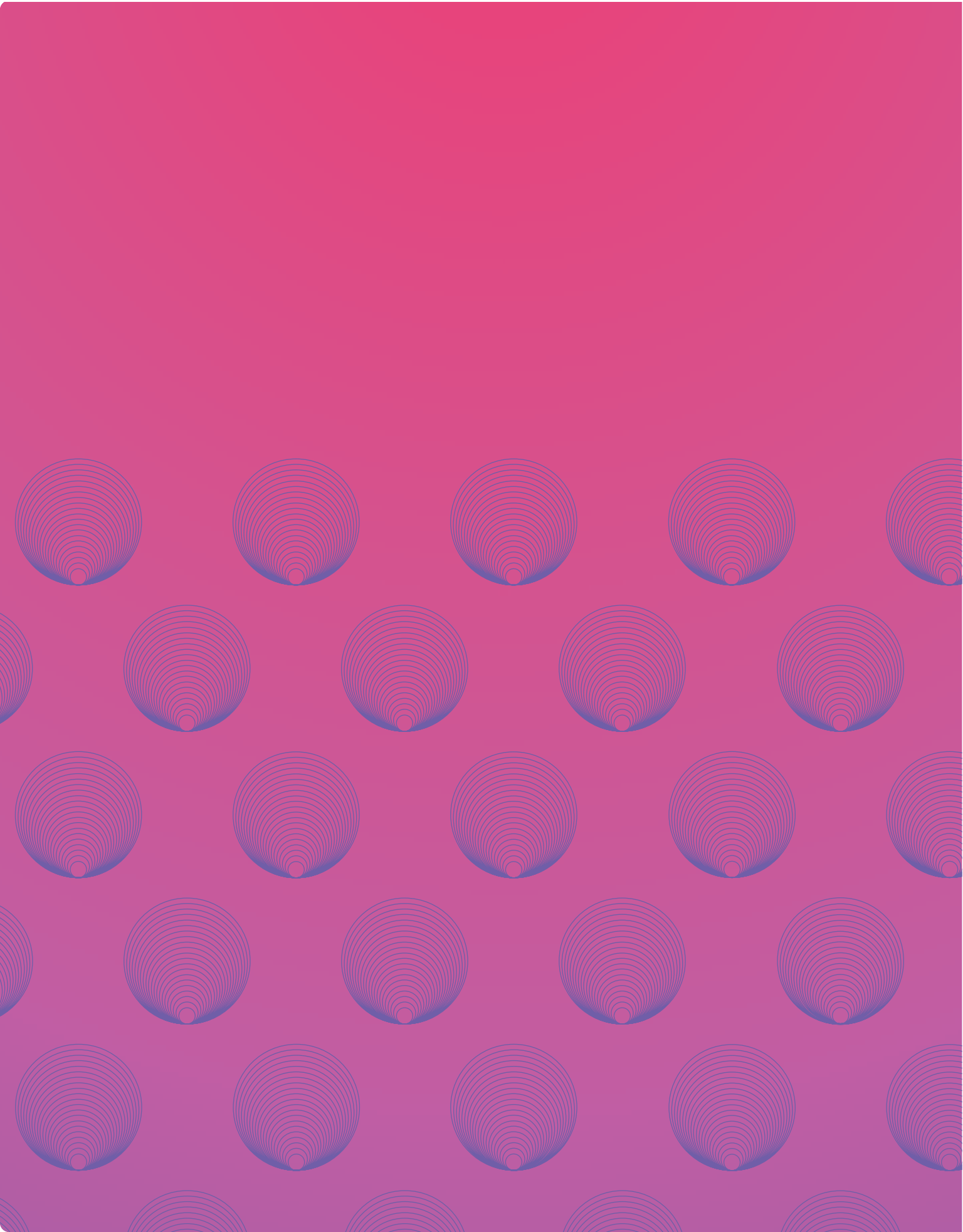
AI	Artificial Intelligence
CAGR	Compound Annual Growth Rate
CEO	Chief Executive Officer
CCS	Carbon Capture and Storage
EU	European Union
GDP	Gross Domestic Product
GHG	Greenhouse Gases
GNI	Gross National Income
GVA	Gross Value Added
HDI	Human Development Index
HVAC	Heating, Ventilation and Air-Conditioning
IDE	Interactive Digital Entertainment
IMF	International Monetary Fund
KPI	Key Performance Indicator
MaaS	Mobility-as-a-Service
MCESD	Malta Council for Economic and Social Development
MRO	Maintenance, Repair and Overhaul
NSO	National Statistics Office
OECD	Organisation for Economic Co-operation and Development
PM	Particulate Matter
PMO	Programme Management Office
PPPs	Public-Private Partnerships
SME	Small and Medium-sized Enterprises
STEAM	Science, Technology, Engineering, Art and Mathematics
STEM	Science, Technology, Engineering and Mathematics
TBA	To Be Announced
TEU	Twenty Foot Equivalent Unit
TSI	Turbocharged Stratified Injection
VC	Venture Capital
YoY	Year on Year



Blue Economy



Green Economy

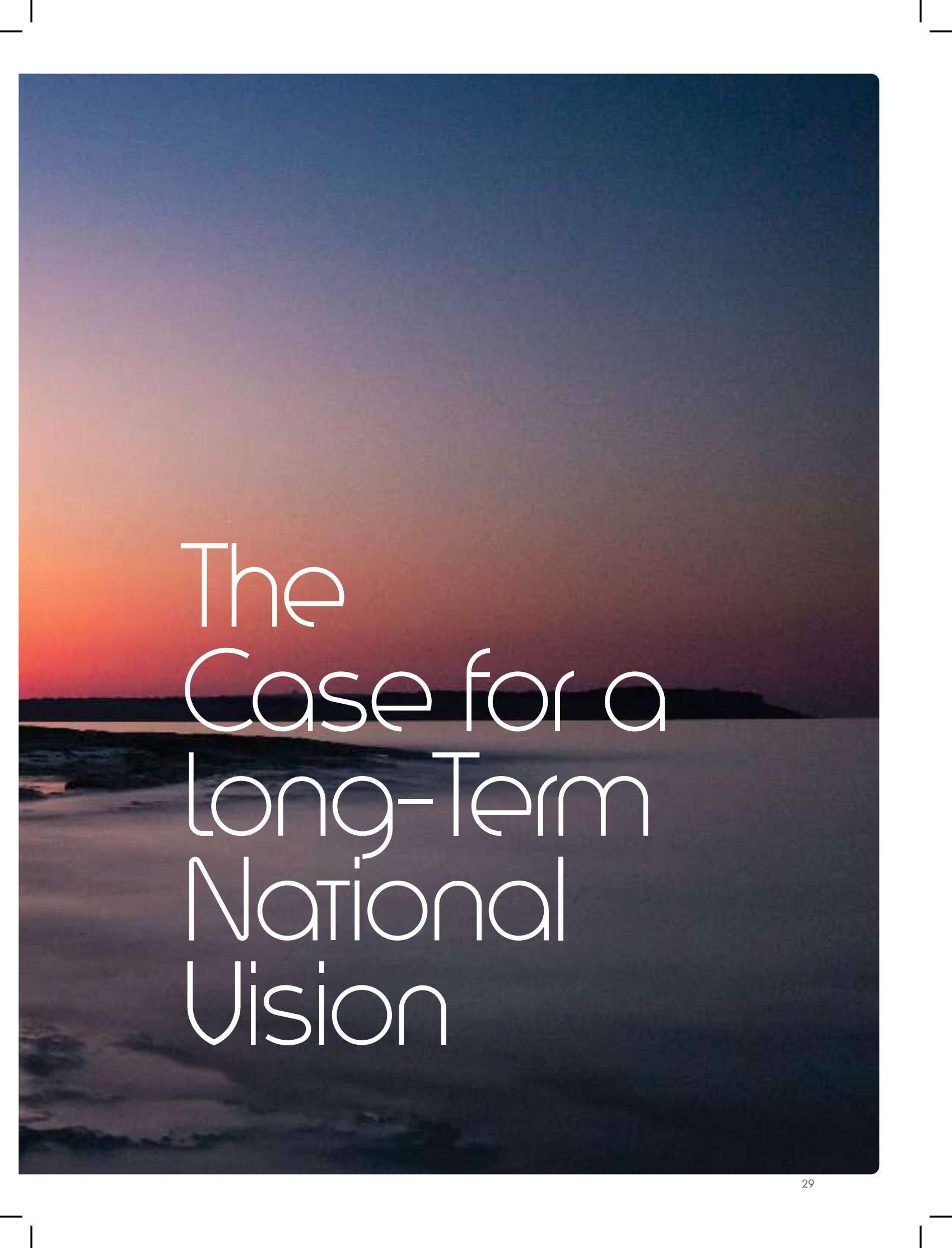




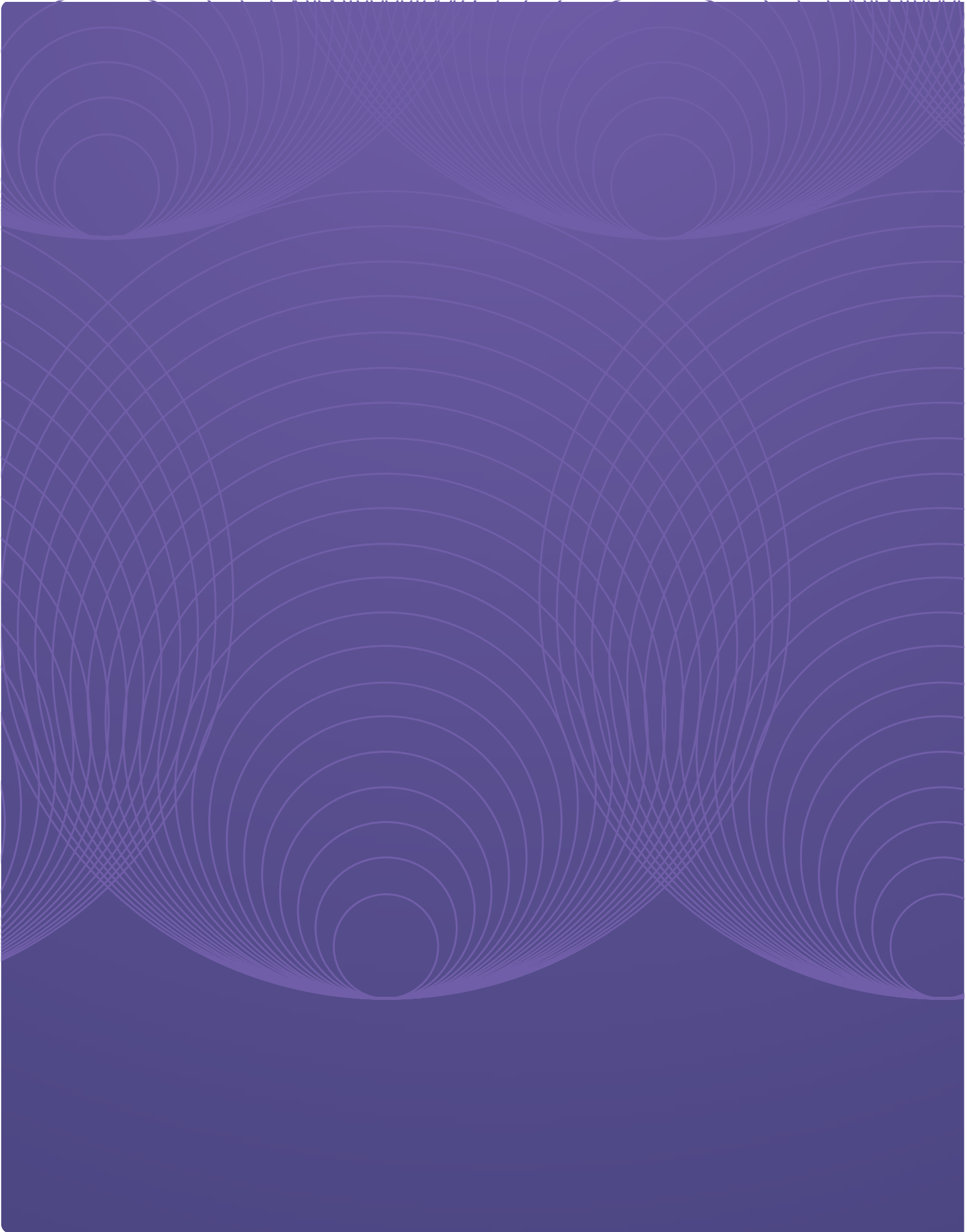
A safe and
resilient nation,
inspired by
heritage and
driven by progress,
fostering a
healthy quality
of life for all.

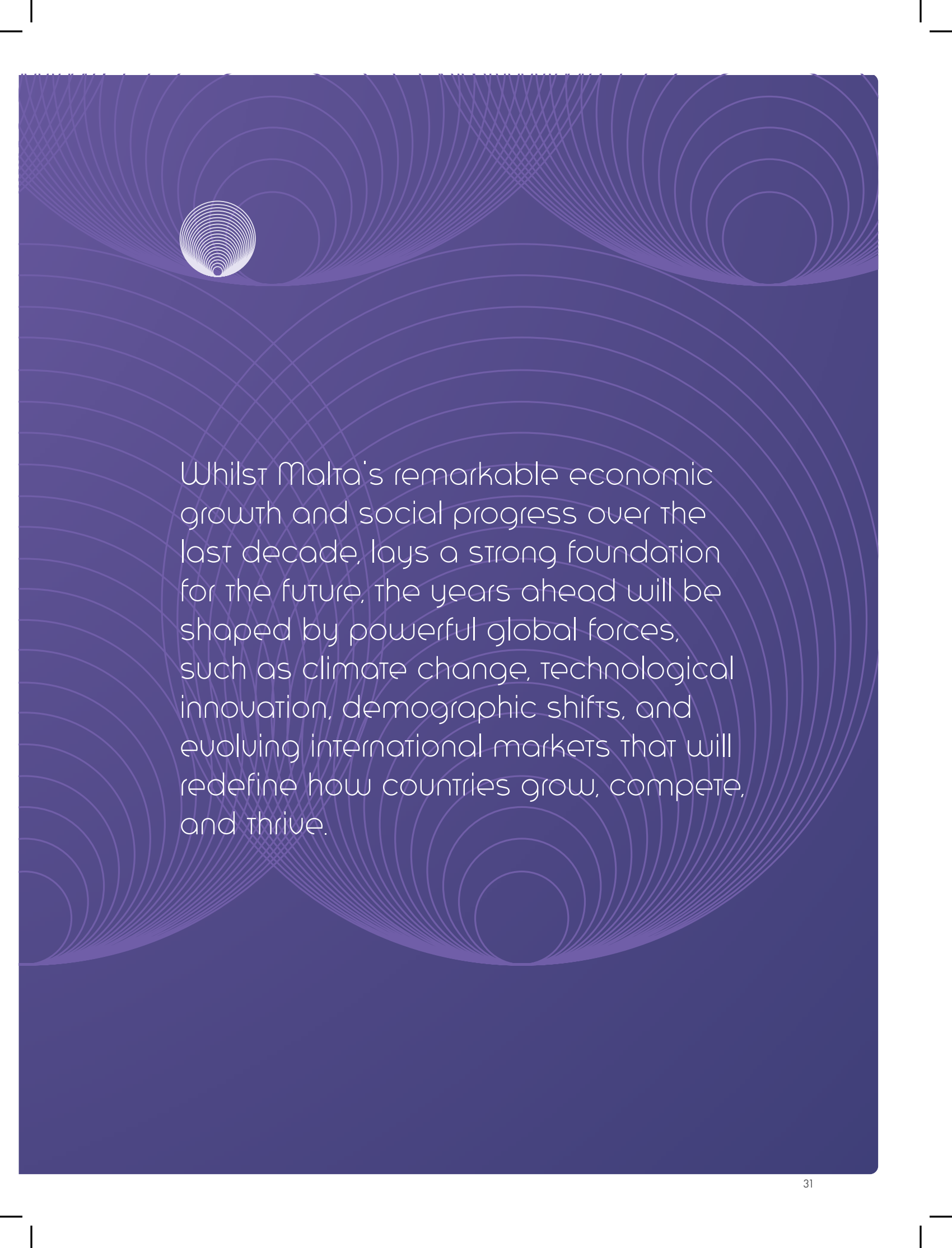
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The Case for a Long-Term National Vision



The background is a solid dark purple color. It features a complex pattern of thin, light purple concentric circles that overlap and intersect, creating a sense of depth and movement. In the upper left quadrant, there is a small, stylized icon resembling a shell or a spiral, composed of many thin, concentric white lines.

Whilst Malta's remarkable economic growth and social progress over the last decade, lays a strong foundation for the future, the years ahead will be shaped by powerful global forces, such as climate change, technological innovation, demographic shifts, and evolving international markets that will redefine how countries grow, compete, and thrive.

1.1

The Need for Malta Vision 2050

These trends present Malta with both challenges and opportunities. To respond effectively, the country needs more than short-term solutions. It needs a long-term strategy that can guide development in a way that is resilient, competitive and sustainable.

A defining milestone on this journey is 2050. By then, the European Union aims to achieve climate neutrality, an objective enshrined in the European Climate Law and central to the European Green Deal. Malta has already demonstrated its commitment through the Climate Action Act adopted in 2024, which established a dedicated authority to coordinate national climate policies. Malta Vision 2050 builds on this momentum, aligning national ambition with European objectives while setting clear milestones for 2035 to ensure progress remains measurable and achievable.

While Malta has no shortage of sectoral strategies and ministerial plans, these efforts currently operate without a single overarching framework. This has been a recurring concern among stakeholders, who recognise Malta's impressive progress but consistently call for clearer long-term direction. Without a unified vision, policies risk being developed in isolation, leading to fragmentation and reduced impact.

Malta Vision 2050 responds directly to this need.

It provides the high-level framework that brings together existing strategies under one coherent, future-focused direction, promoting synergy, strengthening coordination and maximising national impact.

This Vision is not designed to replace sectoral strategies. On the contrary, it builds on them by aligning their goals, strengthening their collective effect and ensuring that every policy contributes to a shared national trajectory.

Because it is grounded in evidence, shaped by consultation and guided by clear targets, Malta Vision 2050 will serve as a common reference point for government, business, and civil society alike. It offers Malta the opportunity to position itself as a resilient, competitive and sustainable nation which is confident in its direction and ambitious in its future.

Above all, this Vision is about people. It is about building a country that continues to welcome opportunity, inspire confidence and offer a high quality of life for those who already call Malta home, and for those who will discover it in the years to come.

1.2

The cost of inaction

Malta is doing well, but the future does not stand still.

Some of the biggest challenges we face such as an ageing population, climate change, housing pressures, technological change, and evolving jobs, are already being addressed through policies, reforms and investments. However, these challenges do not stand still. They develop gradually, over decades, and require not only action today but also consistent direction over time.

This is why Malta Vision 2050 exists. Not because Government is inactive, but because long-term success depends on ensuring that today's actions are aligned, sustained and reinforced by a shared national direction.

What happens if we fail to plan, even while acting?

On the economy: Government is supporting growth, employment and investment. But without a long-term framework, wage growth could lag productivity, and competitiveness could become harder to sustain in a changing global economy. Public investment in health, education, and infrastructure would face increasing pressure. Growth would continue, but its benefits might be felt less evenly.



On society: Government is investing heavily in social services, housing and opportunity. Yet without long-term planning, rising costs and service pressures could gradually strain social cohesion. Protecting Malta's strong sense of community requires foresight, not just short-term solutions.

On ageing: Government is strengthening healthcare and supporting families. But as people live longer, early planning is essential to ensure pensions, healthcare and care services remain sustainable, and that longevity continues to be a success shared across generations.

On space and the environment: Government is acting on transport, planning and environmental protection. Still, without a long-term spatial and environmental outlook, congestion, loss of open space and climate impacts would become more difficult and more expensive to manage over time.

On skills: Government is investing in education, training, and lifelong learning. But technological change is accelerating. Without a long-term approach to skills and reskilling, gaps could widen. Not because people lack talent, but because systems did not evolve quickly enough.

The future is not one road: it is a choice. There is no single, inevitable Malta of 2050. There are two paths. One path builds on the action already being taken today, strengthened by long-term planning, coordination and shared priorities. It leads to a Malta that is more productive, fairer, greener and easier to live in. The other path is one where action continues, but without a unifying long-term direction. Progress happens, but opportunities are missed, trade-offs are harder to manage, and momentum gradually weakens.

The difference between these paths is not luck. It is leadership, foresight and the ability to plan beyond the immediate horizon. Malta Vision 2050 provides that horizon, ensuring that what Government is already doing today delivers lasting results for the decades ahead.

1.3

Why Malta Vision 2050 Matters

Planning for the future is easiest when a country is strong. That is when there is room to act, to invest and to choose wisely. Malta has that opportunity today.

Malta Vision 2050 is our way of using it, to make sure that progress continues, that quality of life keeps improving and that future generations inherit not just a successful country, but a better one.

The real cost of inaction is not what Malta would lose tomorrow. It is what Malta might quietly fail to become.

1.4

Where We Stand

It is important to clarify at the outset that Malta Vision 2050 is not solely an economic vision. While it is informed by economic analysis and macroeconomic projections, its purpose extends well beyond economic performance. Vision 2050 is a holistic national framework that brings together economic, social, environmental, spatial and institutional dimensions into a single long-term direction.

Within this framework, economic development is an enabler rather than an end in itself: a means to support improved quality of life, stronger social cohesion, environmental sustainability and intergenerational fairness.

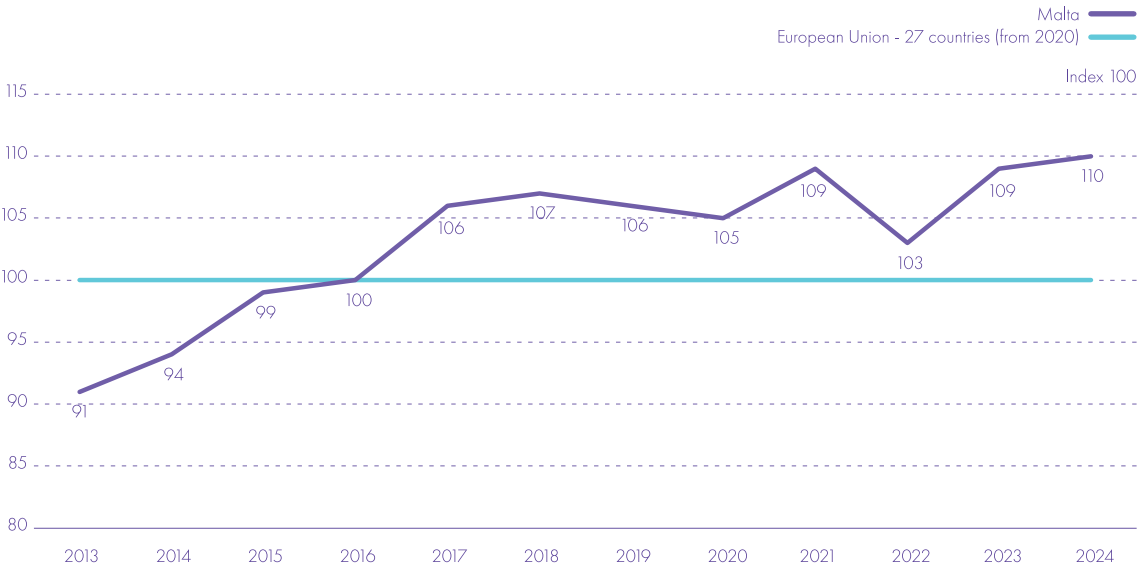
That said, a clear understanding of where Malta stands economically remains essential. An objective assessment of current economic conditions provides the necessary context for the strategic choices and trade-offs that will shape Malta's long-term trajectory, anchoring the Vision in realism, credibility and evidence.

The formalisation of Vision 2050 has reinforced the Government's commitment to look beyond simple measures of growth, shifting the focus towards development quality and long-term sustainability. Economic policy is therefore guided not only by how fast the economy grows, but by how growth is distributed, sustained and translated into social wellbeing.

Macro-Economic Conditions

1.5.1 Recent Population and Economic Development Trends

GDP per Capita in Purchasing Power Parities



Over the past decade, Malta has significantly strengthened its economic position within Europe. In 2013, Malta’s GDP per capita stood 9% below the EU average; by 2016 it had reached parity, and by 2024 it stood 9% above the EU average. Gross National Income per capita reached approximately €36,000 in 2023, surpassing Spain and approaching Italy.

Despite this progress, wage convergence remains incomplete. In 2023, the adjusted full-time salary in Malta stood at almost €30,000, compared to an EU average of €37,863, highlighting the need for continued progress in productivity and job quality.

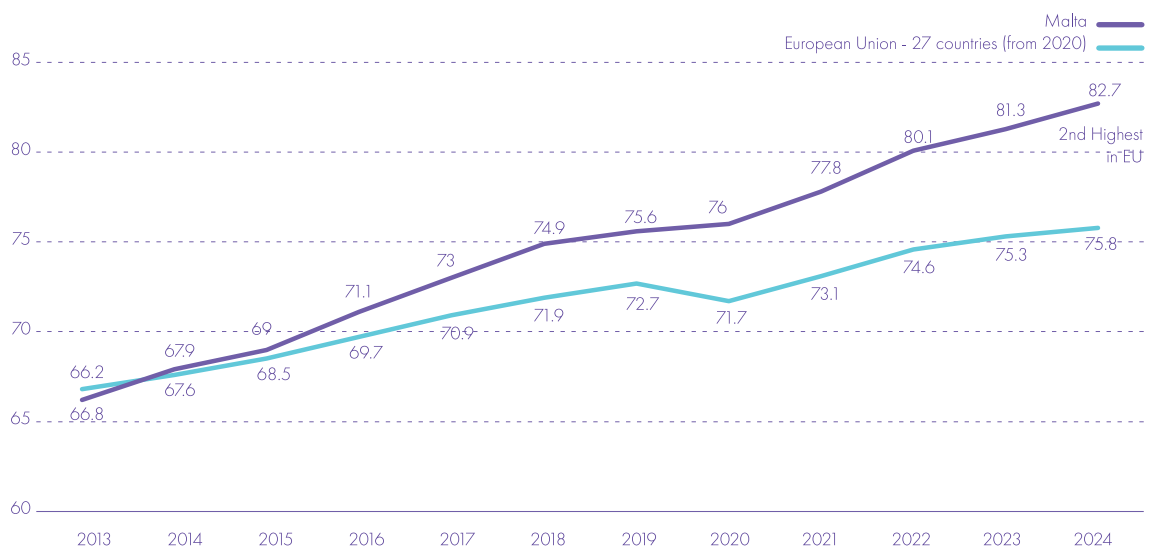
Economic expansion during this period was accompanied by significant population growth, largely driven by migration. This reflected the need to address labour shortages arising from rapid economic growth and a structurally ageing population. Over the same period, the indigenous working-age population declined by around 15,000, while the number of older persons increased by 25,000.



Malta's fertility rate has remained below the replacement level of 2.1 since 1992, declining from 1.4 in the early 2000s to 1.06 in 2023, the lowest rate in the EU. In this context, migration has played a critical role in stabilising the old-age dependency ratio. Without migration, the ratio would have deteriorated from 1:3.7 to 1:2.6; with migration, it was maintained at 1:3.6.

Equally important has been the remarkable improvement in labour market outcomes. Malta's employment rate is now the second highest in the EU, having been the second lowest just a decade earlier. This transformation was supported by targeted Government reforms, including labour-market activation measures and policies facilitating female participation, notably free childcare.

Employment Rate



At the same time, the unemployment rate declined from nearly 6% a decade ago to below 3% in 2025.

1.5.2 The External Environment

Malta's outlook is increasingly shaped by global developments. Rising geopolitical tensions, higher trade frictions and a weakening of multilateral cooperation are reshaping the international economic landscape. For small, open economies such as Malta, these trends pose structural challenges to development models based on openness, investment and export-oriented activity.

Global growth is expected to remain below pre-pandemic averages. The IMF forecasts global growth of 2.8% in 2025 and 3.0% in 2026, compared to a pre-pandemic average of 3.7%. In the United States of America, growth is expected to moderate as trade measures take effect, while Europe's recovery is projected to be gradual and uneven. According to the European Central Bank, external trade is expected to weigh on growth until 2026, with domestic demand carrying the bulk of expansion.

At the same time, fiscal pressures across the EU are intensifying, as weaker growth constrains revenues while defence and security spending rises. These developments underline the need for Malta to strengthen domestic resilience, upgrade competitiveness and enhance adaptability in the face of external shocks.

1.6 Short-Term Economic Conditions and Outlook

In the first nine months of 2025, Malta's GDP grew by 3.1% in real terms, outperforming both the EU (1.4%) and the Euro area (1.3%). Growth was driven primarily by domestic demand and an expansion in service exports.

Exports rose by 3.9%, supported by strong performance in transport, tourism and digital services. Household consumption expanded at a similar pace, underpinned by solid labour-market conditions and income growth. Private investment remained stable amid global uncertainty, while public investment and consumption provided additional support, with public consumption increasing by 5.7%.

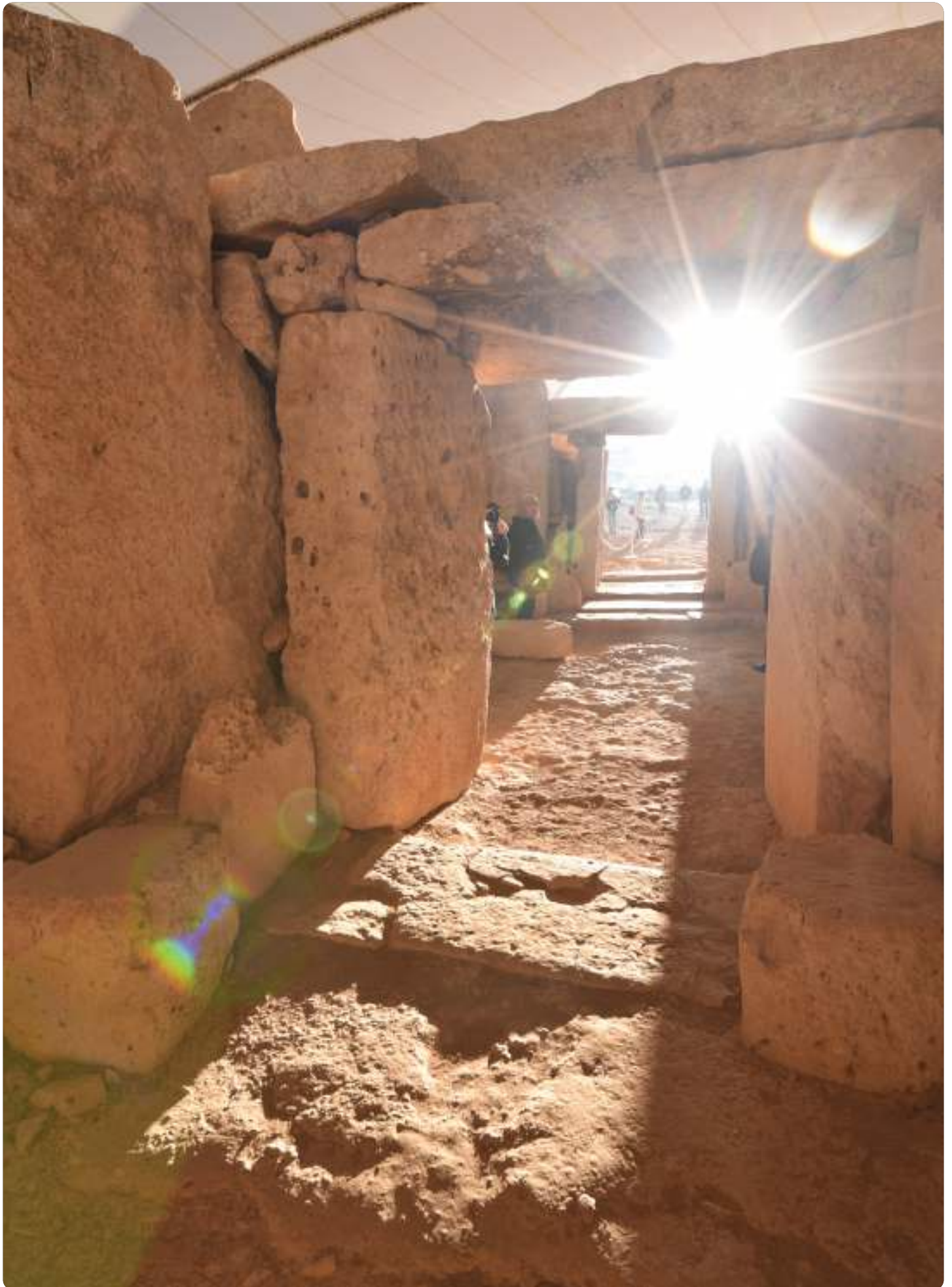
From a production perspective, nominal gross value added grew by 5.7%, with strong contributions from public administration, accommodation and food services, air transport and warehousing. Information and communication services expanded by 8.9%, while administrative services grew by 5.1%. Manufacturing performance was mixed: food and beverages, printing and pharmaceuticals recorded growth, while sectors linked to transport equipment and electronics stagnated.

Tourism continued to perform strongly, with 4 million visitors in 2025, an increase of 12.9%, and resulting in a 18.6% rise in total tourism expenditure.

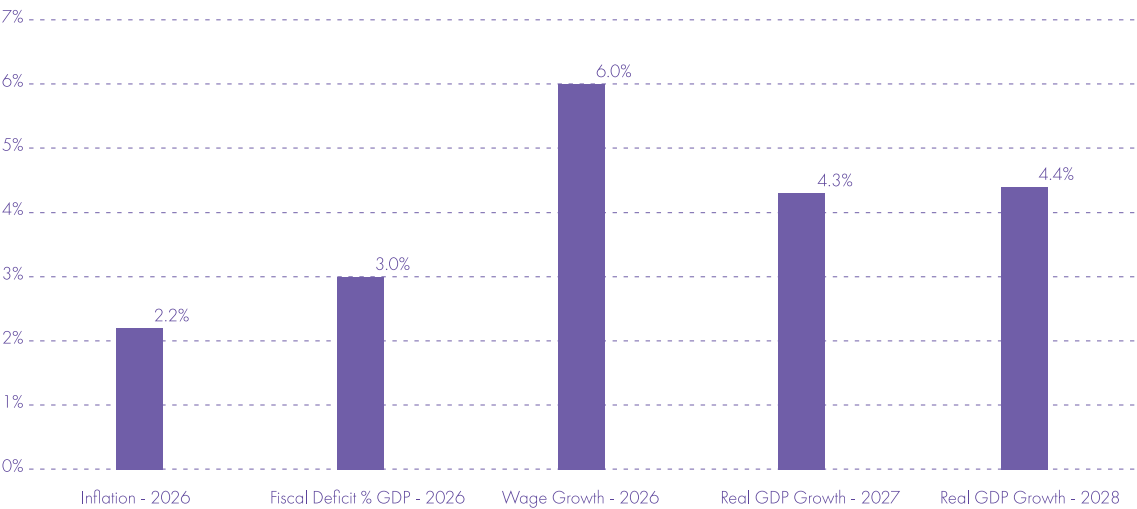
From an income perspective, growth in 2025 favoured employees, with compensation rising by 9.1%, compared to a 3.1% increase in gross operating surplus.

Looking ahead, real GDP growth is expected to remain robust in 2026, driven by recovering real incomes, continued public investment and resilient exports in tourism and digital services. Wage growth is projected at around 6%, while inflation is expected to stabilise near 2.2%. Over the medium term, real GDP growth is forecast at 4.3% in 2027 and 4.4% in 2028.

The fiscal deficit is projected to decline below 3% of GDP, with the debt ratio remaining well below the 60% threshold, reaching 46.4% of GDP.



Economic Projections



1.7 Fiscal Strategy and the 2026 Budget

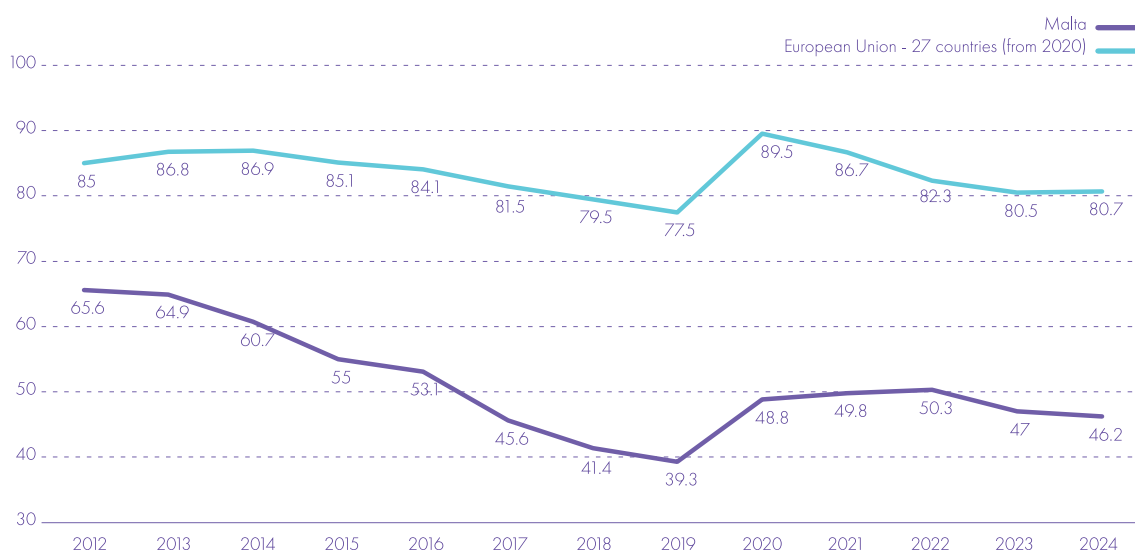
While private enterprise drives market-based growth, Government plays a crucial role in promoting collective action where social benefits exceed individual returns. The Budget serves to internalise social costs and benefits, promote fair income distribution, ensure appropriate incentives, correct market failures and stabilise the economic cycle.

Following a public debt ratio above 65% of GDP in 2012, Malta reduced debt below 40% within eight years, creating fiscal space to support households and businesses during the pandemic and energy crisis. Despite these extraordinary interventions, debt remained below 50% of GDP, while the deficit was reduced from 8.7% in 2020 to 3.7% in 2024.

The 2026 Budget continues a path of measured fiscal consolidation while safeguarding growth, including targeted tax cuts to support family formation, improvements in pensions and social benefits and a continued reduction in the fiscal deficit.



Public Debt to GDP Ratio



1.8 Long-Term Development Trends

Malta's economic model has been highly effective in job creation. However, labour shortages and demographic ageing require a strategic shift towards higher productivity, capital deepening and quality employment.

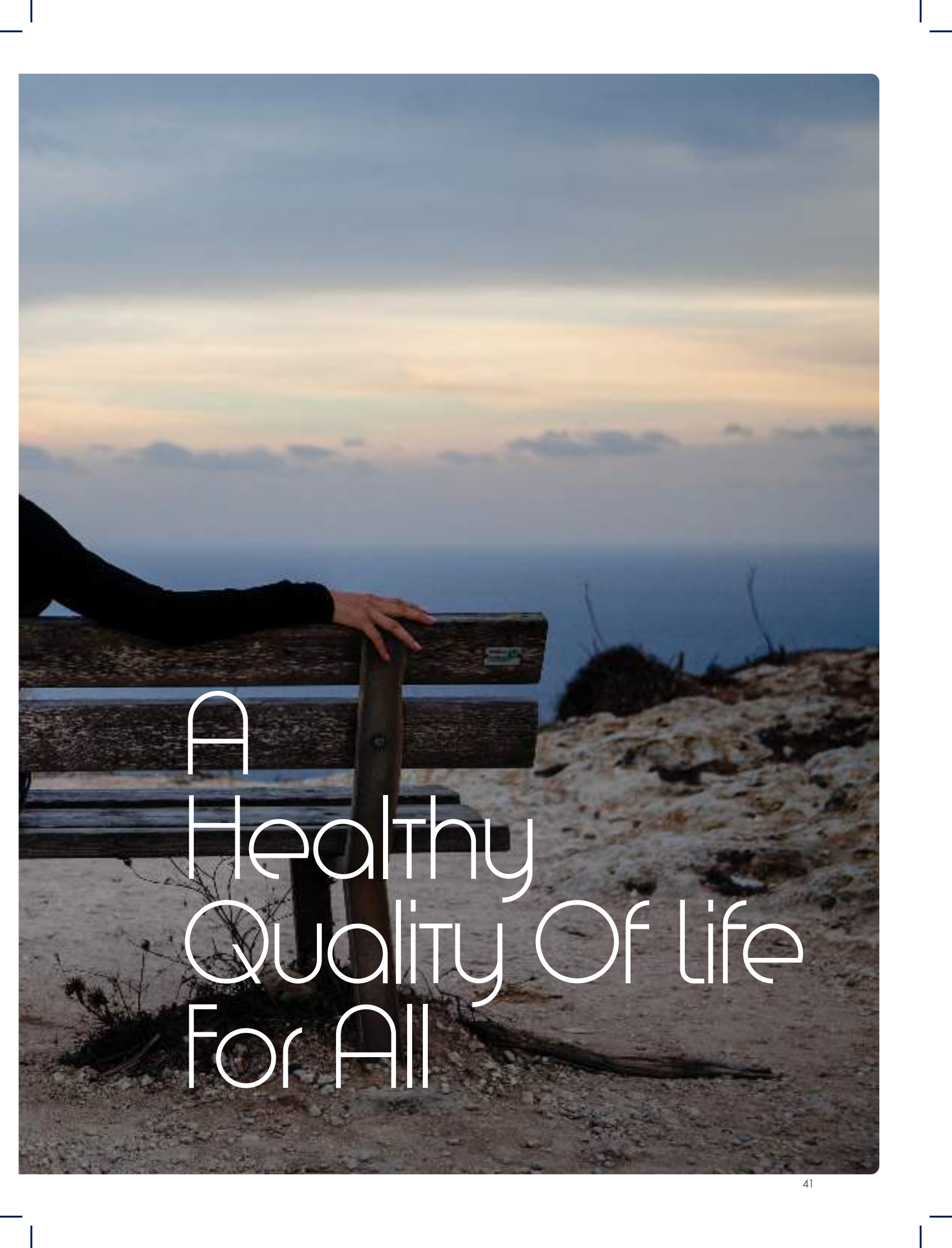
Since the mid-1990s, Malta's integration into the EU and the Euro area drove a structural transition away from capital-intensive manufacturing towards more labour-intensive services. This is reflected in the declining share of manufacturing and the growing importance of digital, financial, professional and administrative services, alongside a strong expansion in tourism.

Between the early 2000s and 2013, average real growth stood at 2.8%; over the following decade it accelerated to 6.9%, driven by labour-market activation, rising educational attainment and access to the EU single market. At the same time, ageing and sectoral labour shortages increased reliance on migrant workers.

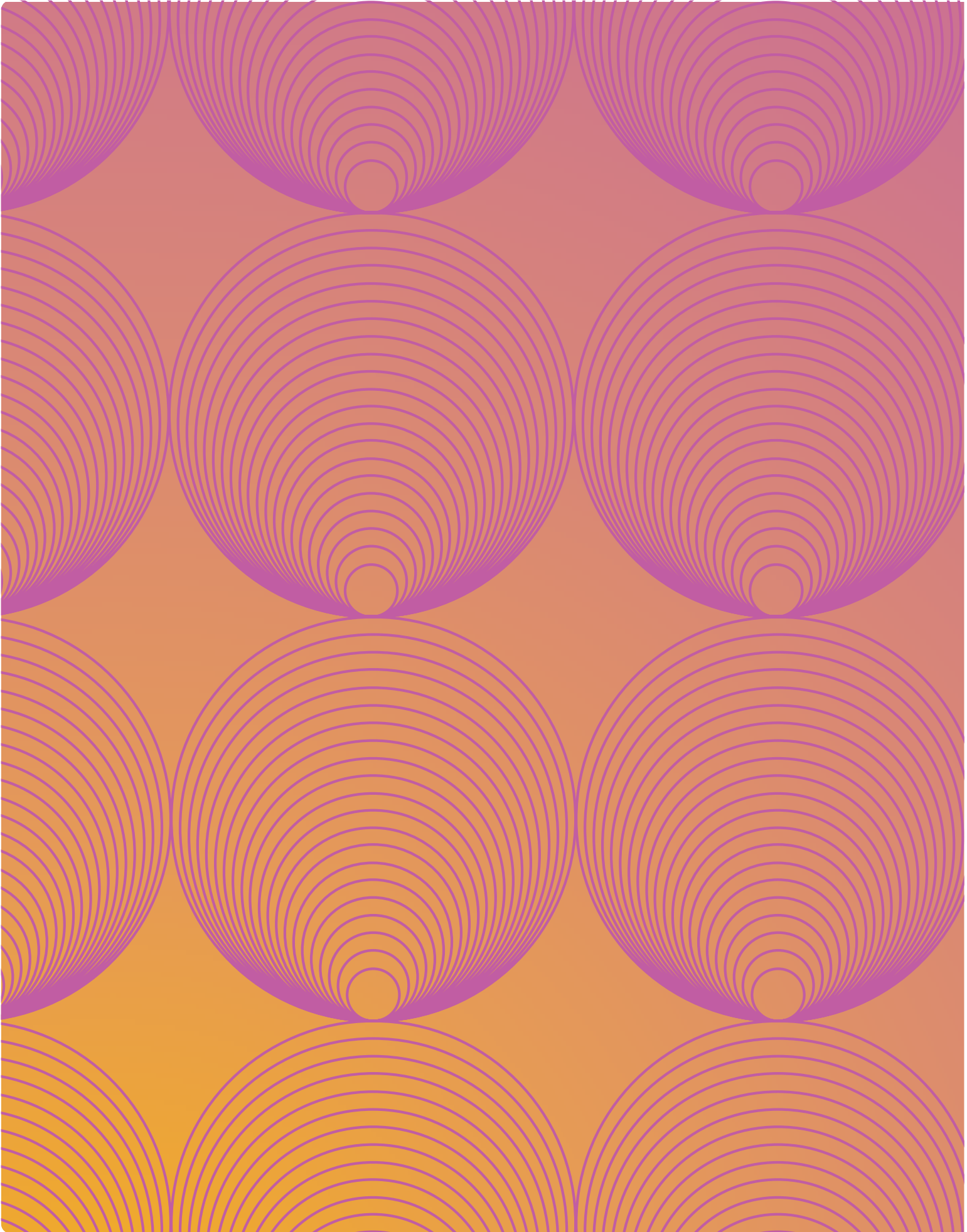
Looking ahead, growth is expected to moderate to around 4% per annum until 2035, reflecting a more sustainable trajectory and evolving migration dynamics. Labour productivity is projected to grow by 1.5% per annum, broadly in line with post-2013 performance. Sustaining and accelerating productivity growth will be critical, as it remains the primary determinant of long-term living standards and economic development.

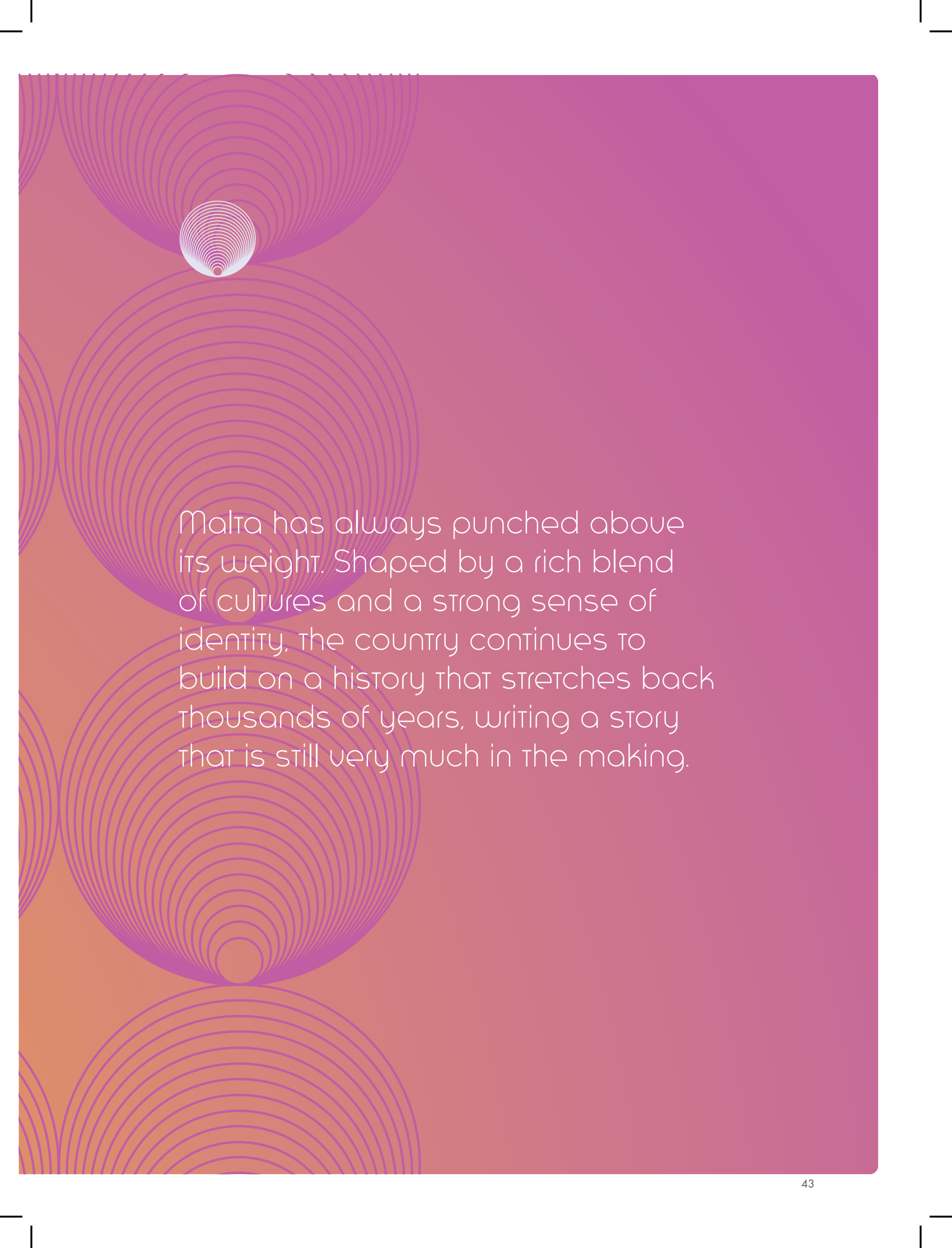
02



A photograph of a person's arm resting on a wooden bench, overlooking a beach and the ocean at sunset. The sky is filled with soft, colorful clouds in shades of orange, yellow, and blue. The beach is sandy with some sparse vegetation. The text "A Healthy Quality Of Life For All" is overlaid in white, sans-serif font.

A Healthy Quality Of Life For All



The background is a solid purple color. On the left side, there are several sets of concentric circles in a lighter shade of purple. One of these sets is partially obscured by a white circular logo. The logo consists of many thin, concentric white circles, creating a ripple effect. The text is positioned in the center-right area of the page.

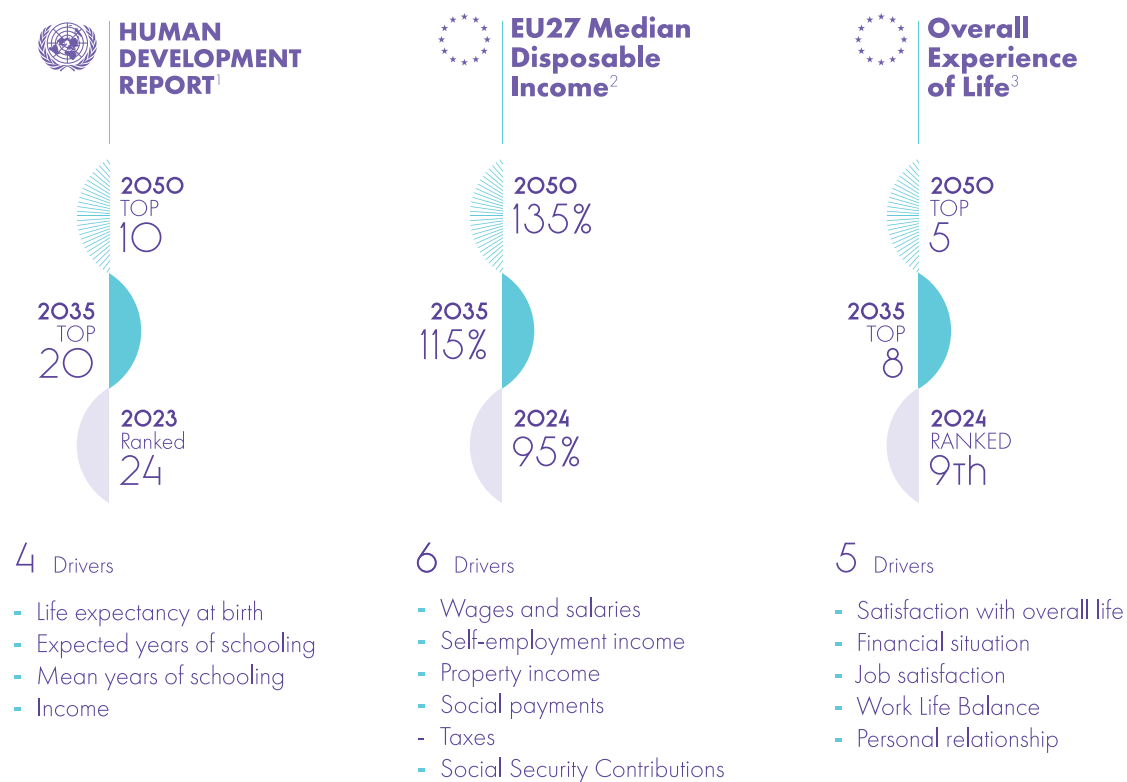
Malta has always punched above its weight. Shaped by a rich blend of cultures and a strong sense of identity, the country continues to build on a history that stretches back thousands of years, writing a story that is still very much in the making.

As Malta grows, however, success can no longer be measured by economic output alone. Indicators such as GDP tell only part of the story. What truly defines progress is the lived experience of people: their physical and mental wellbeing, their sense of belonging and security, their access to opportunity and nature and their ability to enjoy a balanced, fulfilling life.

For this reason, Malta Vision 2050 places a healthy quality of life for all at the very centre of the country's long-term development agenda. It is the Vision's north star: the benchmark against which every major policy choice over the next 25 years will be judged.

2.1 Measuring What Truly Matters

The North Star – a Healthy Quality of Life for All



¹ Developed and monitored by United Nations Development Programme

² EUROSTAT

³ EUROSTAT



To move beyond narrow economic measures, Malta Vision 2050 adopts a broader and more meaningful set of indicators that reflect wellbeing in all its dimensions. Three reference points are particularly important:

- > The Human Development Index (HDI), developed by the United Nations Development Programme, which combines longevity, education and income.
- > Median disposable income: a measure that better reflects the typical living standard of households in comparison to the EU average.
- > Overall life satisfaction, capturing how people experience their daily lives, work, relationships and sense of purpose.

These indicators provide a more complete picture of progress that places people, not just performance, at the heart of national success.

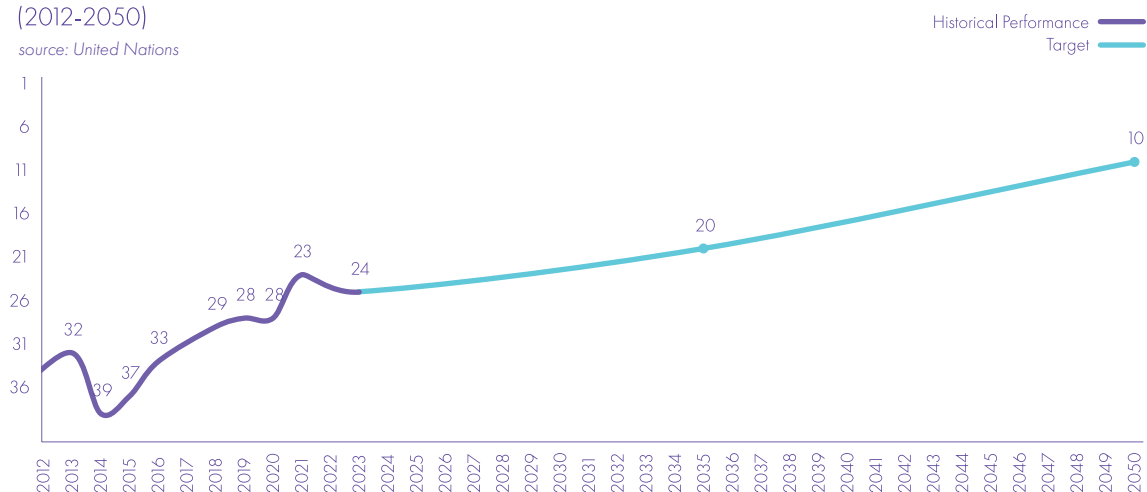
2.2 A Strong Foundation and a Clear Ambition

Malta enters this Vision from a position of strength. Over the past decade, the country has made significant strides in human development. Since 2014, Malta's ranking in the Human Development Index has improved markedly, from 39th place to 24th in 2023.

Human Development Index Malta Ranking Evolution

Human Development Index ranking by year¹
(2012-2050)

source: United Nations



¹ May be subject to revisions as published by United Nations

Malta Vision 2050 builds on this momentum with clear, measurable ambitions: by 2035, Malta aims to be among the top 20 countries globally in human development, and by 2050, the goal is to reach the top 10. These targets reflect a commitment to sustained improvement in health outcomes, educational attainment, and income levels, recognising that long-term prosperity must be shared and inclusive.

Longevity, Education, Income per Capita the Main Drivers to Improve the Human Development Index

source: United Nations

2023 Ranking¹

1  Iceland	7  Australia	13  Singapore	17  US
2  Norway	8  Hong Kong	13  United Kingdom	20  Korea
2  Switzerland	9  Netherlands	15  UAE	21  Slovenia
4  Denmark	10  Belgium	16  Canada	22  Austria
5  Germany	11  Ireland	17  Liechtenstein	23  Japan
5  Sweden	12  Finland	17  New Zealand	24  Malta

		Longevity		Education		Income
			Life Expectancy [55-85] years	Expected Schooling [6-21] years ²	Average Schooling [1-14] years ³	GNI per capita (2021 PPP k\$) [0.7-166]
	Iceland	1	82.7	18.9	13.9	69.1
	Norway	2	83.3	18.8	13.1	112.7
	Switzerland	2	84.0	16.7	13.9	81.9
	Denmark	4	81.9	18.7	13.0	76
	Germany	5	81.4	17.3	14.3	64.1
	Sweden	5	83.3	19.0	12.7	58.3
	Australia	7	83.9	20.7	12.9	69.4
	Hong Kong	8	85.5	16.9	12.4	68.3
	Netherlands	9	82.2	18.61	12.7	63.6
	Belgium	10	82.1	19.0	12.7	90.9
	Ireland	11	82.4	19.2	11.7	57.1
	Malta	24	83.3	15.9	12.4	52.2

¹ Ranked 193 countries, with scores from 0.38 (South Sudan, 193th) to 0.972 (Iceland, 1st).

² N. of years of schooling a child of school entrance age can expect to receive if prevailing patterns of age-specific enrollment rates persist throughout the child's life

³ The average number of years of education received by people aged 25 and older
Source: Human Development Report 2025, team analysis

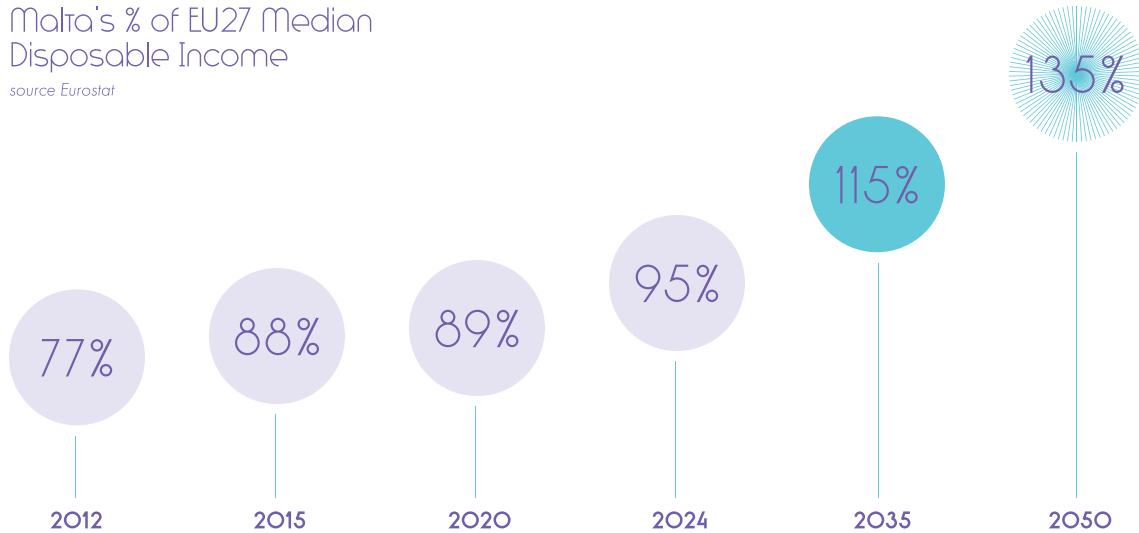
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2.3 Raising living Standards across Society

Malta's % of EU27 Median Disposable Income

source Eurostat



Income remains a key pillar of quality of life, not only in absolute terms, but in how prosperity is distributed. Malta Vision 2050 therefore focuses on median disposable income, which reflects the financial reality of the average household more accurately than headline figures.

Here too, progress is already visible. Malta has steadily closed the gap with Europe, rising from 77% of the EU27 median disposable income in 2012 to around 95% in 2024. The Vision now sets a clear trajectory for the years ahead:

- > 115% of the EU27 average by 2035
- > 135% by 2050

These ambitions signal a decisive shift towards a high-value, high-productivity economic model that translates growth into real improvements in people's everyday lives.

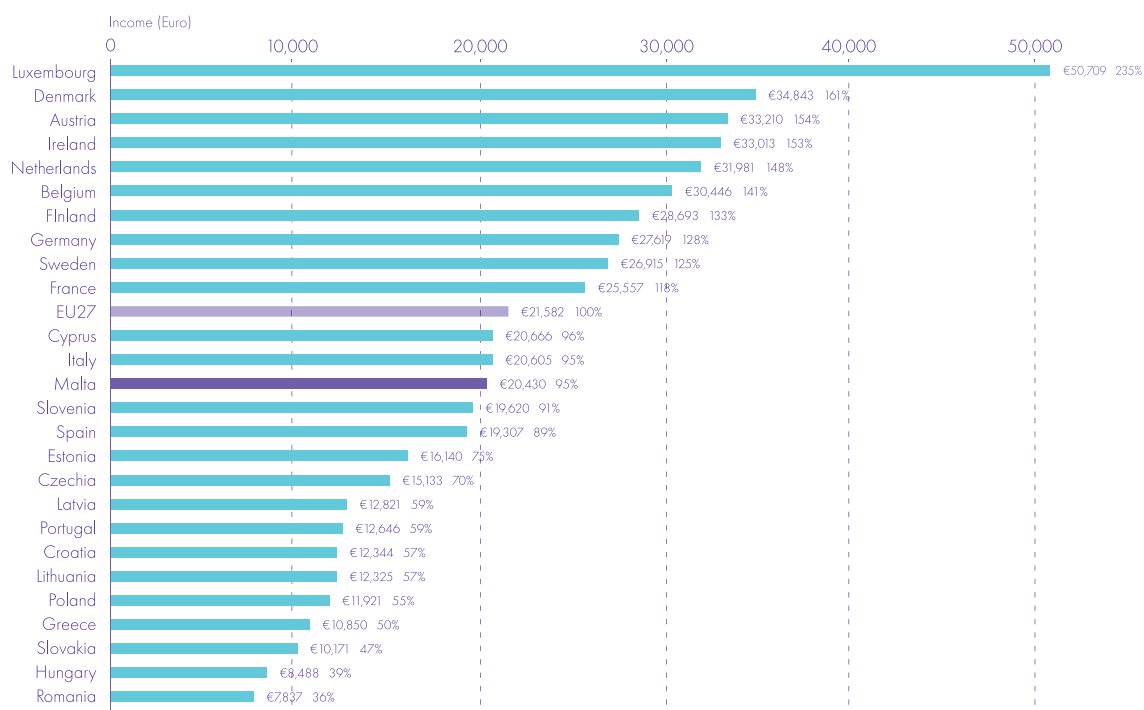
Median disposable income represents the middle point of the income distribution, where half of the population earns more and half earns less. It is less affected by outliers and often considered a better indicator of typical income.

Higher median incomes generally indicate a more prosperous economy.

In 2024 Malta was just below the EU27 average.

Median Disposable Income

source: Eurostat



2.4 From Prosperity to Wellbeing

Economic success, however, is only meaningful if it is accompanied by satisfaction with life itself. Malta already performs well in this regard. In recent European comparisons, Malta ranks among the top 10 EU countries in overall life satisfaction, that is above the EU average, reflecting strong social ties, a sense of community and a generally positive outlook.

Malta Vision 2050 builds on this strength with a bold but credible aspiration:

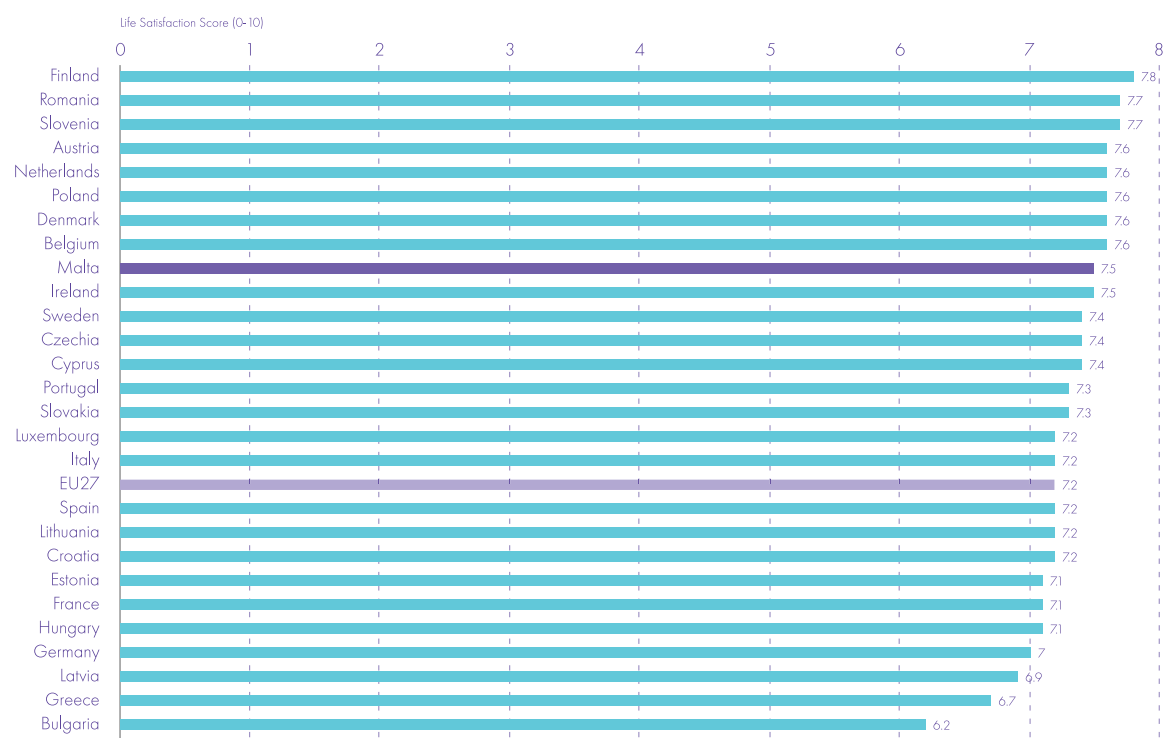
- To rank among the top eight EU countries by 2035
- Place among the top five by 2050 in overall experience of life

This ambition recognises that quality of life is shaped not only by income, but by a wide range of factors: work–life balance, job satisfaction, financial security, personal relationships, environmental quality and trust in institutions.



Quality of Life Indicators

source: Eurostat



2.5 A Holistic Approach to Progress

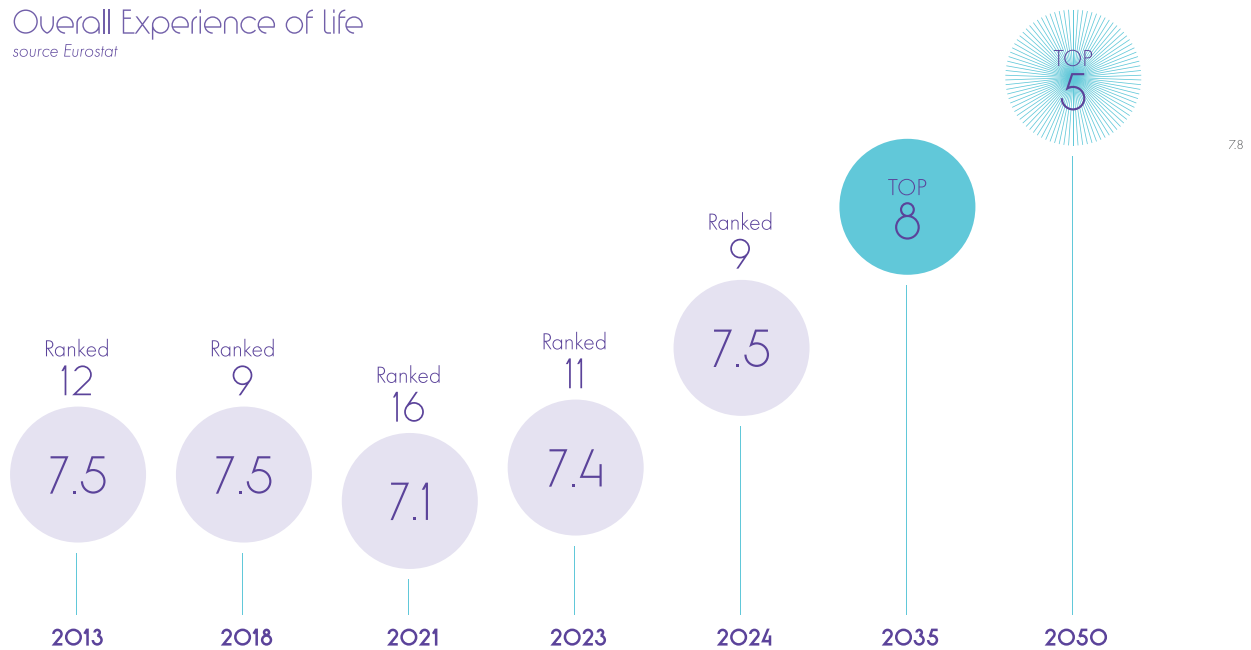
Achieving these outcomes will require more than isolated reforms. Malta Vision 2050 therefore adopts a holistic approach to wellbeing that links improvements in:

- Longevity and health, through stronger healthcare systems and preventive care;
- Education and skills, ensuring that learning opportunities match the needs of a changing economy;
- Income and opportunity, so that growth lifts all segments of society;
- Living environments, with smarter planning, greener spaces and more resilient infrastructure;
- Social cohesion and participation, strengthening trust, inclusion and community life.

Together, these elements define a new model of success for Malta that moves from growth alone to shared prosperity and lasting wellbeing.

Overall Experience of Life

source Eurostat



Quality of Life Indicators framework is structured around 9 dimensions that together provide a holistic view of wellbeing in the EU. Malta is in 9th place and above EU27 average

2.6 Securing Fairness between Generations

Malta Vision 2050 is, at its core, a commitment to future generations. But intergenerational fairness cannot remain only a moral principle, but a strategic lens through which policy choices are assessed.

Over the coming decades, Malta will face profound demographic change. An ageing population, shifting family structures and sustained migration will reshape the balance between those who contribute to the system today and those who will depend on it tomorrow. At the same time, younger generations face structural barriers unknown to their parents, particularly in housing access, career stability and long-term financial security.

Malta Vision 2050 therefore adopts intergenerational fairness as a guiding principle of national development, ensuring that today's progress never becomes tomorrow's burden. This means ensuring that:

- > today's prosperity does not come at the expense of tomorrow's sustainability;
- > the costs of demographic ageing are shared equitably across generations;
- > young people are not locked out of opportunity in housing, skills and asset-building;
- > public finances, social protection systems and long-term investment decisions remain sustainable over time.



A fair Malta in 2050 is one where each generation leaves the country stronger than how it found it: economically, socially and environmentally.

2.7 From Growth to Shared Progress

The true test of national progress lies not only in how fast an economy grows, but in how widely opportunity is shared.

Malta Vision 2050 recognises that inequality, whether of income, wealth, education or opportunity, can quietly undermine social cohesion, trust in institutions and long-term productivity. In a small society, disparities are felt more sharply and spread more quickly across generations.

The Vision therefore places renewed emphasis on social mobility; the ability of every person, regardless of background, to improve their life chances through education, work and enterprise.

This means:

- > strengthening pathways from education to quality employment;
- > ensuring that access to housing does not become a barrier to family formation and stability;
- > reducing the risk of in-work poverty as the economy transitions to higher value sectors;
- > safeguarding the effectiveness of social protection systems in a changing labour market.

Malta Vision 2050 affirms a simple principle: prosperity must, not only be created, but it must be shared, accessible and enduring.

2.8 Preparing for the Future of Work

The nature of work is changing faster than at any moment in recent history. Digitalisation, automation, artificial intelligence and platform-based business models are reshaping how people work, how careers unfold and how value is created.

Malta Vision 2050 moves beyond a narrow focus on employment rates to embrace a broader vision of good work that is productive, secure, adaptable and meaningful.

The coming decades will require:

- > a decisive shift from job protection to employability protection, ensuring that people can transition between roles and sectors without falling behind;
- > modern social protection systems that reflect more diverse work patterns, including self-employment, hybrid careers, and project-based work;
- > lifelong learning frameworks that treat reskilling as a normal part of working life; and
- > stronger social dialogue to manage technological change in a way that benefits both competitiveness and social cohesion.

A resilient labour market is not one that resists change, but one that absorbs change without social fracture. Malta Vision 2050 commits to building such a labour market that is agile in economics and humane in design.

2.9 Welfare Sustainability

Malta's welfare state is one of the country's greatest achievements. Universal healthcare, strong social protection and community-based care have underpinned rising living standards and social stability.

Yet success brings new responsibilities. By 2050, Malta will be a significantly older society.

Demand for healthcare, long-term care, and income support will rise, while the relative size of the working-age population will evolve.

Malta Vision 2050 therefore treats welfare sustainability not as a technical issue, but as a strategic national priority.

This requires:

- > redesigning services around prevention, active ageing, and independent living;
- > harnessing digital health and assistive technologies to raise both quality and efficiency;
- > strengthening the financial foundations of social protection systems; and
- > ensuring that longer lives are matched by longer, healthier and more active participation in society.

A sustainable welfare state is not one that merely copes with ageing but one that turns longevity into a national asset.

2.10 Spatial Equity and Liveability

In a country as geographically compact as Malta, spatial planning is never neutral. Decisions about land use, housing, mobility and infrastructure shape not only the physical environment, but also social opportunity and economic mobility.

Malta Vision 2050 therefore frames spatial development through the lens of liveability and equity.

This means:

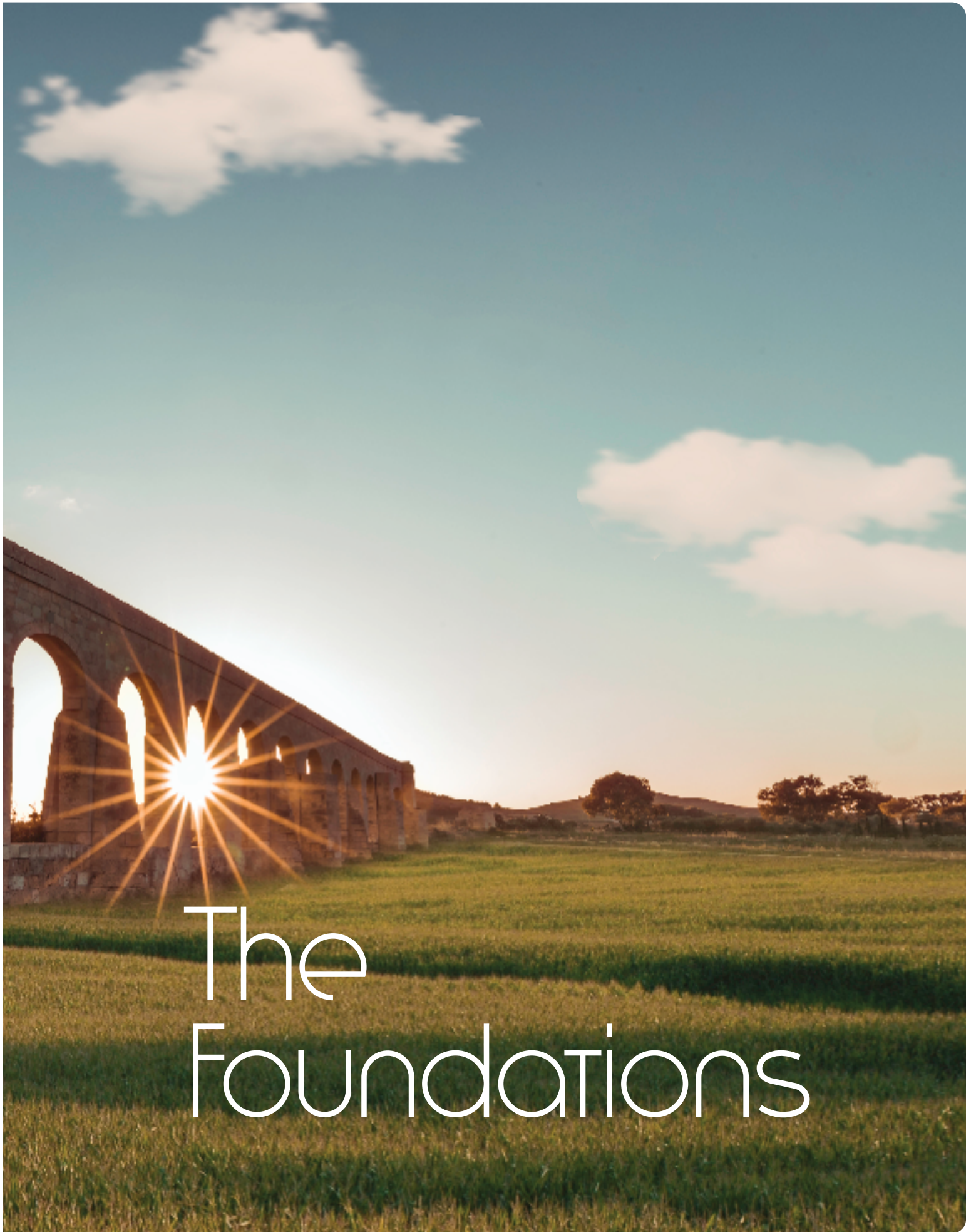
- > ensuring that dense urban growth is matched by high-quality public spaces, green areas, and community facilities;
- > addressing housing affordability as both a social and economic imperative;
- > strengthening the development of Gozo and regional centres as engines of opportunity, not dormitory economies; and
- > aligning transport and digital connectivity with inclusive territorial development.

A liveable Malta in 2050 is not simply more efficient but more balanced, accessible, and humane.

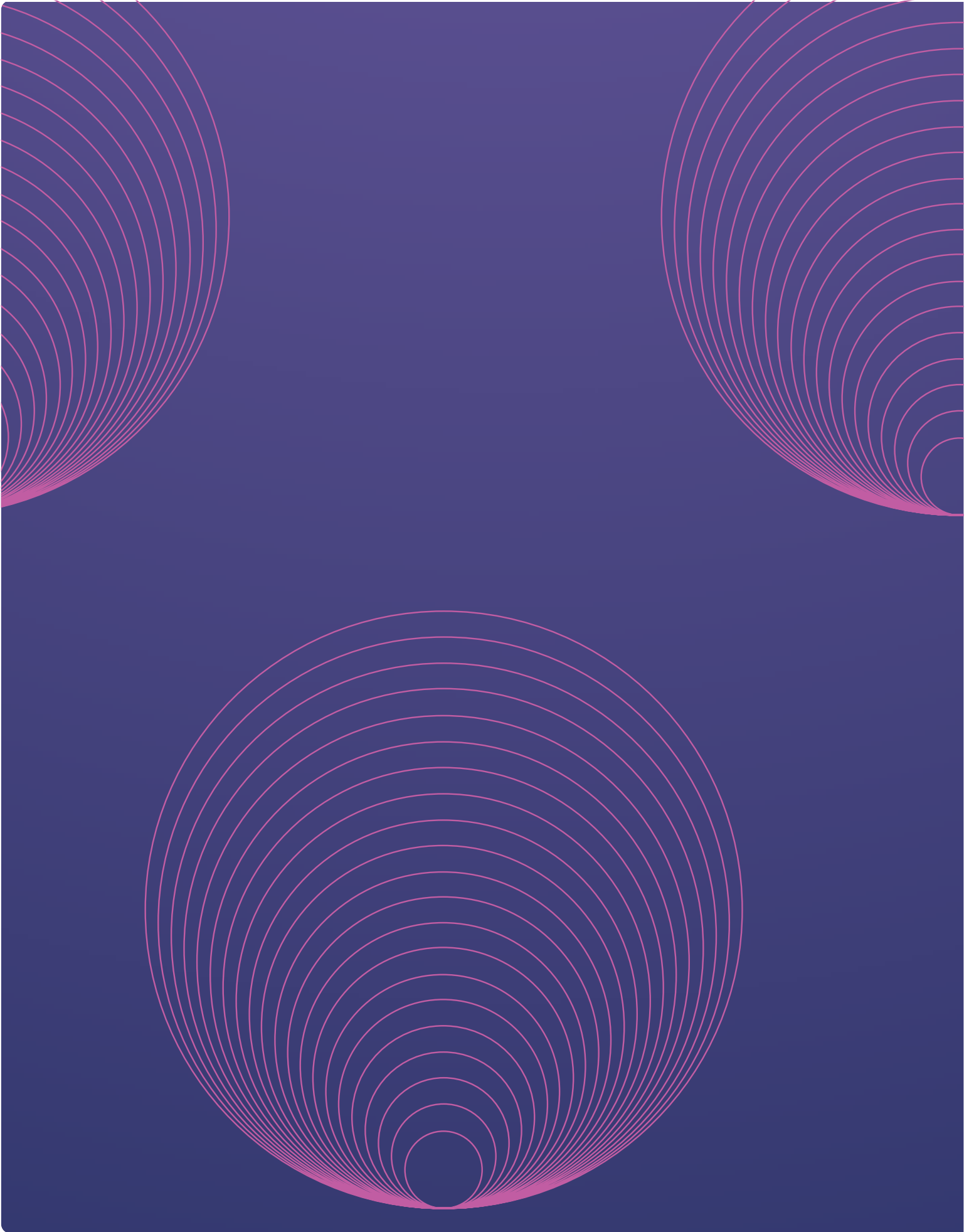


03





The Foundations



The background is a solid dark blue. It features three sets of concentric circles in a lighter blue color. One set is in the top left, another in the top right, and a larger one in the bottom center. In the top left set, there is a small white sphere with horizontal lines, resembling a globe or a planet.

Six combined building blocks,
spanning global trends, national
strategies, and wide public
engagement, shaped and
strengthened Malta Vision 2050
into a coherent future-ready
framework.

3.1 Six Building Blocks

Six distinct building blocks fuel and inspire Malta Vision 2050: global macro trends, other countries' national vision highlights, Malta's existing sectoral strategies, sentiment analysis (from both the residents and private sector), envisioning thematic workshops to suggest future actions and an extensive public consultation exercise. Combined, these six building blocks helped ensure that Malta Vision 2050 is as thorough, future-ready and ambitious as it can be.

3.1.1 Global Megatrends

Malta Vision 2050 has been developed in full awareness that the country's future will not be shaped by domestic choices alone. It will also be profoundly influenced by the global forces that are transforming economies, societies, technologies and the environment across the world.

To ensure that the Vision is both realistic and forward-looking, the Government undertook a structured analysis of the major global trends shaping international dynamics today. From a wide range of emerging forces, 15 key megatrends were identified as being most relevant to Malta's long-term future. Together, these trends form the external landscape within which Malta must position itself over the coming decades.

These megatrends fall into four broad and interconnected domains: demographic and social change, economic transformation, technological disruption, and environmental and governance shifts.

3.1.1.1 A World Shaped by People and Changing Societies

Across the globe, population dynamics are being reshaped by ageing societies, urbanisation, migration and increasing cultural diversity. At the same time, people's expectations are changing towards more personalised services, better digital experiences, improved wellbeing, and stronger work-life balance. Lifestyles, consumption patterns and attitudes to work are evolving rapidly, transforming how communities' function and how businesses operate.

For Malta, these shifts directly affect labour markets, healthcare systems, housing, education and social cohesion. Malta Vision 2050 therefore places people at the centre of development, recognising that demographic change is not only a challenge to manage, but also an opportunity to build a more inclusive, resilient and people-centred society.

3.1.1.2 A Transforming Global Economy

Economic power is being redistributed across the world. New growth poles are emerging, particularly in Africa and other fast-growing regions, while globalisation itself is being reshaped by geopolitical tensions, supply-chain realignments and the rise of digital platforms.

At the same time, traditional business models are under pressure. The services economy is expanding, competition for talent is intensifying and inequalities in income and wealth are widening. The growing influence of large digital and technology firms is also redefining how value is created and captured.

For a small, open economy like Malta, these trends highlight the importance of agility, diversification, and resilience. Malta Vision 2050 responds by prioritising sustainable economic growth built on innovation, skills and high-value activity, ensuring that Malta remains competitive in a more complex and fast-moving global marketplace.



3.1.1.3 Technology as a Defining Force of the Future

Few forces are reshaping the world as profoundly as technology. Breakthroughs in artificial intelligence, robotics, the Internet of Things, digital health, genomics and personalised medicine are transforming how people live, work and access services. At the same time, growing dependence on digital systems is increasing exposure to cyber risks and new security challenges.

For Malta, technological change represents both a powerful accelerator and a strategic test. The country's future prosperity will depend on its ability to harness digital innovation while safeguarding trust, security and ethical standards. Malta Vision 2050 therefore treats technology not as a sector alone, but as a cross-cutting enabler of better public services, stronger governance and smarter economic growth.

3.1.1.4 A Planet Under Pressure and a New Era of Governance

Environmental stress is now a defining feature of the global landscape. Climate change, biodiversity loss, pollution and pressure on natural resources are no longer distant risks, but they are present realities shaping policy, investment and everyday life. The transition to renewable energy, smart grids and more efficient resource use is accelerating worldwide.

At the same time, societies are grappling with deeper questions of governance, trust in institutions and the role of the state in a changing world. Citizens increasingly expect transparency, accountability and effective public leadership, especially in times of uncertainty.

For Malta, these trends reinforce the urgency of building a resilient country: one that protects its natural environment, strengthens energy and resource security and invests in institutions that command confidence and deliver results.

3.1.1.5 Why these Megatrends Matter for Malta Vision 2050

The 15 global megatrends identified for Malta Vision 2050 are not abstract theories. They are real forces already shaping daily life in Malta, from how people work and learn, to how businesses compete, how cities grow and how the country manages its natural and social resources.

By grounding the Vision in these megatrends, Malta Vision 2050 ensures that long-term national planning is:

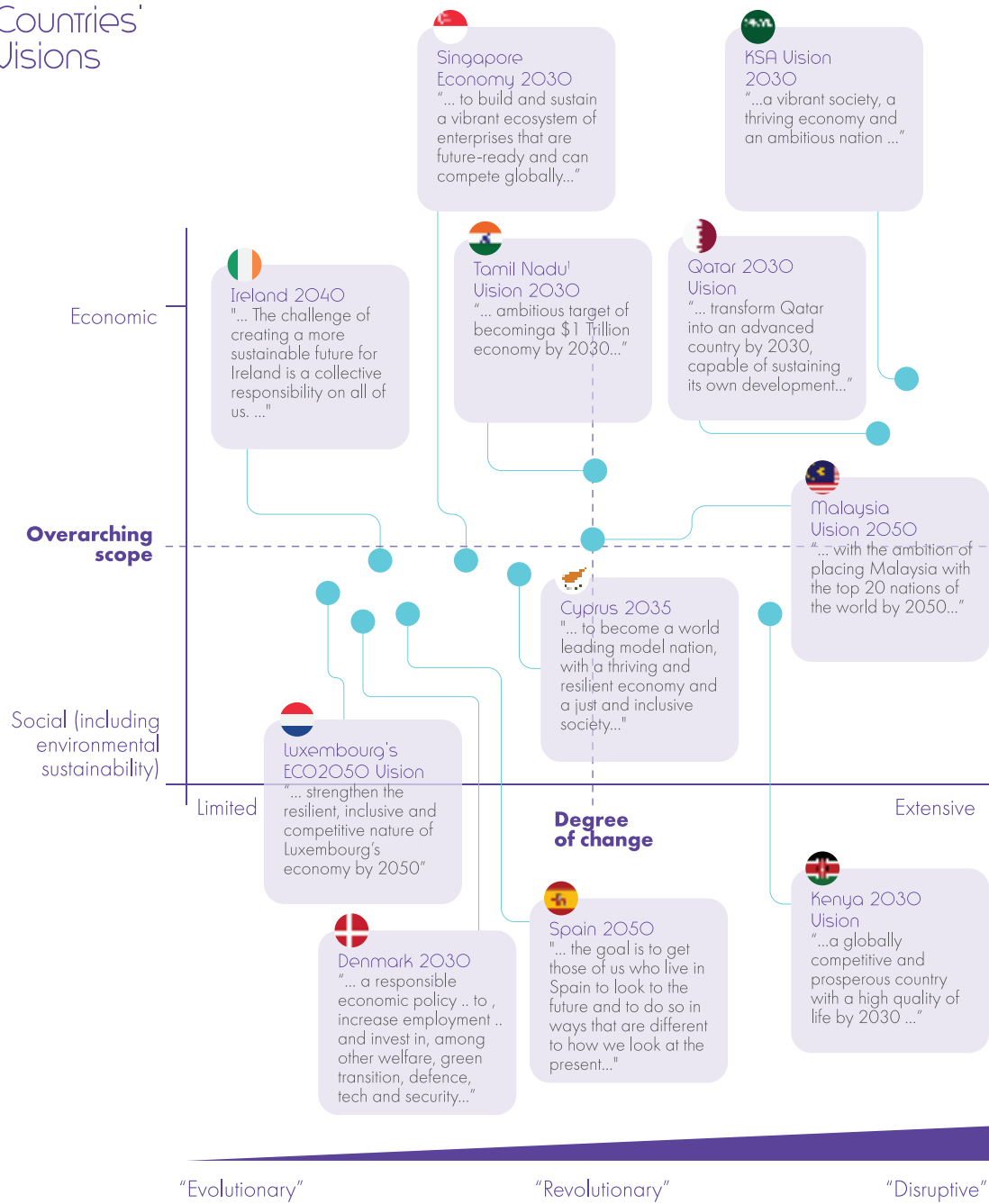
- Future-proofed, anticipating change rather than reacting to it;
- Globally aware, positioning Malta confidently within international shifts;
- Strategically focused, aligning national priorities with the forces that will matter most over the next 25 years.

In this way, the Vision does not attempt to predict the future, but it prepares Malta to navigate uncertainty with confidence, seize emerging opportunities and protect what matters most: the quality of life of today's citizens and generations yet to come.

3.1.1.6 A Vision of Alignment, Not Disruption

International experience shows that national visions can take a variety of forms. Some countries pursue revolutionary or disruptive agendas, seeking to radically transform their economic and social models in response to deep structural challenges. Others choose a more evolutionary path, building steadily on strong foundations and focusing on better coordination, smarter prioritisation and long-term coherence.

Countries' Visions



¹ Indian Region



Malta Vision 2050 firmly belongs to the second category: a vision of alignment rather than disruption.

This Vision is not driven by the need to fix a broken system, nor by the ambition to reinvent Malta from scratch. On the contrary, it starts from a position of strength. Malta enters this process with a sound economic base, strong institutions, social stability, and a proven capacity to adapt to change. The challenge Malta faces is therefore not one of survival, but of better alignment, coordination and direction.

Malta Vision 2050 is about alignment rather than upheaval by bringing together what already works, sharpening national priorities, and ensuring that existing strategies, investments and reforms are all pulling in the same long-term direction. It is about moving from a collection of good policies to a coherent national trajectory.

In this sense, the Vision is transformational in impact, not disruptive in method. It seeks meaningful change towards higher quality of life, stronger public services, a more resilient economy and a healthier environment through better coordination, smarter governance and sustained reform, rather than sudden or destabilising shifts.

This approach reflects Malta's maturity as a country. Nations that pursue disruptive visions often do so out of necessity. Malta chooses a different route: one of confidence in its foundations and ambition in its future.

Malta Vision 2050 therefore builds on:

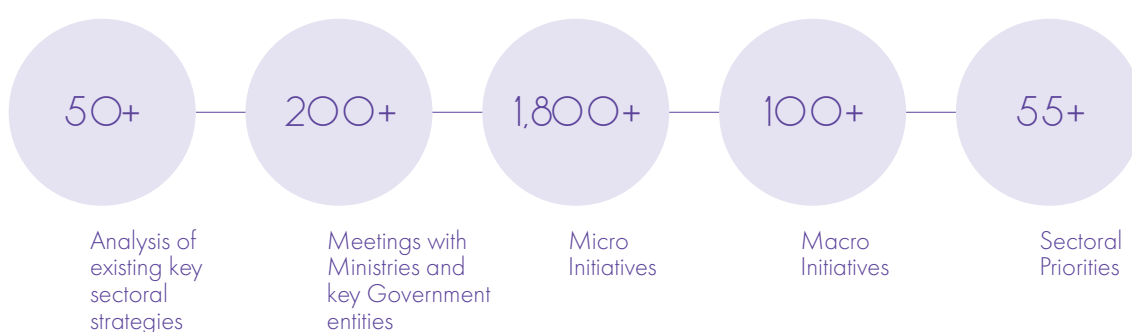
- > A diversified and resilient economy;
- > Strong European and international integration;
- > A stable social model rooted in community and solidarity;
- > Institutions capable of reform and continuous improvement.

The task ahead is not to reinvent Malta but to enhance it. To move from success to excellence. From growth to sustainable prosperity. From good performance to enduring quality of life.

That is the spirit of Malta Vision 2050: not a revolution, but a national alignment around a shared future: one that builds on what Malta already is and shapes what Malta can become.

3.1.2 Existing Sectoral Strategies

A central objective of Malta Vision 2050 has been to bring greater coherence to the country's long-term development agenda by aligning economic, social, and environmental ambitions within a single, integrated framework without dismantling or duplicating what already works.



It is important to stress again that Malta Vision 2050 does not replace existing sectoral strategies but strengthens them by giving them a shared long-term direction. These strategies, many of which are developed in response to EU requirements and targets, including funding commitments, remain fully in force. They continue to guide implementation in critical areas such as climate action, energy transition, digitalisation, education, social inclusion, transport and public finance. In several cases, they also form the basis of Malta's formal commitments under EU law and policy coordination frameworks.

The Vision therefore builds on a strong and already aligned foundation. Malta's sectoral strategies reflect both national priorities and European objectives, ensuring consistency with EU policy agendas such as the Green Deal, the Digital Decade, the European Pillar of Social Rights and the European Semester.

Against this backdrop, Malta Vision 2050 serves a different but complementary role: it acts as a strategic umbrella that brings together these multiple policy streams into a single long-term narrative and direction of travel.

Through a stock-take of all major existing sectoral strategies, over 1,800 individual initiatives, measures and targets were identified. While this breadth demonstrates the depth of Malta's policy ambition, it also highlighted the complexity of managing multiple strategies, often operating on different timelines, under different governance structures and with different reporting obligations, particularly at EU level.

Rather than adding another layer of policy, Malta Vision 2050 responds by providing strategic alignment. Through a structured consolidation process, these initiatives were synthesised into 100 macro-measures that reflect Malta's core national priorities for the long term.

These macro-initiatives:

- > Preserve the integrity of existing sectoral strategies and EU-driven obligations;
- > Strengthen coherence across ministries, agencies, and programmes;
- > Clarify how different policies contribute to shared national outcomes;
- > Create a clearer line of sight between European commitments, national reforms and long-term societal goals.

In this way, Malta Vision 2050 functions not as a substitute for sectoral planning, but as its connecting framework, ensuring that Malta's many strategies, whether nationally driven or EU-anchored, reinforce one another and collectively advance the country's long-term vision.

The result is a development model based not on disruption, but on better alignment: turning a strong set of existing strategies into a coherent national direction, and transforming compliance with European targets into an opportunity for lasting national progress.



3.1.3 Sentiment Analysis: listening to Malta's Voice

At the heart of Malta Vision 2050 is a simple principle: a national vision must be built not only on data and expert analysis, but on the real experiences, concerns and aspirations of the people it serves.

For this reason, a dedicated sentiment analysis exercise was carried out to capture how Maltese residents and business leaders see Malta today and how they hope it will evolve in the years ahead.

This engagement took place both in person and at citizen scale.

- > Focus groups were held with 30 Maltese residents and 20 senior business leaders.
- > A nationwide survey reached 1,000 residents, ensuring that the Vision was informed by a broad cross-section of society.

Participants were invited to share their views on national identity and pride, current challenges, priorities for change, responsibility and trust in institutions and their outlook for Malta in 2050.

What emerged was a picture that is both honest and hopeful.

	 Residents	 Business leaders
Objectives	Collect perspectives and opinions of residents on the Malta of today and Malta's Vision for the future	Identify perspectives and opinions of country's senior business leaders
Participants	> ~30 Maltese residents (focus groups) > ~1,000 Maltese residents (poll)	> ~20 representatives from Maltese Businesses divided in 2 groups
Key Themes	> National identity and pride > Current issues > Responsibility and trust > Vision for 2050	> Pros and cons of running a business in Malta > Top priorities for change > Responsibility and trust > Vision success elements

3.1.3.1 What Citizens Told Us

Across age groups, Maltese citizens expressed a strong emotional connection to Malta and a deep sense of pride in national identity, particularly among older generations. At the same time, many voiced concerns that rapid change, including migration and population growth, is putting pressure on this identity and on the country's social fabric.

While there is recognition of Malta's strong economic performance, citizens were clear that growth has come at a cost. The most frequently raised issues were:

- > Increasing pressure on infrastructure and public services;
- > Traffic congestion and mobility challenges;
- > Environmental stress and loss of open spaces;
- > A feeling that the pace of change is outstripping the country's capacity to absorb it.

Residents see the government as the main agent of change, but this comes with a degree of scepticism about whether the political system can always deliver at the speed and scale required. At the same time, there was a strong call for shared responsibility, recognising that building a better Malta cannot rest on government alone, but requires active participation from communities, businesses and individuals.

Looking to the future, citizens expressed a clear desire for:

- > Quick, tangible improvements in everyday quality of life;
- > Bold but practical ideas, from better public transport to smarter urban planning;
- > A renewed focus on protecting Maltese values, traditions and social cohesion.

In short, people are not asking for radical change for its own sake but for better-managed change, guided by long-term thinking and grounded in what makes Malta unique.

Positive Outlook Drivers



Negative Outlook Drivers





3.1.2.2 What Business Leaders Told Us

Business leaders offered a similarly balanced perspective.

On the positive side, they highlighted Malta's strengths as a place to do business:

- Its small size and agility;
- A strong culture of networking and accessibility;
- A generally pro-business fiscal and regulatory environment;
- An attractive living environment that supports talent attraction.

At the same time, they were frank about the challenges that must be addressed if Malta is to remain competitive by 2050. Among the most pressing concerns were:

- Shortages of skilled labour, especially in technical and trade professions;
- Overreliance on foreign labour;
- Strain on infrastructure, particularly transport;
- The need for greater professionalism and consistency in governance and administration.

When asked about priorities for change, business leaders consistently pointed out the need for:

- More professionalised and simplified ways of doing business;
- Stronger cooperation across sectors;
- A clearer, long-term skills strategy aligned with economic needs;
- Modernised infrastructure, especially in mobility;
- Continued commitment to a stable, predictable and pro-business regulatory framework;
- A stronger and more coherent National Identity.

Importantly, business leaders stressed that Malta Vision 2050 must be seen as a national vision, not a political one, that transcends electoral cycles and builds long-term trust. At the same time, there was a strong appetite for a Vision that sets clear direction, ensures policy consistency and builds on Malta's existing successes.

Taken together, the sentiment analysis reveals a country that is confident in its strengths, yet deeply aware of the pressures brought by rapid change. Citizens and business leaders alike are not calling for disruption or revolution, but for better alignment, smarter governance and long-term coherence in how Malta plans and develops.

Young people, in particular those aged 18–34, expressed a strong interest in quality of life issues; from tackling traffic congestion and improving public services, to achieving a healthier work–life balance. At the same time, they voiced clear appreciation for Malta's vibrant social and cultural scene, placing high value on dining, nightlife, creativity and community life. This combination of realism and optimism points to a generation that wants improvement without losing what makes Malta distinctive.

Looking ahead, there is broad public support for a long-term national vision. While many citizens hope for faster progress in the short term, they remain open to bold ideas and transformative change over time. Proposals such as sustainable mobility solutions, innovative economic models and stronger environmental action consistently sparked interest and imagination.

Citizens are engaged, informed and acutely aware of the fast-moving changes around them, and increasingly expect long-term leadership in response. Concerns about overdevelopment, housing affordability, climate change and the cost of living were frequently raised. But increasingly, these are seen not as inevitable pressures, but as areas where decisive and responsive policy can make a meaningful difference. Public services, particularly transport, education and healthcare, received constructive critique, reflecting a clear appetite for reform and continuous improvement.

The business community echoed many of these perspectives. Through a series of sector-specific roundtables with CEOs and chairs of leading Maltese companies, covering sectors such as health, manufacturing, consultancy, hospitality, finance, shipping, and logistics, business leaders recognised Malta's enduring strengths: its agility, compact size, pro-business environment and overall quality of life.

At the same time, they highlighted persistent structural challenges, notably skills shortages, an over-reliance on foreign labour, pressure on infrastructure capacity and the need for stronger governance standards. There was a consistent call for closer alignment between education pathways and economic needs, deeper collaboration between the public and private sectors and the articulation of a credible, non-partisan national vision that businesses can trust and rally behind.

As one CEO succinctly put it:

“We need a national vision the whole country can get behind, not just a political vision.”

Together, these insights underscore why Malta Vision 2050 matters. The Vision responds not to a desire for radical disruption, but to a collective demand for clarity of direction, consistency of purpose and confidence in Malta’s long-term future, built on what already works and strengthened where change is most needed.

Their message was clear:

- Malta has achieved much but must now manage growth more carefully.
- Institutions matter, but trust must be earned through delivery.
- The future must be ambitious, but also realistic, inclusive and grounded in everyday life.

Malta Vision 2050 responds directly to this call. It builds on what already works, confronts what must improve and sets a shared course for the decades ahead, so that progress is not only measured in economic terms, but in quality of life, social cohesion, environmental health, and national confidence. In listening to Malta, the Vision becomes more than a strategy. It becomes a collective commitment to shape a future that people believe in and are ready to build together.

3.1.4 The Envisioning Phase: Imagining Malta’s Future Together

A defining moment in the development of Malta Vision 2050 was the Envisioning Phase: a holistic and inclusive effort to bring together voices from across government, public agencies and the business community to collectively imagine the future of the country.

This phase began with a full-day workshop that brought together key representatives from ministries and public bodies, designed not simply to discuss policy, but to think boldly and creatively about what Malta could and should become over the next 25 years. The aim was to step beyond day-to-day operational concerns and engage in long-term, strategic reflection on the kind of country Malta aspires to be.

To stimulate forward-thinking and ensure diverse perspectives, participants worked around six stakeholder archetypes, each representing a different lens on Malta’s future: the European investor, the CEO of a Maltese SME, the young Maltese professional, the exchange student, the European retiree and the Maltese family. These profiles helped ground discussions in real-life expectations and needs, ensuring that the Vision would reflect not only institutional priorities, but also lived experience.

The workshop was structured around cross-sectoral working groups, bringing together officials from different ministries and agencies. This approach encouraged collaboration beyond traditional silos and fostered a shared sense of ownership over the national vision. Participants engaged in a series of interactive sessions that explored how global macro-trends and local sentiment are shaping Malta’s future, what a typical “day in the life” in Malta could look like in the years ahead, the actions needed today to design Malta for 2050, the essential ingredients of a strong and credible national vision and how Malta might want to see itself reflected in the headlines of 2035.



Building on this foundation, the envisioning phase was then expanded to include the business community through a three-day national convention at the end of January 2025. This convention created a structured platform for businesses to meaningfully contribute to the definition of Malta's long-term vision, ensuring that economic ambition, competitiveness, and enterprise perspectives were fully embedded in the Vision from the outset. Four half-day roundtable workshops were organised, focusing on the core themes that would later shape Malta Vision 2050. Each workshop consisted of interactive and collaborative sessions aimed at generating innovative ideas, identifying challenges and setting priorities for the Vision 2050 framework. In total, over 400 businesses participated across the three days, demonstrating the strong appetite within the private sector to play an active role in shaping Malta's future.

Across both the public-sector and business-focused engagements, the Envisioning Phase pursued three interconnected goals. First, to connect: strengthening relationships and building common understanding across ministries, agencies and stakeholders, laying the foundations for a genuinely shared national vision.

Second, to imagine: empowering participants to see themselves as active shapers of Malta's future, thinking ambitiously about the next generation of opportunities and challenges. And third, to shape: identifying early strategic directions and priority actions that would later inform the structure and substance of Malta Vision 2050.

Taken together, this holistic Envisioning Phase was instrumental in setting the tone for the entire Vision process. It transformed Malta Vision 2050 from a technical planning exercise into a collective national endeavour, rooted in collaboration, creativity, and long-term thinking, thus ensuring that the Vision is not only analytically robust, but also genuinely shared by those who will help deliver it.

3.1.5 Extensive Consultation

3.1.5.1 Social Dialogue

A core pillar of the Malta Vision 2050 process was the commitment to extensive and structured external consultation, ensuring that the Vision would be shaped not only within the government, but together with the country's principal economic, social and civic institutions.

At the heart of this engagement was a sustained dialogue with the Malta Council for Economic and Social Development (MCESD). A series of high-level consultation and update meetings were held at Council level, complemented by dedicated sessions with the MCESD Task Force. These exchanges provided a vital platform for discussing the strategic direction of Malta Vision 2050, testing emerging ideas and ensuring alignment with the priorities of Malta's social partners.

Beyond these formal structures, the consultation process extended to individual meetings with all major MCESD stakeholder organisations, reflecting a deliberate effort to listen directly to each constituency. This included:

- > Trade unions and employee representatives;
- > Employer and business associations;
- > Sectoral organisations representing SMEs, tourism and industry;
- > Civil society bodies and regional institutions, including Gozo-based representatives.

Through these engagements, the Vision process benefited from a wide range of perspectives, covering labour market dynamics, competitiveness, social cohesion, regional development and the everyday realities faced by workers, employers, and communities.

In the spirit of building a truly national vision, consultations were also held with representatives of the parliamentary Opposition party, reinforcing the importance of positioning Malta Vision 2050 as a long-term, non-partisan framework that transcends political cycles.





The consultation programme further extended to the highest authorities of the Catholic Church in Malta, recognising the Church's enduring role in Maltese society and its contribution to social cohesion, values, and community life. Engagement was also held with the President of the Republic, underscoring the national significance of the Vision and its role as a unifying long-term project for the country.



Equally important was the structured engagement with young people, including discussions with the Youth Advisory Forum and children's local councils, ensuring that the perspectives of those who will live longest with the outcomes of today's decisions were meaningfully reflected in the Vision.

Taken together, this extensive programme of external consultations ensured that Malta Vision 2050 was informed by social dialogue, national leadership and civic engagement. It strengthened the legitimacy of the Vision, grounded it in lived experience and reinforced its character as a shared national endeavour, shaped with, not just for, the people and institutions that guide Malta's development.

3.1.5.2 Public Consultation

The public consultation process, held between April and October 2025, represented one of the most extensive engagement exercises ever undertaken in support of a national strategic framework. Over this period, more than two thousand submissions were received from citizens, businesses, organisations and institutions. This substantial body of feedback was analysed in depth and, where appropriate, systematically reflected in the refinement of the final Malta Vision 2050 document.

Throughout the consultation phase, close collaboration was maintained with line ministries, with numerous engagement activities co-organised alongside their respective stakeholders. This ensured that the Vision was informed by perspectives from across a wide range of sectors and social groups, significantly strengthening both its legitimacy and its inclusiveness.



A structured programme of more than 100 consultation events, jointly delivered with ministries and public bodies, reinforced the participatory character of Malta Vision 2050. These included targeted workshops with businesses, social partners, non-governmental organisations, and local councils, ensuring that the strategy reflects the realities, concerns and aspirations of diverse communities.

Particular emphasis was placed on Youth engagement, recognising that young people are the primary beneficiaries of Malta Vision 2050. Dedicated activities were held with children, schools, educational institutions and youth organisations, creating space for younger generations to articulate their expectations for the future and to actively shape the long-term direction of the country.

Together, this comprehensive consultation process has ensured that Malta Vision 2050 is grounded not only in analysis and policy expertise, but also in the lived experiences, ambitions and values of Maltese society, laying a strong foundation for a Vision that is both credible and widely owned.



3.2 How Public Feedback Shaped the Adopted Macro Measures

The consultation process played a decisive role in shaping the adopted set of macro measures and key performance indicators. Across thousands of submissions and structured engagements, a clear message emerged: people are invested in Malta's future and expect the Vision to translate aspirations into concrete, measurable action. This feedback was systematically mapped against the strategic framework, resulting in strong alignment between public priorities and final policy direction.

3.2.1 A Greener, more liveable Malta

The public strongly voiced the need to better protect natural areas, expand urban green spaces, and tighten controls on development. Concerns centred on overdevelopment, the loss of community character and the pressure being placed on Malta's natural and coastal environments. Many contributors called for a development model that prioritises regeneration, public access to open spaces and a better balance between economic activity and environmental stewardship.





In this context, recent public announcements that sites such as White Rocks, Manoel Island, Tigné and Fort Campbell will return to the public, resonate strongly with the spirit of what people have been asking for: reclaiming key spaces for communities, improving access to the coastline and heritage, and reinforcing the principle that land is a shared national asset to be enjoyed by present and future generations.

3.2.2 Moving Differently: Mobility and Transport

Congestion, road safety and the quality of daily commuting emerged as major concerns. People consistently highlighted the need for a fundamental rethink of how Maltese move, calling for cleaner transport options, more reliable public transport, safer streets and viable alternatives to car dependency, including greater use of sea transport and eventually mass transit solutions.

3.2.3 Housing that is Affordable, Liveable, and Sustainable

Affordability and quality of housing featured prominently in public feedback. Contributors emphasised the strain that rising prices place on families and young people, alongside worries about dense, low-quality development and the loss of neighbourhood character. There was a strong demand for housing solutions that are not only affordable, but also better planned, environmentally responsible and supportive of community life.

3.2.4 Health, Wellbeing and Social Inclusion

Many participants emphasised the importance of wellbeing as a national priority. Mental health support, access to services, preventative care and shorter waiting times were recurring themes. People also spoke about the need for stronger social inclusion policies, ensuring that vulnerable groups are not left behind and that health outcomes improve across all communities.

3.2.5 Education, Skills and Future Readiness

Education reform emerged as a central concern, with strong calls for curricula that better prepare students for the future. Stakeholders highlighted the importance of STEAM subjects, lifelong learning and stronger links between education and the labour market. Reducing early school leaving and ensuring that schools are resilient and inclusive were also seen as critical to Malta's long-term success.

3.2.6 A Smarter, more Diversified Economy

Public feedback called for a shift towards a higher-quality, more diversified economy: one that values innovation, productivity, and resilience. There was particular interest in building stronger knowledge-based sectors and ensuring that economic growth translates into better quality of life.

3.2.7 Climate Action and the Circular Economy

Environmental responsibility featured strongly in the consultation. People expressed concern about climate change, energy security and waste management and called for more decisive action on emissions reduction, renewable energy and sustainable resource use. The idea of transitioning to a circular economy resonated widely as a way to protect both the environment and future generations.

3.2.8 Governance, Delivery and Accountability

Across all themes, stakeholders consistently raised the issue of trust in implementation. There were repeated calls for clearer accountability, better coordination across government and more transparency in decision-making. Many emphasised that long-term strategies must be backed by strong delivery structures, clear responsibilities and measurable progress.

3.2.9 Culture, Heritage, and Identity

Safeguarding Malta's cultural identity was seen as essential to sustainable development. Feedback stressed the importance of protecting historical landmark sites, the Maltese language, empowering the cultural and creative sector, while supporting cultural participation and volunteering. People expressed a strong desire to ensure that modernisation does not come at the expense of identity and social cohesion.

3.3 How Consultation Strengthened and Refined the Vision

The consultation process did not simply validate the direction of Malta Vision 2050, but it fundamentally strengthened it. Stakeholder feedback helped transform the Vision from a strong strategic concept into a more robust, inclusive and delivery-oriented national framework.

One of the most important outcomes has been the clearer positioning of skills not only as a thematic priority, but as a strategic enabler across the entire Vision. Alongside education reform, skills development, re-skilling and upskilling are now recognised as essential drivers of productivity, inclusion and national resilience.

The consultation also led to meaningful refinement in language and inclusiveness. Pillar 2 has been renamed from "Accessible Citizen-Centred Services" to "Accessible People-Centred Services", reflecting a broader understanding that Malta Vision 2050 speaks not only to citizens in a legal sense, but to everyone who lives in, works in, studies in, or experiences Malta.

Structurally, the Vision has been strengthened through the expansion of macro measures from 90 to 100, allowing for greater precision in addressing emerging priorities. At the same time, the Culture Compass has been escalated under the Policy and Governance enabler, reinforcing the role of Maltese identity, language and heritage as foundations of long-term sustainability.



Most importantly, the Vision has evolved in how ambition is expressed:

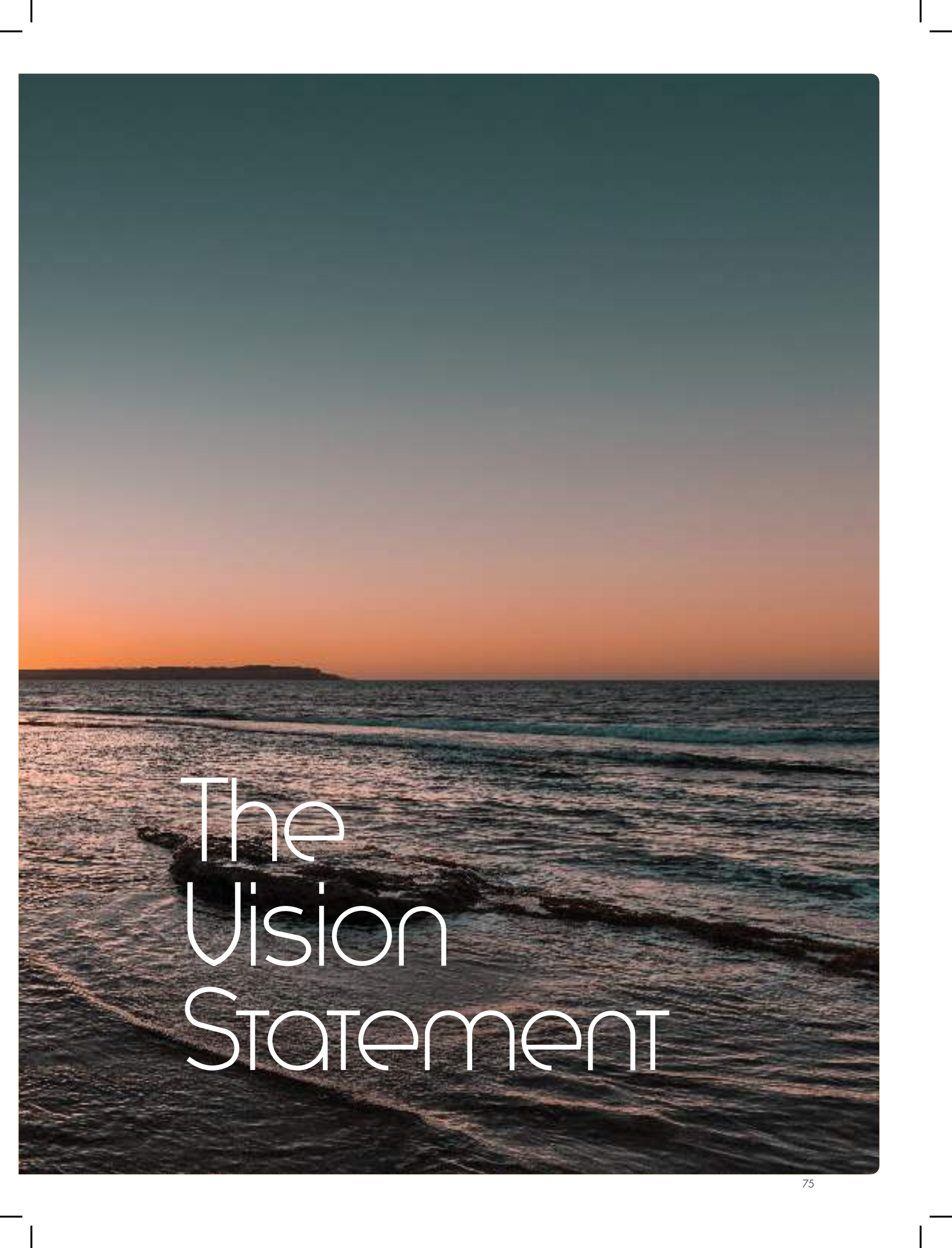
- > From broad aspirations to measurable outcomes: shifting from generic intentions to clear, quantifiable KPIs;
- > From single solutions to systemic approaches: replacing isolated projects with integrated, resilient systems;
- > From inputs to impact: focusing on real-world results rather than activities alone;
- > From static plans to adaptive strategies: embedding flexibility to respond to future needs and technologies;
- > From policy silos to cross-sector integration: promoting joined-up delivery across government;
- > From data gaps to evidence-based monitoring: aligning KPIs with Eurostat and NSO standards to ensure accountability.

Finally, consultation deepened the Vision's cultural and human dimension, strengthening the emphasis on the Maltese language, identity, and heritage, alongside a deliberate evolution from STEM to STEAM, recognising creativity and culture not as add-ons, but as drivers of innovation, social cohesion and national confidence.

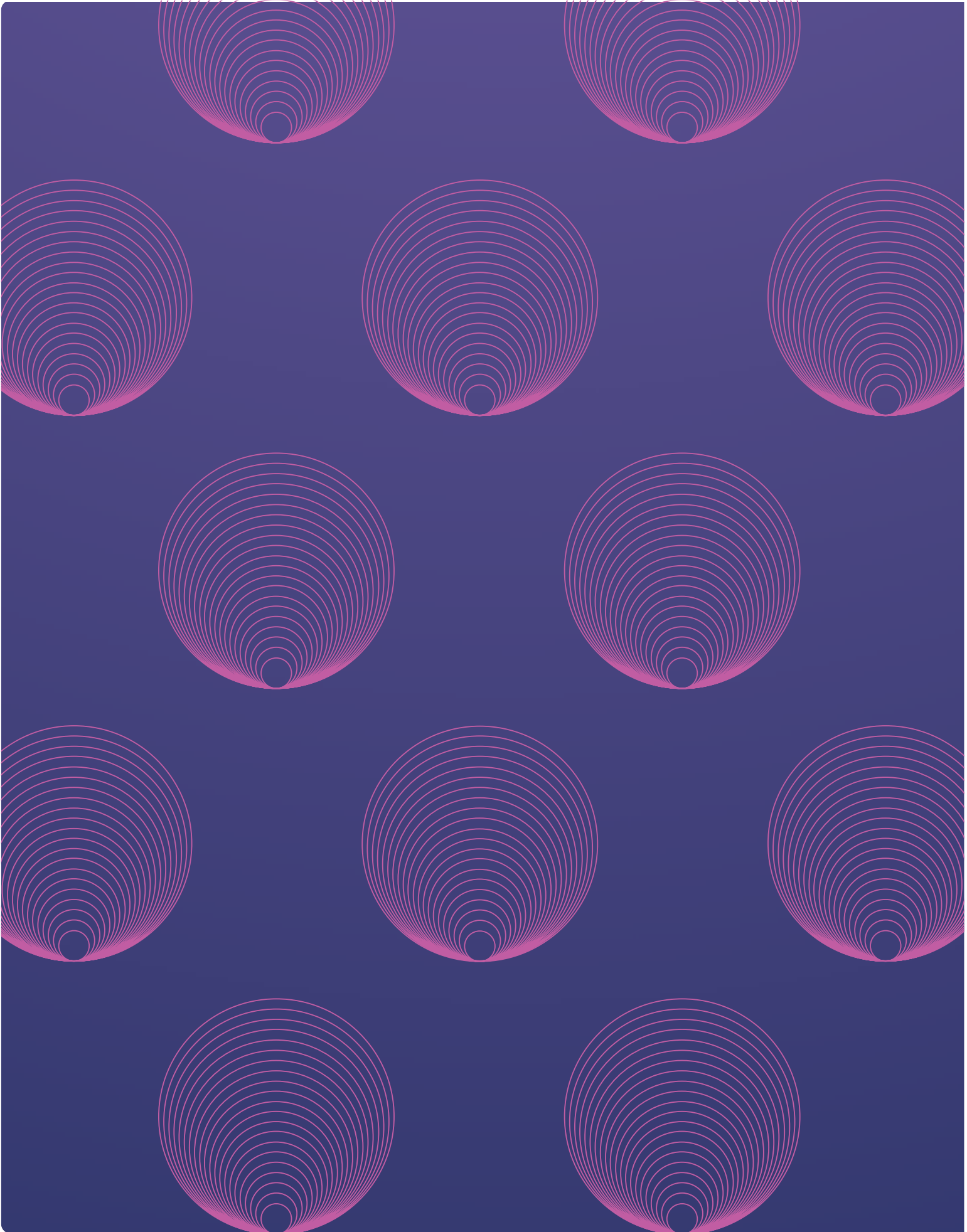
Taken together, these refinements demonstrate how consultation transformed Malta Vision 2050 into a more inclusive, measurable and resilient national strategy. What began as a long-term aspiration has been sharpened into an actionable framework, anchored in evidence, driven by impact and designed for continuity.

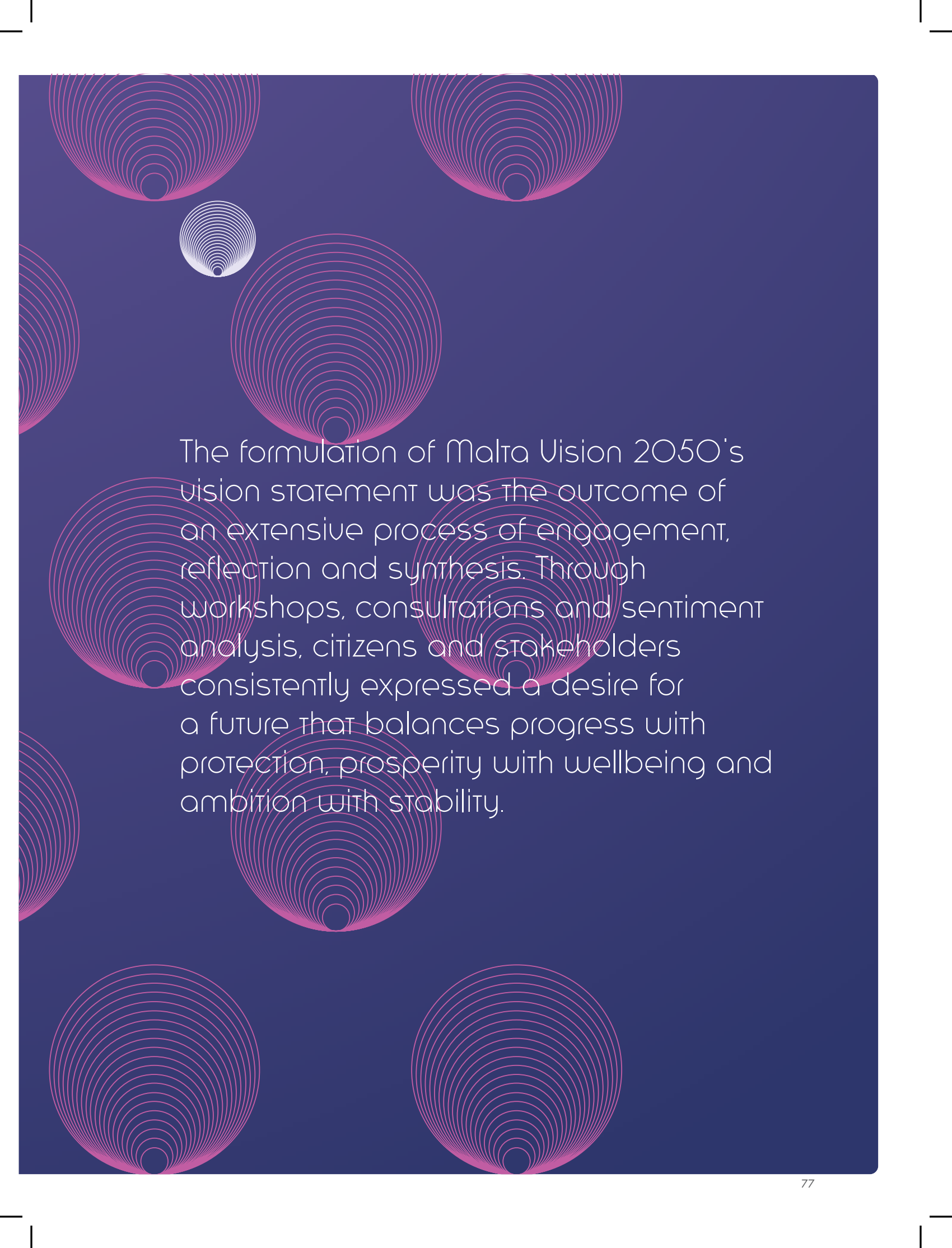
04





The Vision Statement



The background of the page is a solid dark blue. It is decorated with several sets of concentric circles in a light purple or magenta color. These circles are arranged in a pattern that resembles ripples in water or a stylized cellular structure. One set of circles is notably smaller and lighter in color than the others, positioned near the top center.

The formulation of Malta Vision 2050's vision statement was the outcome of an extensive process of engagement, reflection and synthesis. Through workshops, consultations and sentiment analysis, citizens and stakeholders consistently expressed a desire for a future that balances progress with protection, prosperity with wellbeing and ambition with stability.

Several vision statements emerged during this process, each reflecting a distinct but complementary dimension of Malta's collective aspirations. Some emphasised resilience and self-sustainability in an increasingly uncertain global environment.

Others highlighted heritage, identity and community, underscoring the importance of preserving what makes Malta unique. There was also a strong emphasis on quality of life, safety and social cohesion, alongside a clear expectation that Malta should remain open, dynamic and forward-looking.

These perspectives were not competing narratives but overlapping expressions of a shared ambition: a Malta that is confident in its identity, resilient in the face of change and capable of delivering a high quality of life for all who live here.

The final vision statement brings these strands together into a single, coherent articulation:

"A safe and resilient nation, inspired by heritage and driven by progress, fostering a healthy quality of life for all."



This statement deliberately places safety and resilience at the forefront, reflecting citizens' concerns about economic shocks, climate risks, social pressures and global instability. Resilience is understood not only in economic or environmental terms, but as the capacity of institutions, communities and systems to adapt, recover and thrive over time.

Being inspired by heritage affirms that Malta's future is not detached from its past. Cultural identity, historical continuity and a sense of place are recognised as assets that shape national confidence, social cohesion and international distinctiveness.

At the same time, being driven by progress signals a clear commitment to innovation, reform and forward-looking policy-making. Progress in this context is not growth at any cost, but advancement that is purposeful, inclusive and aligned with long-term national interests.

Finally, the emphasis on a healthy quality of life for all anchors the Vision in people's everyday lived experience. It recognises that economic success, environmental stewardship, social wellbeing and public trust must reinforce one another. Prosperity, in this Vision, is meaningful only if it translates into better outcomes for individuals, families and communities across generations.

Taken together, the vision statement sets the tone for Malta Vision 2050. It provides a stable compass rather than a narrow destination, guiding strategic choices across the four pillars, while remaining flexible enough to adapt to change. It captures Malta's ambition to move forward with confidence, grounded in its identity, resilient in its systems and focused on the wellbeing of its people.

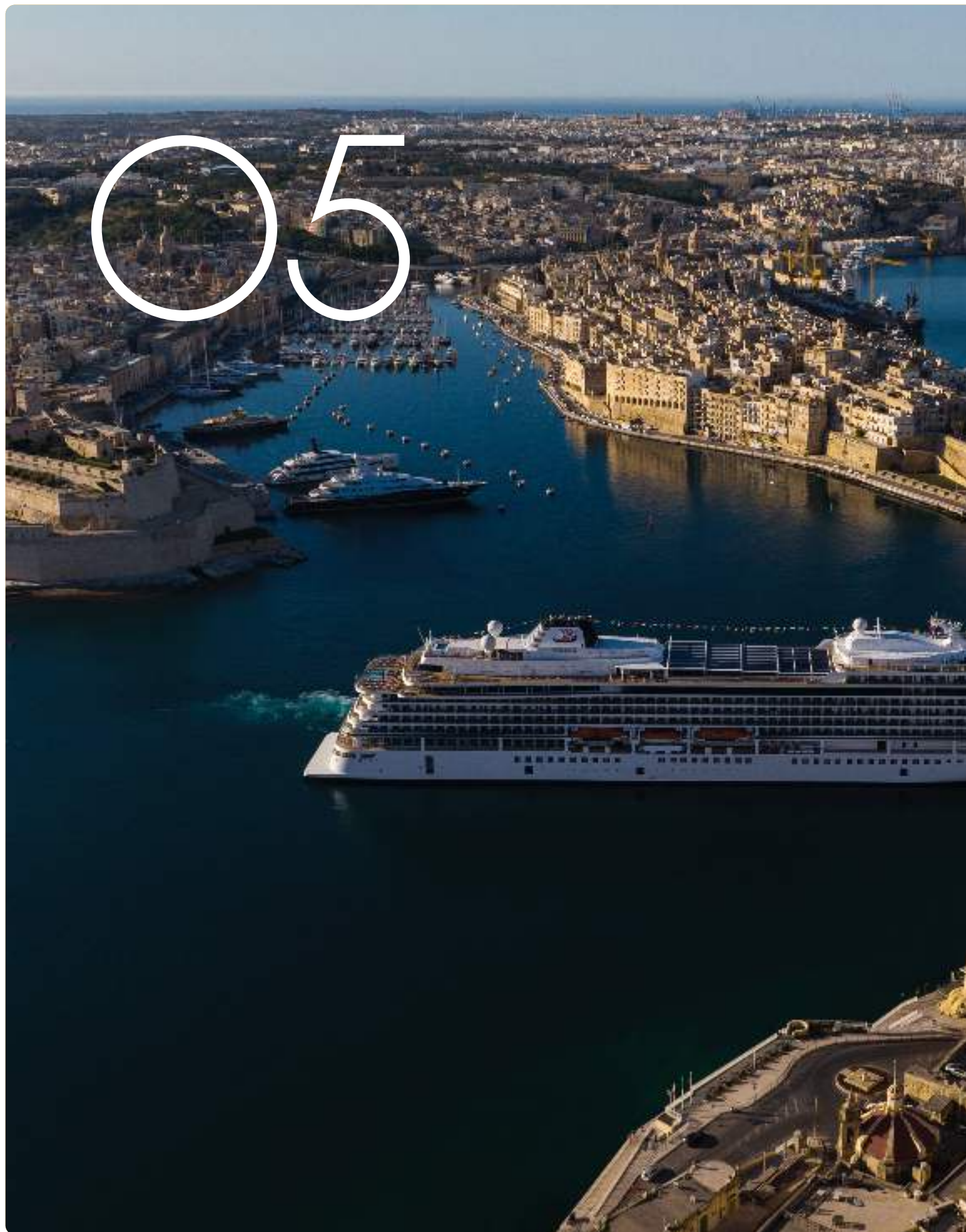
"Rooted in tradition,
driven by progress,
built for resilience"

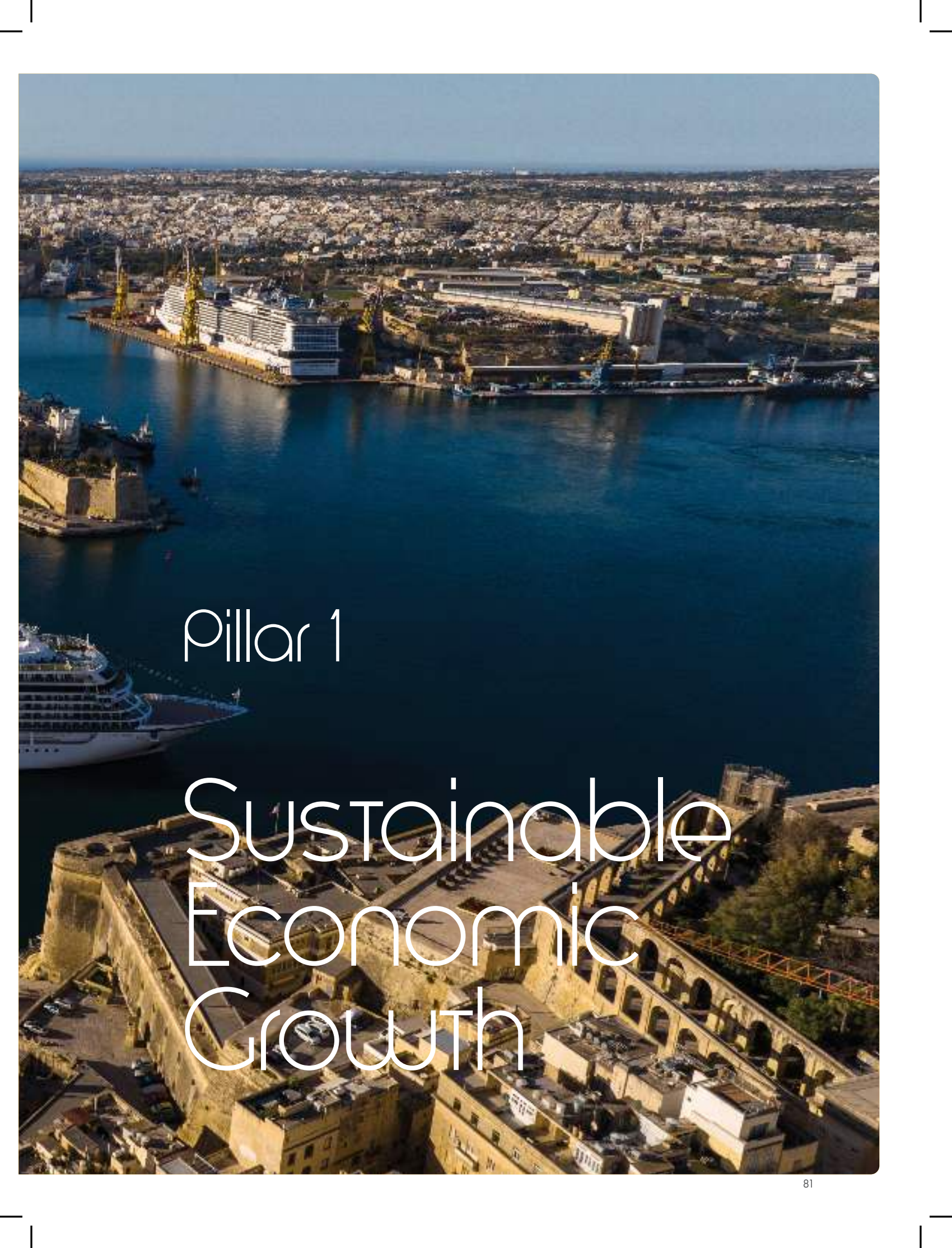
"Safe, stable,
self-sustainable state"

"A country for all seasons
—prosperous, safe and
warm hearted"

"The Mediterranean's
first Organic Island -
where natural beauty
weaves into thriving
Community life"

05



An aerial photograph of a harbor. In the foreground, a large cruise ship is docked at a pier. To the left, a smaller ferry or passenger ship is visible. The harbor water is a deep blue. In the background, a dense urban area stretches to the horizon under a clear sky. In the lower foreground, there are stone fortifications and a bridge with arches.

Pillar 1

Sustainable Economic Growth





Driving high-value, innovation-led prosperity that raises productivity, strengthens competitiveness and translates economic success into a higher quality of life for all.

5.1

A Strategic Growth Perspective, Not a Prescriptive Economic Model

The macroeconomic perspective presented under Malta Vision 2050 is not intended to function as a formal economic model, forecast, or fiscal framework. It does not replace national budgeting processes, official macroeconomic projections, or econometric modelling undertaken by competent institutions.

Rather, it provides a strategic and directional analysis of Malta's long-term growth potential, identifying structural opportunities and emerging niches that could materialise if the proposed macroeconomic measures and associated investments are effectively implemented. The analysis therefore reflects a strategic transformation scenario towards a more quality-driven and productivity-led economy — not a static *ceteris paribus* outlook.

Accordingly, the projections and growth trajectories presented should not be interpreted as official forecasts and may differ from those produced by competent national institutions, as they embed reform-driven structural change assumptions rather than baseline continuation scenarios.

The figures, assumptions, and trajectories referenced are analytical benchmarks designed to illustrate relative scale, indicative contribution, and the direction of change associated with a quality-led growth pathway. They do not represent deterministic outcomes, binding fiscal commitments, or guaranteed results. Their purpose is to support strategic prioritisation, enhance policy coherence, and stimulate informed public debate on Malta's long-term economic model, rather than to prescribe fixed targets or substitute institutional macroeconomic frameworks.

5.2

A Plausible Growth Path Anchored in Value Creation

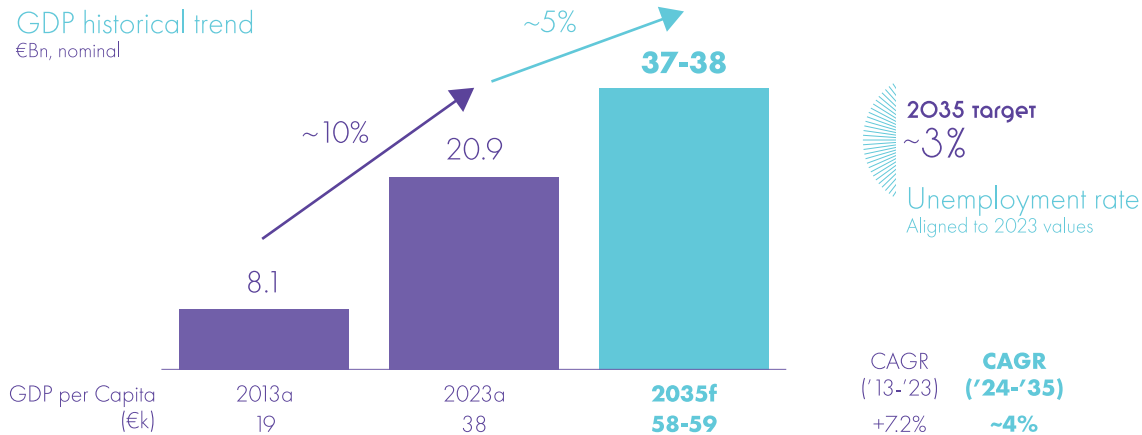
Within this analytical framework, Malta Vision 2050 outlines a plausible growth trajectory to 2035, consistent with the characteristics of a maturing, high-income island economy. The envisaged scenario foresees average nominal GDP growth of around 5% per annum, moderating from the exceptionally rapid expansion observed in the previous decade.

Under this scenario, Malta's nominal GDP could potentially increase from approximately €20.9 billion in 2023 to around €37–€38 billion by 2035, while GDP per capita could rise from around €38,000 to approximately €58,000–€59,000, supporting continued income convergence with advanced European economies. Labour market conditions are assumed to remain tight, with unemployment broadly stable at around 3%, reflecting a transition towards productivity-led rather than employment-driven growth.

These figures are not targets or commitments. They serve to frame the scale of structural transformation implied by the Vision and to anchor the shift from quantity-driven expansion towards value-based economic development.



2035 Envisioned Scenario Foresees
~5% GDP CAGR



5.3

Identifying where Future Growth can come from

A central analytical insight of Malta Vision 2050 is that future growth will not be evenly distributed across the economy. Instead, it will increasingly be driven by a limited number of sectors where Malta already has, or can credibly develop, a competitive advantage.

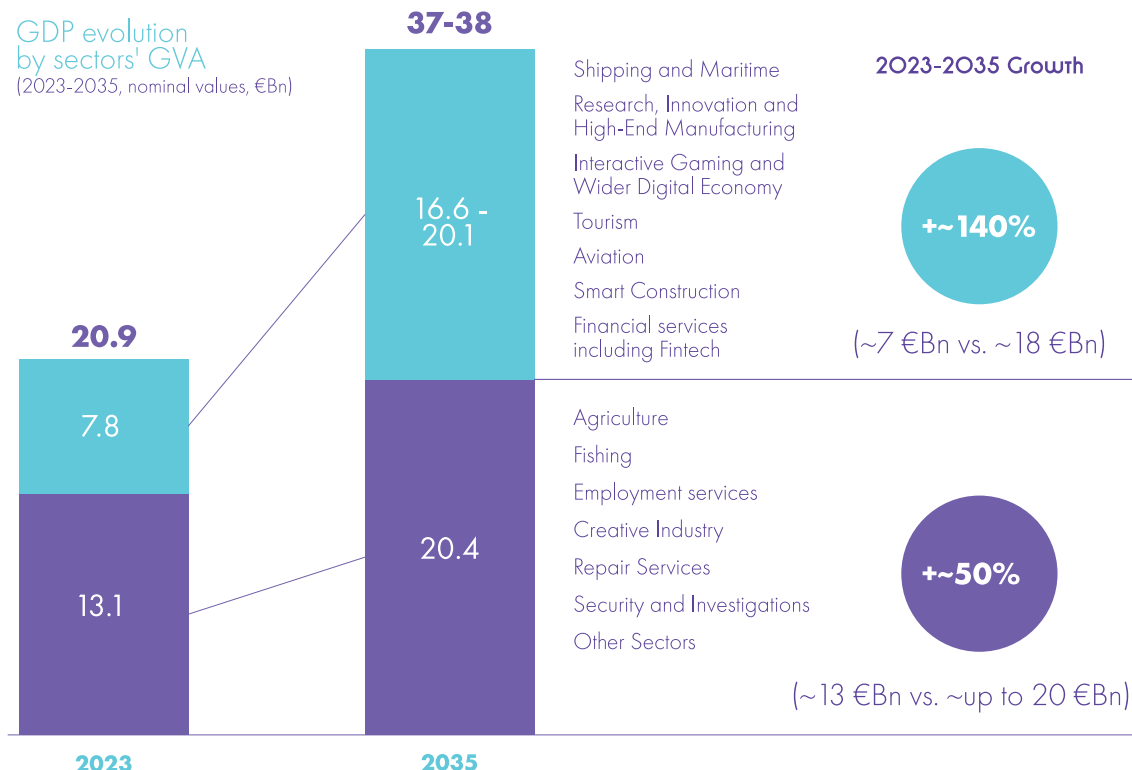
Accordingly, the Vision focuses on seven priority sectors:

- > Tourism upgrading
- > Interactive Gaming and wider digital economy
- > Shipping and maritime
- > Financial services and fintech
- > Aviation
- > High-end manufacturing
- > Smart construction

These sectors are neither exhaustive nor exclusive. They represent areas of concentrated growth potential, where policy alignment, skills development and targeted investment can generate disproportionately higher economic returns, while operating within Malta's spatial, environmental and labour constraints.



2035 GDP Growth Focused on 7 Sectors



Collectively, these sectors are estimated to have the potential to increase their gross value added by around 140% between 2023 and 2035, rising from approximately €7–€8 billion to around €16.5–€20 billion. This illustrates how a relatively narrow set of high-value activities could account for the majority of Malta's incremental economic growth over the next decade.

By contrast, the rest of the economy is expected to continue expanding at a more moderate pace, providing stability, employment and essential services, but contributing less to incremental value creation. This distinction is analytical rather than normative, reflecting the structural realities of a small, open economy with limited land and labour resources.

5.4

From Economy-Wide Growth to Targeted Transformation

The purpose of this pillar is therefore not to optimise GDP growth in the abstract, but to identify where transformation matters most. By examining potential growth niches, Malta Vision 2050 provides a framework for:

- Prioritising policy effort and public investment
- Aligning skills, education and talent pipelines with future demand
- Reducing over-reliance on scale, labour inflows and land consumption
- Strengthening long-term economic resilience

5.5

A Differentiated Strategy for a Changing World

The global economic environment is undergoing profound change. Shifting demographics, accelerating climate risks, rapid technological transformation and broader societal disruptions are reshaping how economies grow, compete and create value. Malta Vision 2050 is grounded in this reality. It recognises that future prosperity cannot rely on past growth models alone; it must be smarter, more resilient and more inclusive.

In response, Sustainable Economic Growth under Malta Vision 2050 is anchored in a clear strategic choice: to concentrate national effort on activities that deliver higher value, stronger productivity and lasting resilience, while operating within Malta's environmental, spatial and social limits. Growth remains essential, and GDP continues to serve as an important benchmark, but success is increasingly judged by how growth is generated, how resilient it is, and how broadly its benefits are shared.

This pillar therefore adopts a differentiated economic strategy, recognising that sectors are at different stages of maturity and require tailored policy responses. Growth is pursued not as an end in itself, but as a means of strengthening competitiveness, improving living standards and safeguarding quality of life.



5.6 Four Strategic Directions

Sustainable Economic Growth under Malta Vision 2050 is guided by four complementary strategic directions:

- Consolidate growth in mature strategic sectors where Malta already holds strong international positions, while upgrading quality, sustainability and resilience.
- Accelerate development in high-potential sectors capable of delivering outsized value, productivity gains and international relevance.
- Transform sectors where structural change is essential, shifting decisively towards advanced, technology-driven and future-ready activities.
- Manage sectors with significant economy-wide impact to ensure alignment with sound planning, operational excellence and societal wellbeing.

Together, these directions provide a coherent framework for targeted resource allocation, policy prioritisation and investment focus. They enable Malta to deepen economic diversification while avoiding excessive reliance on scale, labour intensity or land consumption.

The sectoral pathways that follow translate this framework into concrete transformation trajectories. They illustrate how Malta can sustain prosperity through to 2050 by strengthening value creation, respecting limits and reinforcing long-term resilience.

5.7 Tourism

Tourism has been a cornerstone of Malta's economic development for decades, supporting employment, foreign exchange earnings and regional activity. In recent years, the sector has expanded rapidly, contributing to strong growth and resilience during periods of global uncertainty. This expansion has translated into strong output and employment growth, but it has also intensified pressures on infrastructure, land use, mobility, environmental assets and local communities, particularly in a small and densely populated island state.

Malta Vision 2050 recognises that the long-term success of tourism cannot be measured by visitor numbers alone. While arrivals increased to around 4 million visitors in 2025, continued reliance on volume-driven growth would risk eroding the very attributes that make Malta an attractive destination, while generating diminishing economic returns and rising social and environmental costs.

The Vision therefore charts a deliberate shift towards a premium, quality-led tourism model, where value creation takes precedence over scale. The objective is not to limit tourism, but to upgrade it, in this way ensuring that growth in economic contribution outpaces growth in visitor numbers, and that higher revenues are generated with proportionately lower pressure on space, infrastructure and natural resources.

The National Tourism Strategy 2021–2030 constitutes the first implementation phase of Malta Vision 2050 in the tourism sector, supporting the transition from volume-driven expansion towards a premium, high-value and sustainable tourism model.

5.7.1 Rebalancing Value and Volume

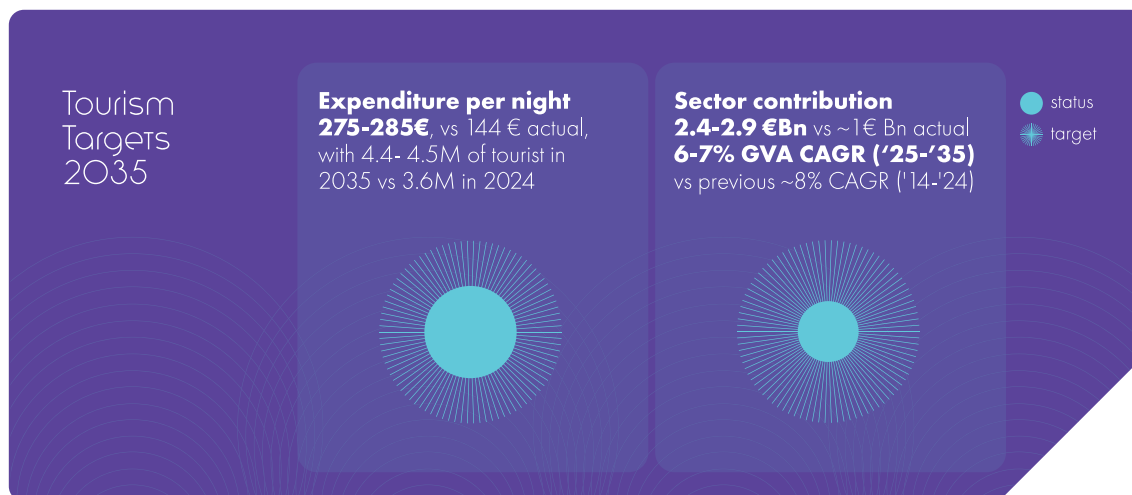
In the period to 2035, tourism policy will focus on rebalancing value versus volume. Visitor numbers are expected to grow only moderately, reaching around 4.4–4.5 million tourists, while the sector’s economic contribution increases more strongly. This transition is underpinned by a decisive shift in spending patterns. Average expenditure per night is projected to rise from around €144 in 2024 to €275–€285 by 2035 in nominal terms, broadly converging with comparable European destinations. As a result, total tourism expenditure is forecast to reach €6.8–€7.2 billion by 2035, despite relatively contained growth in arrivals.

From a production perspective, tourism’s gross value added could potentially increase to €2.4–€2.9 billion by 2035, corresponding to a potential 6–7% compound annual growth rate between 2025 and 2035. This represents a clear shift from the previous decade, where growth was driven more heavily by scale and labour input.

The emphasis over this period will be on:

- > Raising spending per visitor and strengthening year-round demand.
- > Shifting investment towards premium accommodation, business tourism facilities and upgraded cultural and leisure infrastructure.
- > Expanding conferences, exhibitions and international events, which support higher-value segments and reduce seasonality.
- > Developing a richer ecosystem of services and experiences, from gastronomy and retail to curated local, cultural and nature-based offerings.
- > Improving spatial and environmental management to ease congestion and protect sensitive areas.

By 2035, tourism can contribute more strongly to national income and employment quality, while becoming better integrated with Malta’s broader quality of life and sustainability objectives. Achieving this shift requires targeted structural upgrading across the tourism ecosystem. Investment will focus on enabling higher-value demand rather than expanding capacity indiscriminately.



Tourism

Macro-measures	KPI	2023	2035
 1 Host higher-value international meetings (e.g., summits, forums) and create new events according to Malta's heritage, culture and niches (e.g., festivals, tournaments).	# of annual international events ¹	2	5
 2 Develop landmark tourism infrastructure through the construction of a multi-purpose conference center and a dedicated family parks.	# of facilities	0	4 ²
 3 Expand premium accommodations and holiday - quality furnished premises with a particular focus on Gozo for the latter (e.g. Luxe Airbnb).	4-5* hotel capacity (bed stock)	35%	50% - 60%
 4 Provide an ecosystem premium offering of products and services (e.g., Michelin restaurants, high-end brands, premium local tours, VIP services).	Expendiure per capita per night ³	€48	€75-85
 5 Increase the home porting offering, targeting specific segments (e.g., US tourists), building on a strengthened aviation connection and exploiting Malta's strategic position .	 Home Porting Cruise Liners	1	5 ⁴

¹ Hosting more than 7,000 delegates

² 3 Landmark Family Parks (White Rocks, Manoel Island and Fort Campbell) and 1 Conference Centre.

³ Excluding accommodation, travel expenses and related costs

⁴ 5 Mid size vessels → 900-2500 (from Europe, USA or Asia) to homeport in Malta

Key enablers include strengthening Malta's position as a host for high-value international meetings, conferences and events, increasing the number of large-scale international events from current levels to a more competitive European benchmark. Supporting this is the development of selective landmark tourism infrastructure, including a multi-purpose conference centre and carefully designed family-oriented attractions, conceived as national enablers rather than volume drivers.

Accommodation supply will become progressively more premium. The share of 4–5 star hotel bed capacity is expected to rise from around 35% in 2024 to 50–60% by 2035, alongside an expansion of high-quality furnished holiday premises.

Gozo will play a strategic role as a lower-intensity, higher-value destination within this transition. Value creation will also be strengthened through a broader premium services ecosystem, including high-end gastronomy, distinctive retail, curated local tours and personalised services. These activities increase per capita expenditure and strengthen linkages with the domestic economy.

Malta's strategic maritime and aviation position will further support value upgrading, particularly through home-porting and higher-value cruise activity, where economic returns per visitor are significantly higher than in transit tourism. The number of home-porting cruise liners is expected to increase materially by 2035, supporting the blue economy and connectivity objectives.





5.8

Interactive Entertainment and Wider Digital Economy: Anchoring Malta's Knowledge-Driven Growth Model

Interactive Gaming and Wider Digital Economy activities have emerged as one of Malta's most dynamic growth engines over the past decade, contributing significantly to exports, high-value employment and productivity growth. Building on Malta's early-mover advantage in remote gaming, the sector has evolved into a broader interactive entertainment ecosystem, spanning online gambling, video game development, esports, digital content creation and supporting software services.

Malta Vision 2050 recognises that the continued success of this sector depends not on scale alone, but on regulatory credibility, innovation capacity and talent depth. In a rapidly evolving global market, leadership will be defined by trust, transparency and the ability to attract and retain high-value activities.

The Vision therefore positions Interactive Gaming and Wider Digital Economy as a core pillar of Malta's shift towards a knowledge-intensive, productivity-led economy, capable of generating strong economic returns with limited spatial and environmental footprint.

5.8.1 Consolidation, Diversification and Value Growth

In the period to 2035, Interactive Gaming and Wider Digital Economy have the potential to continue expanding at a sustained CAGR of around 5–6%, broadly in line with recent performance. Sectoral GVA could potentially reach approximately €2.3–€2.8 billion by 2035, representing around 6–7% of projected GDP, compared to around €1.5 billion today.

This growth will be underpinned by two complementary dynamics:

First, Malta will consolidate its leadership in remote gaming, supported by a strong regulatory framework that ensures transparency, player protection and fair competition.



¹ Excluding tax and subsidies, with gambling accounting for roughly 80-90% of the overall gaming sector

Regulatory certainty and institutional credibility will remain central to maintaining Malta's attractiveness as a jurisdiction of choice, while ensuring the sector's long-term social and economic sustainability.

Second, the Vision promotes a deliberate diversification beyond core gambling activities towards higher value-added segments of interactive entertainment. Digital content creation, video game development, immersive technologies and esports are expected to play an increasingly important role, with the contribution of interactive entertainment (excluding gambling) rising from less than 1% of GVA today to around 1.5% by 2035.

By 2035:

- The number of game development and interactive entertainment studios operating in Malta is expected to increase from around 20 today to approximately 35.
- Malta's role as a host for major international esports and gaming events will strengthen, with the number of large-scale events increasing from two to around four annually.
- Employment in specialised digital and gaming roles is projected to grow from around 12,734 to over 17,500, reflecting rising demand for software developers, designers, engineers and creative professionals.

This phase focuses on value growth, diversification and skills deepening, rather than headcount-driven expansion. Achieving this transformation requires a supportive ecosystem that combines regulation, incentives, talent development, financial institutions and infrastructure. Malta Vision 2050 therefore envisages targeted fiscal incentives to attract both emerging and established international studios, while encouraging the scaling-up of local digital creators. These measures are designed to reinforce Malta's competitive positioning without distorting markets or encouraging low-value activity.

Talent development is a central pillar of this transition. Expanded apprenticeship and industry-linked training programmes, developed in partnership with key sector players, will support the creation of specialised skills across both gambling and interactive entertainment verticals. This strengthens local participation in high-value roles and reduces long-term reliance on imported skills.

The Vision also places increasing emphasis on sustainability and infrastructure resilience. By 2035, the gaming sector is expected to complete the transition to renewable-powered data hosting, aligning digital growth with Malta's environmental and energy objectives, and reinforcing the sector's international credibility.

Interactive Entertainment and Wider Digital Economy

Macro-measures		KPI	2023	2035
 Video game dev. e-sports and content creation (stream)	 6 Introduce targeted fiscal incentives to position Malta as the jurisdiction of choice for emerging and established international studios, as well as local stakeholders in the interactive entertainment sector.	% of GVA contribution from interactive entertainment	<1%	1-2%
	 7 Continue to relentlessly position Malta as a hub for interactive entertainment by fostering innovation, talent, and international collaboration, in the video game development, immersive tech, and e-sports sectors.	# of game studios in Malta	20+	35
	 8 Build on Malta's growing global e-sports presence by hosting annual Tier 1 tournaments and strengthening grassroots pathways to develop local talent and attract international team relocation.	# of major events hosted yearly	2	4
 Casino and iGambling	 9 Enhance Apprenticeship Programs in partnership with key industry players, ensuring local talent development across the gaming verticals and segmented through iGaming (online gambling) and interactive entertainment.	# specialised roles contributing to gaming industry	12,374	17,500+
	 10 Gambling Sector Transition to Sustainable Data Hosting by 2035.	 Transition to renewable-powered data hosting	-	100%

5.9 Shipping and Maritime

Shipping and maritime activities have long been integral to Malta's economic identity, leveraging the country's strategic location at the crossroads of major Mediterranean trade routes. The sector plays a critical role in trade facilitation, logistics, ship registration and maritime services, while contributing to Malta's international connectivity and resilience as a small open economy.

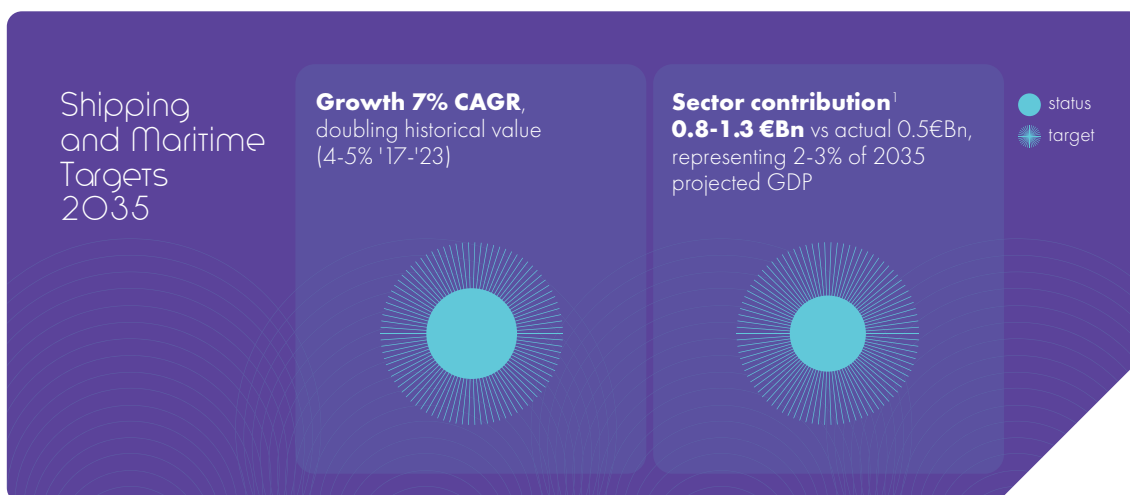
Over recent years, the shipping and maritime economy has grown steadily, with sectoral output expanding at an average rate of around 4–5% between 2017 and 2023. Malta Vision 2050 recognises that this performance can be significantly strengthened, if growth is supported by targeted capacity expansion, skills development and continued regulatory excellence.

The Vision therefore positions Shipping and Maritime as a key pillar of sustainable economic growth, with the potential to deliver higher value creation while remaining aligned with environmental and spatial considerations.

5.9.1 Scaling Capacity and Competitiveness

In the period to 2035, the shipping and maritime sector is expected to accelerate, achieving a potential average growth rate of around 7% per annum, effectively potentially doubling its historical growth performance. Under this scenario, sectoral gross value added could increase from approximately €0.5 billion today to between €0.8 and €1.3 billion by 2035, representing around 2–3% of projected GDP.

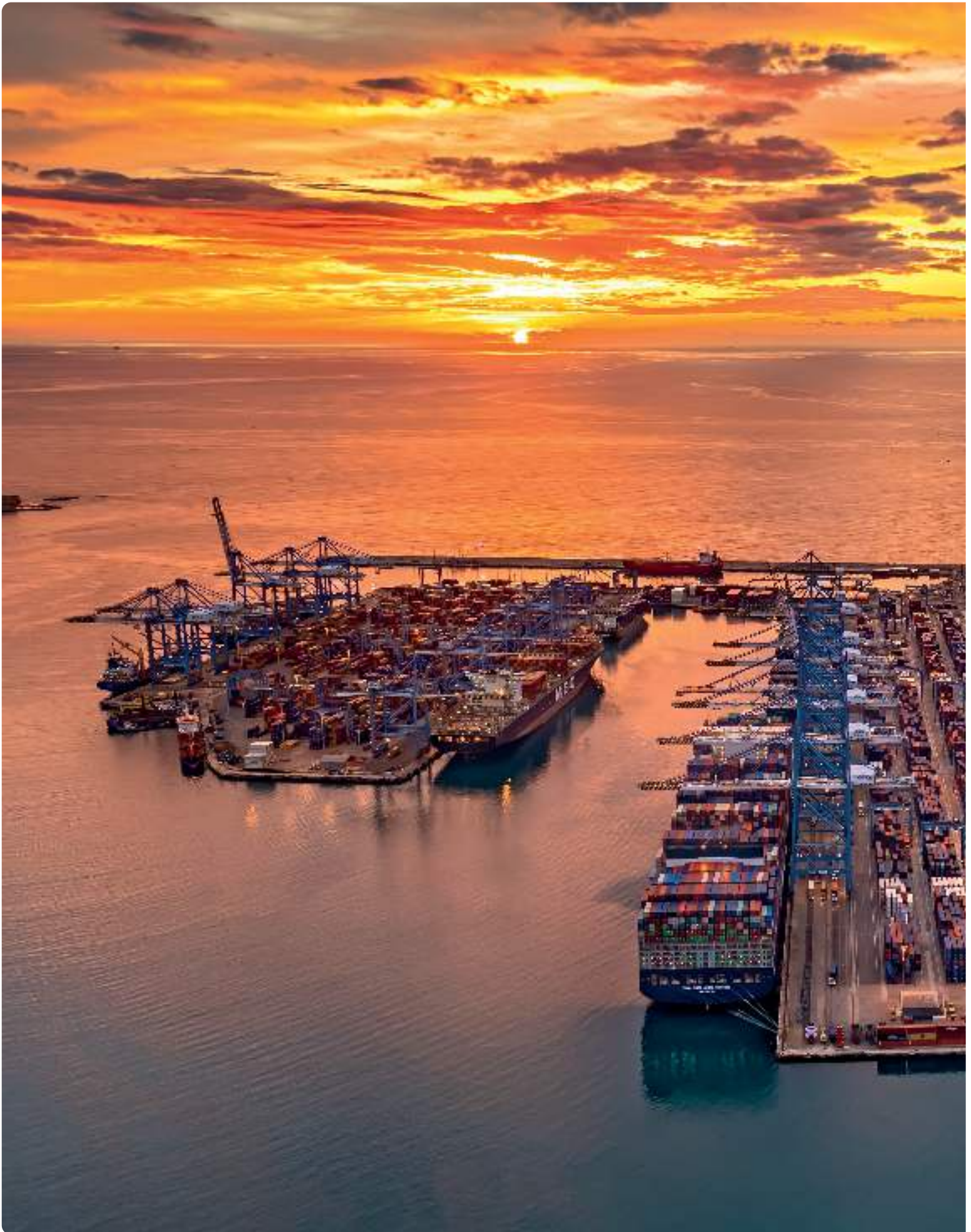
The primary driver of this expansion is Malta's role as a logistics and maritime services hub within global supply chains. The planned expansion of port and Malta Freeport capacity will enable the accommodation of higher cargo volumes, strengthen operational resilience and deepen Malta's integration into international trade networks. Annual container throughput is expected to rise from around 3 million TEUs to approximately 4.4 million TEUs by 2035, supported by the implementation of the Freeport Square-off programme and potential further expansions, alongside the development of additional terminal capacity.



¹ Excluding tax and subsidies

Shipping and Maritime

Macro-measures	KPI	2023	2035
 11 Explore new international routes in the expanded Freeport and other opportunities for new services in all major ports.	 #international Ship Calls	12,957	13,350
	 #Container Calls	1,803	2,450
 12 Boost annual cargo throughput and maritime services by improving current infrastructure in all ports (exploring further expansions). Implement the existing Freeport expansion and Square-off Program and proceed with the construction of the 3rd Terminal through land reclamation.	 # TEUs handled annually	3 Mn	4.4 Mn
 13 Address talent shortages in the maritime sector by means of proactive outreach, improved access to structured career pathways that enhance skills development through lifelong learning and reskilling together with the introduction of new courses and job opportunities.	 participants engaged annually in structured maritime skills initiatives	2,081	5,000
 14 Sustain ship registration by streamlining process bureaucracy and enhancing dedicated services while providing robust regulatory framework and incentives to Malta's key operators.	 # ships registered in Malta	9,542	13,000+





In parallel, Malta will seek to enhance connectivity and service breadth. The number of annual container calls is projected to increase from around 1,800 to approximately 2,450, reinforcing Malta's competitiveness as a transshipment and logistics node and supporting trade continuity in an increasingly volatile global environment.

While container transshipment remains the core focus, Malta Vision 2050 adopts a broader maritime perspective. Growth in cargo throughput is expected to generate additional demand for a wider ecosystem of maritime services, enabling diversification and higher value creation across the sector.

Key complementary areas of opportunity include:

- Support services for offshore renewable energy, including logistics, maintenance and operational bases for offshore energy infrastructure, positioning Malta as a servicing hub for emerging Mediterranean energy projects.
- Domestic and inter-island cargo maritime transport, including a direct south–Gozo service linking Marsaxlokk and the Malta Freeport with Gozo. This service would cater for containerised imports and exports, as well as heavy vehicles originating from nearby industrial zones, facilitating trade while diverting industrial traffic away from the national road network.
- Additional port service facilities that contribute to the alleviation of capacity pressures within the Grand Harbour³, improving operational efficiency and spatial balance across Malta's port infrastructure.
- Yachting and superyacht services, including dedicated berthing facilities and ancillary services, supporting the expansion of high-value maritime leisure and related professional services.

Within this context, the Malta Freeport expansion plan will be designed to respond not only to international transshipment demand, but also to current and future requirements for domestic shipping, inter-island connectivity and diversified maritime services. The expansion is expected to generate tangible value added for surrounding areas through improved logistics capacity, the development of ancillary activities and wider economic spillovers.

This approach aligns with the Government's broader objectives for the regeneration of the Grand Harbour region, ensuring that maritime growth supports balanced spatial development, resilience and long-term economic value under Malta Vision 2050.

5.9.2 Strengthening the Maritime Workforce and Services Ecosystem

Sustained growth in maritime activity requires parallel investment in human capital and institutional capacity. Malta Vision 2050 therefore places strong emphasis on addressing skills shortages in the maritime sector, which have emerged as a key constraint to expansion.

By 2035, participation in structured maritime skills and training initiatives is expected to increase from around 2,000 to approximately 5,000 individuals annually, supported by dedicated apprenticeship programmes, clearer career pathways and expanded lifelong learning opportunities. These measures aim to strengthen the domestic maritime workforce, improve productivity and enhance the sector's long-term attractiveness.

In parallel, the Vision reinforces Malta's commitment to maintaining a strong and efficient ship registry. Continued streamlining of administrative processes, enhanced digitalisation and improved dedicated services for operators are expected to increase the number of ships registered under the Maltese flag from around 9,500 today to over 13,000 by 2035, consolidating Malta's position among the world's leading maritime registries.



5.10 Financial Services and Fintech: From Scale to Ecosystem Strength and Credibility

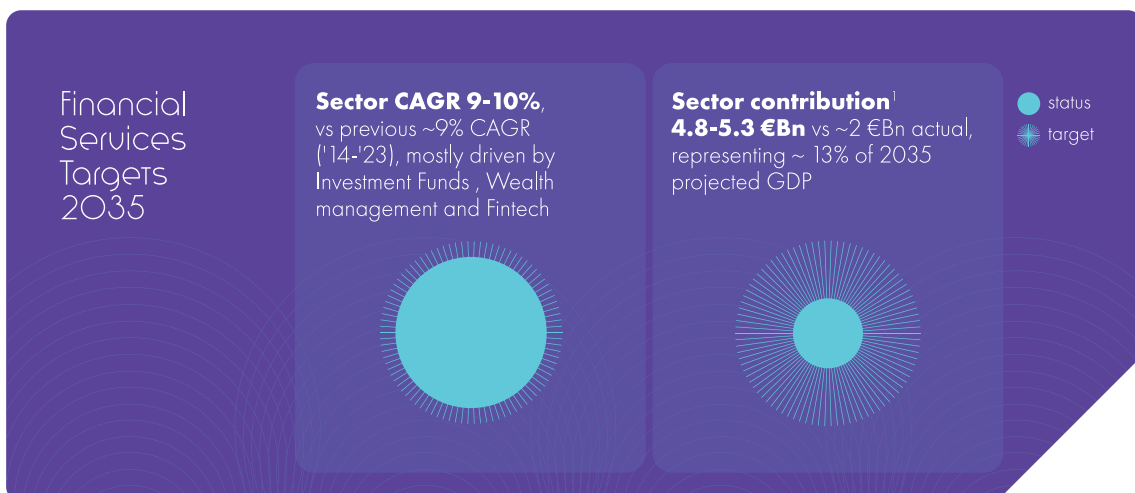
Financial services have become one of Malta's most important drivers of economic value, productivity and international integration. Over the past decade, the sector has expanded rapidly, underpinned by Malta's EU membership, a strong corporate services base and its ability to attract cross-border activity in investment funds, wealth management and specialised financial services.

Malta Vision 2050 recognises that the next phase of development for the financial sector must be anchored not in scale alone, but in depth, specialisation and international credibility. As regulatory expectations rise across Europe and globally, long-term competitiveness will depend on the quality of governance, the strength of the ecosystem and the ability to support higher value-added activity. The Vision therefore positions Financial Services and Fintech as a strategic enabler of sustainable economic growth, and as a catalyst for investment and innovation across the wider economy.

5.10.1 Deepening Value and EU Relevance

In the period to 2035, the financial services sector is projected to potentially expand at an average CAGR of 9–10%, broadly in line with its strong performance over the past decade. Sectoral gross value added is expected to potentially increase from around €2 billion today to €4.8–€5.3 billion by 2035, representing approximately 13% of projected GDP.

Growth during this phase will be driven primarily by higher value-added financial activities, rather than headcount-led expansion. Investment funds, asset servicing and wealth management are expected to remain central pillars, with the net asset value of investment funds domiciled in Malta rising from around €20 billion to approximately €29 billion by 2035.



¹ Excluding tax and subsidies

At the same time, the Vision supports the continued development of Fintech and digital financial services, including regulated crypto-asset service providers, payments infrastructure and technology-enabled financial solutions. The number of reputable crypto-asset and financial service providers operating from Malta is expected to increase significantly, reinforcing Malta's positioning as a credible and innovation-friendly EU jurisdiction.

Malta will also strengthen its role as a preferred location for regional headquarters and specialised financial entities, with the number of multinational and specialised finance offices projected to increase from around 50 to over 110 by 2035. This supports deeper integration into European and international value chains.

Employment in financial services is expected to grow from approximately 14,700 to over 19,000, with an increasing emphasis on specialised, high-skill roles rather than volume-driven job creation.

Achieving this shift requires a deliberate focus on ecosystem strength rather than isolated incentives. Malta Vision 2050 therefore prioritises measures that improve the quality, efficiency and depth of the financial services environment.

Regulatory processes will continue to be streamlined and digitalised, improving speed, predictability and transparency while maintaining robust supervisory standards. Innovation in regulation, automation of reporting and stronger value-chain integration will support Malta's competitiveness without compromising credibility.

Talent development is a central enabler. Enhanced educational pathways, specialised curricula and professional training programmes will expand the pipeline of financial services professionals, while targeted residency and visa schemes will help attract and retain global expertise. Student enrolment in financial services-related programmes is expected to increase from around 500 to 750 by 2035, strengthening the sector's long-term skills base.

The Vision also supports the development of niche and specialised financial activities, including aircraft finance and leasing, where Malta can leverage its regulatory framework and connectivity advantages to capture higher value activity with limited spatial footprint.

5.10.2 Financial Services as a Catalyst for the Wider Economy

Beyond its direct contribution, financial services play a critical role as a catalyst for growth across other sectors. Under Vision 2050, the sector is expected to increasingly channel investment and funding into priority areas such as digital innovation, sustainable infrastructure, maritime activity and higher-value tourism. Initiatives such as digital due-diligence platforms and advanced payments infrastructure strengthen linkages between finance and the real economy, reinforcing Malta's role as a facilitator of investment rather than merely a host jurisdiction.

Financial Services

Macro-measures	KPI	2023	2035
 15 Boost asset servicing and wealth management , and further develop the capital market by innovating, streamlining regulations , automating regulatory processes, strengthening value chains and leveraging international promotion.	Net Asset Value of Investment funds domiciled in Malta	~20€ Bn	29€ Bn
 16 Attract and develop Fintech companies through targeted incentives and international promotion.	# of reputable Crypto Assets Service Providers & Financial Institutions ¹	64	175
 17 Establish Malta as a preferred hub for regional offices of multinational groups and specialised finance entities by strengthening Malta's ecosystem of support services, talent attraction and regulatory efficiency .	Increase the number of multinationals and specialised financial entities offices	50	110
 18 Enhance curricula and Educational programs for financial services, attract local and foreign students and implement targeted residency, visa schemes and incentives to attract and retain specialised global experts.	# of persons employed in financial services # of students enrolled ²	14,475 506 ³	19,300 750
 19 Position Malta as an attractive jurisdiction for aircraft finance leasing .	# of companies providing aircraft financial leasing in or from Malta	0	10

¹ Authorised in Malta
² UOM FEMA and MCAST Students
³ Scholastic year 2024-2025

5.11

Aviation

Aviation plays a central role in Malta's connectivity, trade integration and services-based growth model. Beyond passenger transport, the sector has increasingly expanded into aircraft registration, maintenance, repair and overhaul (MRO), cargo logistics and specialised aviation services, which are areas that generate high value with limited land and environmental footprint.

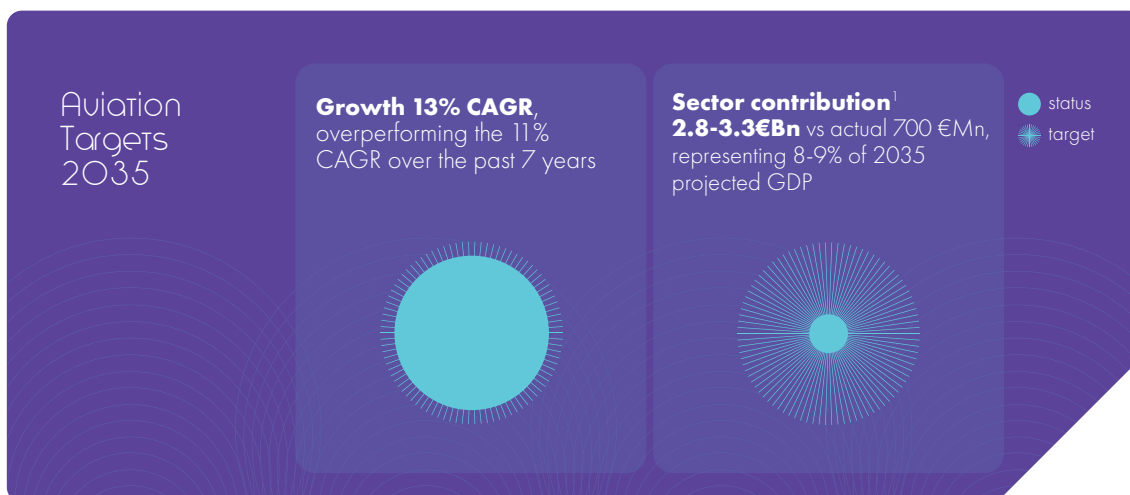
Malta Vision 2050 recognises aviation as a strategic enabler of economic diversification, supporting tourism, trade, manufacturing, logistics and emerging technology sectors. The Vision therefore focuses on strengthening aviation not through volume alone, but through connectivity quality, specialised services and ecosystem depth.

5.11.1 Scaling Value and International Reach

In the period to 2035, aviation-related activities are projected to potentially expand at an average CAGR of around 13%, outperforming historical growth of approximately 11%. Sectoral gross value added is expected to increase from around €700 million today to €2.8–€3.3 billion by 2035, representing 8–9% of projected GDP.

Passenger connectivity will be strengthened through the introduction of direct long-haul routes to major hubs beyond Europe, particularly North America, the Middle East and Asia. By 2035, Malta aims to establish around five direct long-haul routes, while maintaining a balanced and resilient short- and medium-haul network through an improved mix of low-cost and full-service carriers. The share of full-service carrier seats is expected to rise from around 40% to over 46%, supporting higher-value traffic and year-round connectivity.

At the same time, growth will be increasingly driven by aviation services rather than passenger volumes. Malta's aircraft register is projected to expand from around 860 aircraft to over 1,500 by 2035, supported by streamlined regulation, dedicated services and incentives for partial or full business relocation. MRO and aerospace services are expected to expand significantly, with aviation services GVA increasing from around €915 million to over €1.55 billion.



¹ Excluding tax and subsidies

Aviation

Macro-measures			KPI	2023	2035
	Airlines	20 Air Connectivity: establish long-haul direct connectivity (i.e. North America, Middle-East, Asia).	# of direct long-haul routes	0	5
		21 Enhance Malta's airline and route mix by nurturing p2p ¹ carriers and expanding the FSC ² market share through long-haul links, and connectivity to and from major transit airport hubs.	% FSC seats on total air seats	~40%	46%+
		22 Facilitate and support the aircraft registration business , by streamlined bureaucracy and dedicated services, and provide incentives for partial/significant business relocation (i.e. Principle place of business).	# aircraft registered in Malta	863 (2024)	1500+
	MRO Activities	23 Position Malta as a comprehensive aerospace services hub by attracting companies that deliver ancillary and complementary capabilities to existing MRO operations . Additionally, integrate emerging sectors into the broader aerospace ecosystem .	Increase in GVA of aviation services	915 € Mn	1.55+ €Bn
	Logistics and Cargo	24 Establish a new Free Trade Zone Logistics Hub within the Malta International Airport precinct, with seamless connectivity to the Malta Freeport.	Increase freighter cargo throughput	20k+ (mt)	32k+ (mt)
	Space Economy	25 Establishing Malta's Space Economy through a legal framework, Strategic Policy, Human Capital Development, and the uptake of Space Application Data.	GVA contribution	1.5 € Mn (2025)	18 € Mn ³

¹ Point-to-point Carriers

² Full-Service Carriers

³ Increase between 8-12%



5.11.2 logistics, Cargo and the Space Economy

Aviation cargo will play a growing role in supporting Malta's logistics, e-commerce and maritime trans-shipment activities. Freight throughput is projected to increase from around 20,000 tonnes to over 32,000 tonnes annually by 2035, supported by the development of a Free Trade Zone logistics hub within the airport precinct and stronger integration with the Malta Freeport.

Looking beyond traditional aviation, Malta Vision 2050 introduces the foundations of a space economy framework, including legal, regulatory and skills development. While modest in scale initially, space-related activities are expected to increase their economic contribution from around €1.5 million today to approximately €18 million by 2035, adding a new layer of high-value, technology-driven growth to the aviation ecosystem.



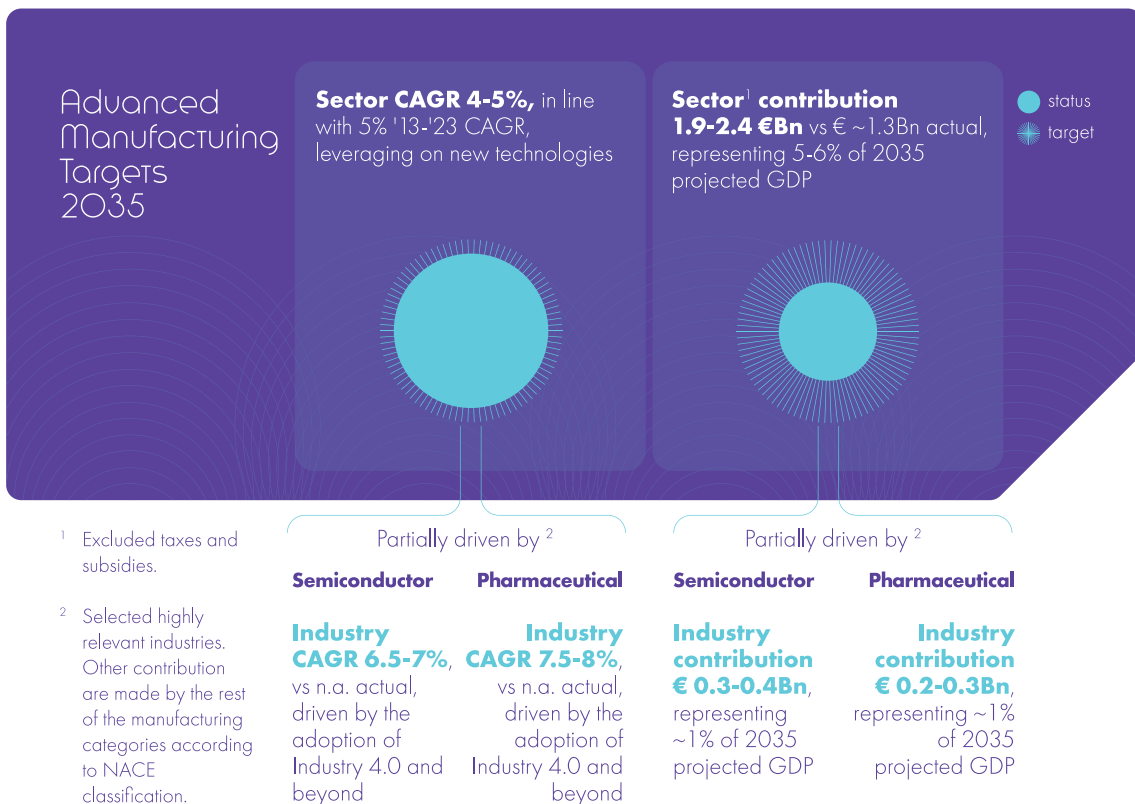
5.12 High-End Manufacturing

Manufacturing remains a vital pillar of Malta's economic base, underpinning export capacity, technological capability, and stable, high-quality employment. Malta Vision 2050 recognises, however, that the sector's long-term competitiveness cannot rely on continued job creation or scale expansion alone. In a small and spatially constrained economy, future manufacturing growth must be driven by higher value creation, advanced technologies, and targeted specialisation.

Under the Vision, manufacturing is therefore repositioned as a selective, innovation-led pillar focused on activities where Malta can compete on precision, regulatory quality, skills and integration into high-value European and global value chains.

5.12.1 Leveraging Technology for Higher Value

In the period to 2035, manufacturing is expected to potentially grow at a moderate but sustained rate of around 4–5% per annum, broadly in line with historical performance but with a fundamentally different composition. Sectoral gross value added could potentially increase from approximately €1.3 billion today to €1.9–€2.4 billion by 2035, representing around 5–6% of projected GDP. This growth will be driven less by volume and more by productivity gains arising from technological upgrading. The adoption of Industry 4.0, and readiness for Industry 5.0, will increasingly define competitiveness across the sector. Digitalisation, automation, data-driven production, advanced robotics and AI-enabled systems will support higher efficiency, precision and scalability, allowing firms to grow output without proportional increases in labour or land use.



Within this transformation, two advanced manufacturing segments in particular, will continue to play a central role:

- Semiconductors, expected to potentially grow at around 6.5–7% annually, supported by automation, advanced process control and integration into specialised European supply chains. By 2035, semiconductor activities could contribute €0.3–€0.4 billion in GVA.
- Pharmaceuticals and life sciences, projected to potentially expand at around 7.5–8% per annum, driven by regulatory strength, quality manufacturing standards and MedTech integration. By 2035, pharmaceutical manufacturing could contribute €0.2–€0.3 billion in GVA.

Together, these segments exemplify the Vision's shift towards high-value, technology-intensive manufacturing with strong export orientation and limited environmental footprint.

5.12.2 Enabling the Shift: Ecosystem and Capability Building

Delivering this transition requires more than firm-level investment. Malta Vision 2050 therefore places emphasis on strengthening the broader manufacturing ecosystem. Priority actions include accelerating the adoption of advanced digital technologies across enterprises, enabling existing manufacturers to scale, innovate and diversify their operations, and positioning Malta as a specialised European hub for life sciences, MedTech and advanced industrial applications.

By 2035, the number of enterprises adopting advanced digital and technology-driven business models is expected to increase significantly, reinforcing productivity growth and resilience. At the same time, the number of newly established or expanded high-value manufacturing companies is projected to rise steadily, supporting ecosystem depth rather than sectoral sprawl.

Skills development is a critical enabler throughout this transition. Advanced manufacturing requires a workforce equipped with engineering, digital, data and quality assurance capabilities. Under the Vision, education and training pathways are increasingly aligned with these needs, supporting higher-skilled employment and stronger local participation in value creation.

Manufacturing

Macro-measures	KPI	2023	2035
 26 Accelerate the development of Malta's digital economy by fostering a smart, innovative, and digitally integrated ecosystem across sectors through the adoption of Industry 4.0 and 5.0 technologies.	# of enterprises adopting advanced digital technologies and tech-driven business models	9 (2025)	19
 27 Strengthen Malta's advanced manufacturing sector as a competitive, high-value European hub by enabling existing manufacturers to scale, innovate, and diversify their operations.	Annual count of high-value manufacturing companies newly established or expanded in Malta	18 (2025)	20
 28 Position Malta as a specialised, high-value European hub for life sciences and MedTech .	GVA generated by high-value Lifesciences and MedTech sectors (€m)	€96Mn (2024)	€152Mn

5.13 Smart Construction

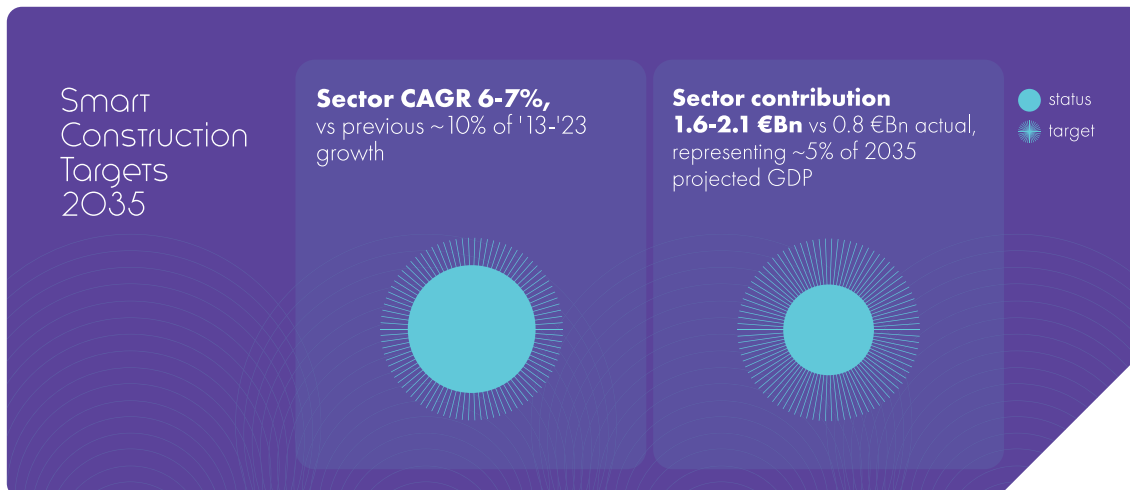
Construction and real estate have played a significant role in Malta's recent economic expansion. However, they have also been among the sectors most closely associated with pressures on land use, infrastructure capacity, environmental quality and community wellbeing. Malta Vision 2050 therefore reframes construction not as a volume-driven growth engine, but as a regulated, quality-focused enabler of sustainable development.

Under this Vision, Smart Construction supports economic and demographic needs while operating firmly within spatial, environmental and social limits. The emphasis shifts from expansion to stewardship: ensuring that how Malta builds contributes positively to liveability, resilience and long-term national wellbeing.

5.13.1 From Expansion to Renewal and Quality

Over the period to 2035, construction activity is expected to continue growing, but at a moderated pace of around 6–7% per annum, compared to close to 10% in the previous decade. Sectoral gross value added is projected to potentially increase from approximately €0.8 billion today to €1.6–€2.1 billion by 2035, representing around 5% of projected GDP.

This trajectory reflects a deliberate policy shift. Growth will be driven primarily by a renovation-first strategy, complemented by selective vertical expansion and multi-purpose developments in clearly identified strategic locations. This approach reduces additional land take, safeguards historic urban areas and promotes more efficient use of existing infrastructure and utilities. Quality, compliance and sustainability become the defining features of construction activity.



Smart Construction

Macro-measures	KPI	2023	2035
 29 Meet the demand for dwelling units ¹ through renovation and new buildings, while complying with building regulations and implementing sustainable and smart construction practices .	 Certified Compliance Dwellings	15%	≥60%
 30 Boost the provision of fiscal incentives and schemes for buildings renovation and enhanced energy efficiency (e.g., PV, roof and wall isolations, green roofing).	 Uptake of renovation and enhanced energy efficiency fiscal incentives and schemes (€)	4.5m	7.3m
 31 Develop an integrated spatial data infrastructure to ensure the entire data cycle covering the design, capture, cleaning, analysis, output and dissemination of information from all spatially-relevant authorities.	% of spatial land data on the platform	15% (2025)	75%
 32 Empower the local/regional authorities in monitoring and planning construction sites and works, increasing the coordination with relevant entities to minimise the impact of construction on citizen's quality of life.	Citizens' dissatisfaction on construction	70% (2025)	25% ²

¹ # of residential buildings renovated accessing at least 1 incentive/scheme vs out of total existing residential buildings

² Sector-wide cultural shift towards quality, safety and compliance; consolidation of best practice

By 2035:

- The share of certified compliant dwellings is expected to rise from around 15% to at least 60%, reflecting a sector-wide shift towards higher standards.
- Uptake of renovation and energy-efficiency schemes is projected to increase significantly, supporting emissions reduction, energy resilience and household affordability.
- A national spatial data infrastructure will enable real-time monitoring, planning and coordination across authorities, covering approximately 75% of spatial land data.
- Citizen dissatisfaction linked to construction impacts is expected to decline materially, driven by stronger enforcement, better sequencing of works and improved inter-agency coordination.

Digitalisation plays a central role in this transition. Real-time monitoring of construction activity, enhanced data sharing between authorities and clearer accountability mechanisms allow planning discipline to translate into on-the-ground outcomes, reducing disruption while improving predictability for residents and businesses alike.

5.14

The Essential Role of Malta's Broader Economic Base

While Malta Vision 2050 places strategic emphasis on scaling seven high-impact sectors, it recognises that sustainable and inclusive growth depends just as much on the strength and vitality of the wider economic ecosystem. Sectors such as agriculture and fishing, employment and repair services, the creative industries (including the film industry), security and investigation services, and other community-based activities are not peripheral to Malta's development trajectory.

Collectively, these sectors are projected to grow by around 50% in nominal terms between 2023 and 2035, increasing their combined Gross Value Added from approximately €13 billion to up to €20 billion. Their importance lies not primarily in headline growth rates, but in the structural role they play in sustaining economic activity, social cohesion, and national resilience.

These sectors provide essential services that underpin day-to-day economic activity, support quality of life and community wellbeing and reduce Malta's exposure to over-concentration and external shocks. Within this broader economic base, cooperatives also play a particularly important role. Operating across many of these sectors, cooperatives combine economic activity with strong social anchoring, long-term orientation and local value creation. As such, they are a critical component of a diversified and resilient economic model.

To fully realise this potential, cooperatives should be afforded the same importance, visibility, and policy support as other enterprise forms, including SMEs and start-ups. Ensuring access to modern governance tools, skills development, and appropriate enterprise support and financing mechanisms would enable cooperatives to contribute more effectively to productivity, competitiveness, and sectoral development. Strengthening the cooperative ecosystem therefore directly supports the broader objective of expanding Malta's economic base while reinforcing long-term national resilience, in line with the principles underpinning Malta Vision 2050.



5.15

Strengthening Foundations, Not Just Accelerating Growth

Malta Vision 2050 therefore does not treat these sectors as static or residual. Instead, it seeks to modernise and strengthen them through targeted productivity gains, skills development, digitalisation and sustainability measures. In agriculture and fishing, this includes higher value-added production, improved resource efficiency, and stronger links to tourism and food systems. In creative and repair services, the focus is on professionalisation, innovation adoption, and market access. In employment, security and other service sectors, policy emphasis is placed on quality standards, workforce skills and integration with emerging economic activities. By doing so, these sectors remain viable, competitive and socially relevant, even as the economy shifts towards higher-value activities.

5.16

A Balanced and Inclusive Growth Model

The Vision's growth model is therefore intentionally dual in nature:

- Targeted acceleration in sectors with the greatest potential to drive productivity, exports, and innovation; and
- Broad-based strengthening of the wider economy to ensure that growth is inclusive, resilient, and felt across society.

This balance ensures that Malta's economic transformation does not come at the expense of social stability or inclusion. Instead, it reinforces a development path where high-growth sectors pull the economy forward, while foundational sectors provide continuity, stability, and shared prosperity. In this way, Malta Vision 2050 positions every sector, large or small, as part of a coherent national development story, aligned with long-term competitiveness, sustainability and quality of life.



5.17

The Strategic Role of the Blue and Green Economies

A defining feature of Malta Vision 2050 is the elevation of the blue and green economies from complementary policy areas to central pillars of the national development model. This strategic shift is clearly reflected in the adopted set of macro measures, which demonstrates how environmental sustainability has been embedded at the core of Malta's long-term economic direction.

Of the 100 macro measures that make up Malta Vision 2050, 41 are directly anchored in the blue and green economies. These include seven measures dedicated entirely to the blue economy, 18 focused on the green economy, and a further eight measures that integrate both blue and green dimensions, underscoring the cross-cutting nature of sustainability across the Vision.

Importantly, this represents a tangible strengthening of the sustainability agenda, with the final framework including four additional blue economy measures and two additional green economy measures introduced following the public consultation process. This evolution reflects stakeholder feedback and reinforces the centrality of environmental responsibility and resilience within the Vision.

Rather than treating sustainability as a parallel objective, Malta Vision 2050 embeds the blue and green economies within the growth agenda itself.



Blue Economy

"Sustainable use of marine resources for economic growth, while preserving the health of marine and coastal ecosystems"

Sub-sectors

Aquaculture
Renewable Energy offshore
Transport shipping
Coastal defense and flood protection
Fish and shellfish processing
Extraction of water
Tourism

16

Initiatives identified
(Out of 100)



Green Economy

"Efficient use for resources for development, while minimising emissions and ensuring the protection of the environment"

Sub-sectors

Agriculture
Renewable Energy
Waste treatment and recycling
Eco-friendly transportation
Green manufacturing
Biodiversity conservation

26

Initiatives identified
(Out of 100)



The Vision systematically expands economic activity in domains that combine environmental responsibility with productivity, innovation, and long-term value creation, ensuring that Malta's development pathway remains aligned with the realities of a small, densely populated island state.

The blue economy is rooted in Malta's maritime identity and strategic position at the heart of the Mediterranean. Vision 2050 strengthens Malta's role as a high-value maritime hub by enhancing port competitiveness and international connectivity, increasing cargo throughput, and supporting the expansion of maritime services through targeted infrastructure investment. Measures linked to the Freeport, international ship and container calls, and the long-term capacity of maritime infrastructure reflect a clear intention to consolidate Malta's position in global trade and logistics while improving efficiency and resilience.

At the same time, the Vision reinforces Malta's attractiveness as a maritime jurisdiction by sustaining and growing the ship registry through streamlined processes and robust regulatory standards. Investment in maritime skills and lifelong learning addresses sectoral labour shortages, ensuring that the blue economy remains competitive and future-ready. Tourism measures within the blue economy further reflect a shift toward higher-value segments, including the targeted development of cruise homeporting, aligned with Malta's connectivity, infrastructure, and brand positioning.

The blue economy is also framed as a critical enabler of national cohesion and security. Expanded inter-island sea connectivity strengthens accessibility between Malta, Gozo, and Comino, while modernised maritime surveillance and monitoring systems enhance border security and protect critical maritime assets, recognising that economic activity, connectivity, and security are mutually reinforcing.

In parallel, the green economy under Malta Vision 2050 drives the transition toward a low-carbon, resource-efficient, and circular development model. The Vision prioritises the diversification of renewable energy sources and the strengthening of energy interconnection capacity, reinforcing both decarbonisation and energy security. This transition is complemented by a comprehensive shift in mobility patterns, encouraging cleaner vehicles, shared and alternative transport modes, and the development of public mass transport systems supported by digital integration.

The green economy also reshapes Malta's built environment. Measures targeting sustainable construction, building renovation and energy efficiency improve the quality and performance of the housing stock while reducing emissions and energy costs. At the same time, the Vision accelerates the transition toward a circular economy by investing in modern waste management infrastructure, reducing reliance on landfill, increasing material recovery, and embedding sustainable separation practices across society.

Environmental quality and wellbeing are treated as economic assets. Improvements in air quality, the expansion of green and open spaces, the restoration of natural habitats and stronger food security through resilient local production systems all contribute to healthier living conditions and social resilience. Education and public infrastructure are similarly modernised to ensure that schools and other critical assets are safe, inclusive, sustainable and capable of supporting long-term economic and social transformation. Citizen engagement is reinforced through digital tools that incentivise sustainable behaviours and make environmental impact measurable and visible.

The blue and green economies converge most clearly in Malta Vision 2050's overarching commitment to transitioning toward climate neutrality by 2050 and strengthening resilience to climate impacts. Measures addressing national emissions reduction, climate preparedness across critical entities and climate-resilient infrastructure ensure that sustainability is treated not as a short-term objective, but as a structural requirement for national stability and prosperity.

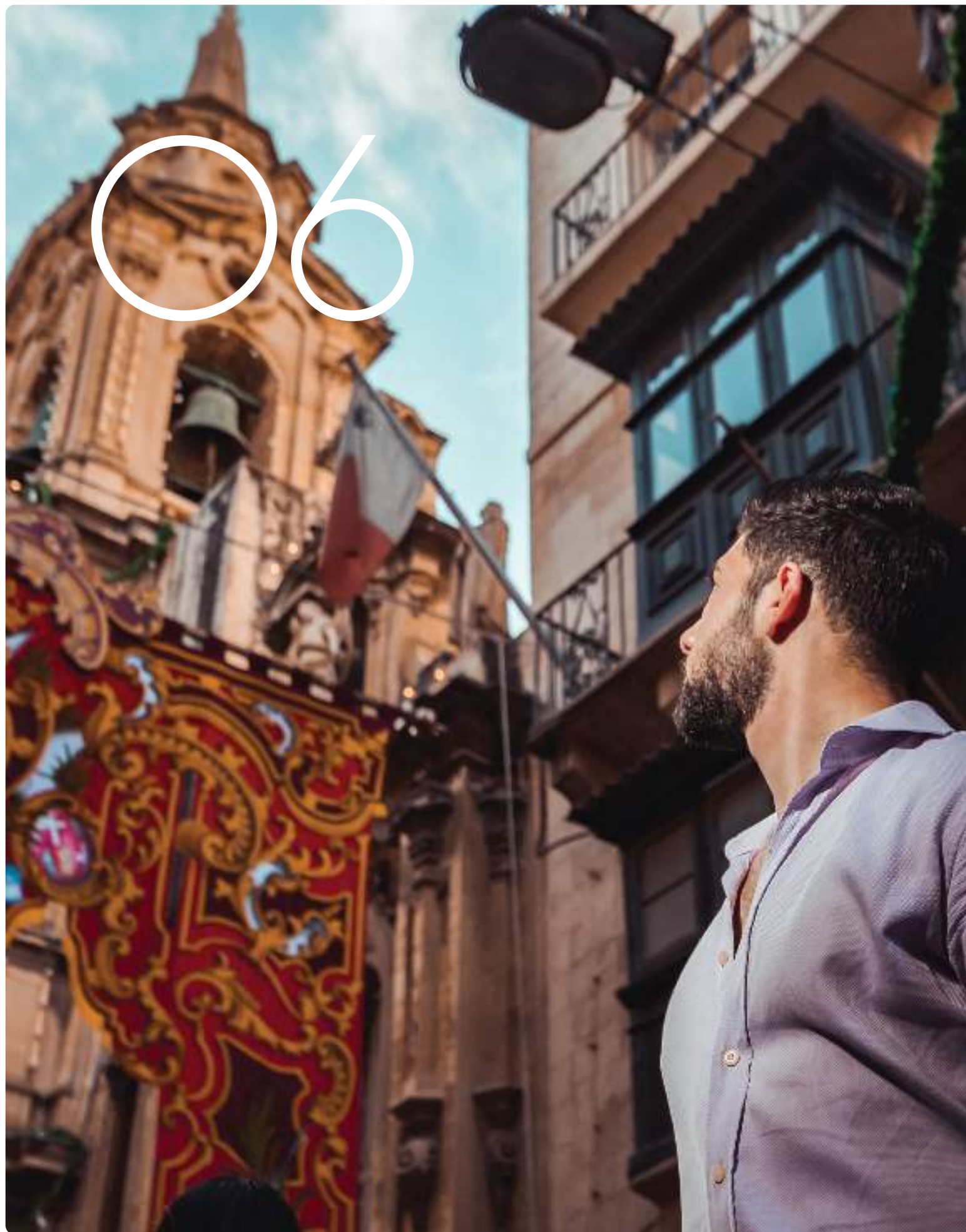


Given Malta's spatial constraints, this transition is underpinned by a strong focus on smart land and sea usage. A national industrial policy guides the strategic allocation of limited industrial land, while continued emphasis on brownfield development, urban regeneration and green space enhancement improves land-use efficiency and liveability. Where additional space is explored, such as through land reclamation, it is approached as a measured, evidence-based intervention within a wider environmental and planning framework.

Taken together, the blue and green economies redefine Malta's growth trajectory. They shift the country from volume-driven activity to higher-value economic models, from resource-intensive systems to efficient and resilient infrastructure and from fragmented initiatives to outcome-focused delivery supported by clear indicators. In doing so, Malta Vision 2050 establishes a development pathway in which economic ambition, environmental responsibility and quality of life advance together, ensuring that growth is not only sustained, but sustainable over the long term.



06





Pillar 2

Accessible People- Centred Services





Malta Vision 2050 places people at the heart of public service delivery. The country's long-term success will not only be measured by economic performance, but by how effectively essential services respond to people's real needs in health, housing, mobility, pensions, family life and social inclusion.

This pillar therefore commits Malta to building a system of public services that is inclusive, efficient and genuinely centred on people.

At its core, Pillar 2 represents a shift in the traditional mindset of viewing public services as systems we manage, to public services as relationships we build with people. Public services are no longer seen simply as administrative functions, but as a social contract between the state and its people. One that guarantees access, dignity, and opportunity at every stage of life. This is especially true for the social sector, which under the Vision moves from a residual safety net to a central pillar of national resilience and long-term sustainability.

6.1

Health and Wellbeing

Under Malta Vision 2050, healthcare is re-positioned as a core pillar of quality of life, moving decisively from a system centred on reactive treatment to one focused on prevention, early intervention and lifelong wellbeing. This shift recognises that a healthy population is not only a social objective, but a prerequisite for sustained economic participation, productivity and social cohesion.

The Vision's macro measures prioritise timely access, quality and sustainability across the health system. Targeted investment in health infrastructure is combined with clear outcomes to reduce waiting times for non-emergency procedures, ensuring that access keeps pace with demographic change and rising demand. At the same time, prevention becomes a strategic focus, with measures aimed at reducing the burden of non-communicable diseases through tailored policies, early detection and healthier lifestyles.

Digital transformation is a central enabler of this shift. The full roll-out of interoperable electronic medical records, alongside telemedicine and data-driven diagnostics, strengthens continuity of care, improves clinical decision-making, and enhances system efficiency. Digitalisation is not pursued as an end in itself, but as a tool to make healthcare more accessible, integrated and patient-centred across the entire care pathway.

Recognising that people are the backbone of the health system, Malta Vision 2050 places strong emphasis on healthcare workforce resilience. Macro measures focus on continuous skills development, international collaboration and the use of digital solutions to support wellbeing and reduce staff turnover, in this way ensuring that workforce capacity remains aligned with future needs.

Healthcare

Macro-measures		KPI	2023	2035
	33 Health infrastructures upgrade: Improve current health infrastructures to enhance access, quality and sustainability.	Median waiting time for non-emergency procedures	300 days	180 days
	34 Non communicable diseases (NCDs): Reduce NCDs burden through prevention and tailored policies.	Mortality rate due to NCDs (%)	84.4%	82%
	35 Electronic Medical Records (EMR) system: To transition all clinical documentation across the National Health System from paper-based records to a secure, interoperable, and comprehensive EMR system.	% of Patients migrated onto EMR System	0%	100%
	36 Healthcare workforce resilience: Foster continuous learning through international networks and enhance workforce wellbeing through digital solutions.	Minimise workforce turnover rate	4%	<4%
	37 Mental Health Services Efficiency: Improve access to targeted mental health services, prioritising early identification and timely intervention (eg. emotional issues, addictions, substance misuse, digital overuse etc.).	% of non-critical referrals receiving support within 4 weeks	27%	90%
	38 Improve the long-term effectiveness of Mental Health Care: by strengthening community-based support systems, aiming to reduce reliance on hospital or institutional care and promote recovery within the community.	Year on year % reduction of institutional re-admissions	4% ¹	4%
	39 Palliative Care: Enhance palliative care through increased training, strengthening of community-based services and improved care access.	Dedicated palliative care spending year on year growth	~€1 million	5%

¹ The reduction relates to the change from 2023 to 2024 as the change from 2022 to 2023 is an outlier year due to the impacts of Covid-19 in 2022 leading to higher readmission rates

Mental health is elevated as a national priority within this pillar. The Vision strengthens access to community-based mental health services, accelerates early identification and timely intervention, and shifts the balance away from institutional care towards recovery within the community. Clear targets for faster access to support and reduce re-admissions reflect a holistic understanding of mental health as closely linked to family stability, social inclusion and overall quality of life. Palliative care is similarly strengthened, ensuring dignity, continuity and community-based support for individuals with complex and long-term needs.

Taken together, these macro measures frame healthcare not as a standalone service, but as part of a broader social foundation of resilience that supports individuals throughout their lives, reduces long-term pressures on public services and underpins a more inclusive, productive, and cohesive society by 2050.

6.2 The Social Sector at the Centre of Policy

Pillar 2 places unprecedented emphasis on the social sector as a strategic investment, not merely a corrective one. Social policy under Malta Vision 2050 is repositioned as a driver of resilience, cohesion and opportunity across generations. This means strengthening community services, family support structures, child and youth services, disability support and services for older persons. This ensures that no stage of life becomes a point of vulnerability. The Vision macro measures reinforce the integration of social services with health, education and employment systems, recognising that social outcomes are shaped by coordinated action, not isolated interventions.

In this model, the social sector becomes a front line of prevention, reducing long-term pressure on healthcare, justice and welfare systems, while building stronger families, safer communities and more inclusive neighbourhoods.

6.2.1 Families, Fertility and Demographic Sustainability

A defining addition under Pillar 2 is the explicit recognition that demographic sustainability is a social challenge before it is an economic one. Malta Vision 2050 acknowledges that declining fertility rates, delayed family formation and changing household structures pose one of the most profound long-term risks to social cohesion, labour-market sustainability and intergenerational fairness.

For this reason, the Vision brings fertility and family policy into the core of the social agenda. Macro measures strengthen support for young families through a more integrated system of childcare, parental support, flexible working arrangements and family-friendly public services. The aim is not only to make parenthood affordable, but to make it compatible with modern life, thus reducing the trade-offs between career, care and personal wellbeing that many families face today.

This approach reframes fertility not as a private concern alone, but as a shared national responsibility to support people who choose to build families. Supporting people to form families when they wish to do so becomes part of Malta's social resilience strategy which is essential to sustaining the welfare state, maintaining vibrant communities and ensuring that future generations inherit a balanced and supportive society.

Social Policies

Macro-measures	KPI	2023	2035
 40 Fertility rate: Improve fertility outcomes of the Maltese population by promoting healthier lifestyles, reducing exposure to harmful substances and improving work life balance as well as provide other incentives supporting families with dependent children and continue investing and improving IVF treatments and services.	Total fertility rate	1.06	1.3
	Material and social deprivation rate	9.2%	<8%
	Severe material and social deprivation rate	4.1%	<4%
 42 Enhance affordable housing offering thanks to specialised housing solutions to meet vulnerable groups demand.	Assisted buyers share (%)	20%	40%
	% reduction on current waiting list	1905 applicants (2025)	15-20%
 44 Introduce an optional supplementary pension scheme (Occupational Pension - Second Pillar) with the possibility of employer matching contributions to boost retirement savings.	% of the working population enrolled in supplementary pension scheme	1.2% (2025)	75%
	Annual pension adjustment index	€5.68 weekly	€10 weekly
45 Keep refining the annual pension adjustment index to align state pensions with inflation and living costs, currently set as the weighted average of inflation (30%) and salary increase (70%).			

6.2.2. Housing, Income Security and Lifetime Stability

This people-centred logic carries through to housing and social protection. Under Pillar 2, access to a decent home is treated not only as a market outcome, but as a cornerstone of social stability, family formation and opportunity. Adopted macro measures strengthen specialised and affordable housing solutions for vulnerable groups, young families and first-time buyers, while improving the speed and efficiency with which eligible households are supported. Reforms in rental and housing assistance frameworks ensure that affordability challenges are addressed through systemic, long-term solutions, not short-term fixes.

At the same time, the Vision reinforces long-term income security. Macro measures aimed at improving pension adequacy and exploring the introduction of an optional second-pillar occupational pension framework respond directly to demographic change and public concern about ageing, adequacy and intergenerational fairness. Social protection is thus repositioned as a platform for lifetime security, not only short-term protection.

6.2.3 Inclusion, Integration and Shared Belonging

Inclusion is another defining theme of this pillar. Malta Vision 2050 advances a skills-based integration strategy for migrants, reflected in adopted macro measures that prioritise faster access to employment, recognition of qualifications and targeted training pathways. This approach reframes integration from a challenge to be managed into an opportunity to be unlocked, thus enabling migrants to contribute meaningfully to society and the economy while strengthening social cohesion and shared responsibility.

At the same time, inclusion is understood in broader terms: as the creation of a society where people of different ages, abilities, backgrounds and life circumstances feel seen, supported and valued. This is why Pillar 2 places equal emphasis on disability inclusion, active ageing, youth participation and community development as essential components of a cohesive social model.



Social Policies

Macro-measures	KPI	2023	2035
 46 Continue developing programs providing job training, internships, and employer incentives to hire people with disabilities and other underrepresented groups and encourage integration within the community.	Persons with disability in employment	4,987	+30%
47 Improve the overall health, independence, and social engagement of Malta's elderly population . This initiative aims to increase the elderly's healthy life expectancy by investing in preventive healthcare to reduce chronic illnesses, and promoting an active, meaningful participation in community life.	Healthy life years	71.4	73
 48 Create a digital solution to incentivise citizens in adopting sustainable actions and behaviours, offering unique rewards for individuals, while tracking the impact of their efforts.	 Implementation of digital solution	0	100%
 49 Digital First : Advance to a digital, AI-empowered public service that prioritises simplified processes and data-driven policymaking to deliver efficient, transparent, and user-friendly services for every citizen.	AI-enhanced, digitally trackable public services	29% (2025)	100%
 50 Strengthen a values-driven ecosystem for social enterprises .	Number of registered social enterprises	0	20

Social Policies – Migration

Macro-measures	KPI	2023	2035
 Migration Control	51 Sector-specific labour needs fulfillment: Increase the occupation composition of TCNs more in the critical skilled categories, thus reflecting a closer ratio to EU nationals.	TCN % in ISCO 1-3 employment	20-25% >35%
	52 Workforce application alignment: Ensure that the recruitment of third country nationals is guided by and responsive to the labour market's requirements.	TCN employment year on year growth	27% 5%
 Working conditions enhancement	53 Skills-Based Approach to Migration: Lower the percentage of overqualified TCNs to be at the same level or below the EU average.	TCN overqualification rate	49% 30-39%
	54 Skilled-occupation salary adjustment: Work towards achieving more convergence of average wage of TCNs to market thresholds, with the goal of achieving fair remuneration and wage assimilation.	Ratio between average wage for TCNs and average market value	0.8 0.9-1



6.3

Mobility as a Social Enabler

Mobility is also positioned under Pillar 2 as a core people-centred service rather than a purely infrastructural or transport policy domain. How people move directly shapes their access to employment, education, healthcare, family life and community participation. Mobility outcomes therefore have a decisive impact on social inclusion, quality of life and economic opportunity. Pillar 2 recognises that congestion, car dependency and fragmented transport options impose hidden social costs in lost time, stress, pollution exposure and unequal access, particularly affecting families, older persons, persons with disabilities and households without access to private transport. The Vision responds by embedding mobility reform within a broader social and quality of life agenda, focused on accessibility, safety, sustainability and reliability.

6.3.1 From Car Dependency to Choice and Accessibility

Malta's mobility system is expected to undergo a structural shift away from reliance on private car use towards a more balanced, multimodal and citizen-friendly model. The emphasis is not on isolated projects, but on system-wide change that expands real travel choices, including by sea ferries, and improves everyday experience.

The mobility transition under Malta Vision 2050 is framed as a systemic shift from car-dominant travel patterns towards a diversified, integrated and lower-impact mobility system. Policy emphasis moves from managing traffic growth to reshaping demand, prioritising modal shift, network efficiency and user outcomes.

By 2050, this transition is underpinned by the structured expansion of shared, active and collective transport modes, alongside the progressive electrification of the vehicle fleet and the strengthening of sea-based mobility links for inter-island and intra-island connectivity. These measures are intended to rebalance the modal mix, reduce congestion pressures and improve accessibility, particularly for communities with limited transport options.

Digitalisation plays a central enabling role. The phased deployment of Mobility-as-a-Service (MaaS) solutions integrates public transport, shared mobility and private services into a unified, real-time platform, enhancing journey planning, network optimisation and system transparency. This digital backbone supports more efficient use of existing infrastructure while improving service reliability and user experience.

Road safety and system resilience are embedded as core policy outcomes. Targeted infrastructure interventions, data-driven traffic management and strengthened regulatory compliance contribute to a safer road environment, reinforcing the shift towards sustainable modes and reducing the social and economic costs associated with road traffic incidents.

Collectively, these measures support a mobility system that is cleaner, safer and more predictable, positioning mobility as a key enabler of social inclusion, economic participation and better quality of life.

Mobility

Macro-measures	KPI	2023	2035
 55 Shared mobility and alternative greener modes of transport: Expansion of the availability of shared and sustainable modes of transport.	 Alternative transport usage rate ¹	16% (2021)	30%
 56 Mass transportation systems: Development of public mass transportation systems.	 TBA	TBA	TBA
 57 Greener Vehicle Adoption: Support the electrification and other cleaner alternative fuels for passenger cars and encourage investment in alternative fuel infrastructure.	 # of equivalent greener vehicles	12k	65-75k
 58 Sea routes expansion: Increase of routes for inter-island and intra-island (Gozo and Comino) connectivity.	 # of sea routes 	6	10+

¹ Any sustainable mode of transport alternative to the personal car



6.3.2 System Change Through Mass Transit and Connectivity

Malta Vision 2050 recognises that achieving long-term mobility transformation requires decisive investment in mass-transport solutions. Advancing the development of a principal mass-transit line is seen as a foundational step towards a higher-capacity and more efficient public transport system. This marks a shift from incremental optimisation to a strategy focused on long-term systemic change.

Air connectivity is also treated as part of the broader mobility ecosystem. By 2035, Malta aims to establish around five direct long-haul routes, while improving the balance between low-cost and full-service carriers. The share of full-service carrier seats is expected to increase beyond 46%, supporting higher-value travel, business connectivity and year-round accessibility.

The Vision also anticipates the gradual introduction of advanced air mobility and drone operations, establishing Malta as a fully operational U-space environment. While initially limited in scale, these technologies support logistics, emergency services and inter-island connectivity, reinforcing resilience and innovation capacity.

6.3.3 Mobility and Social Inclusion

A defining feature of Pillar 2 is the explicit link between mobility and social inclusion. Improved transport options reduce isolation, expand access to services and support participation in work and community life. This is particularly important for vulnerable groups, including older persons, persons with disabilities and lower-income households.

By embedding mobility planning within social policy objectives, Malta Vision 2050 ensures that transport investments are assessed not only in terms of speed or capacity, but also in terms of fairness, accessibility and lived experience.

6.3.4 Digital as a Bridge to Social Inclusion

Across all these domains, digitalisation acts as a powerful enabler of quality and efficiency. Under the adopted macro measures, digital tools are not treated merely as back-office upgrades, but as instruments for better access, smarter targeting and simplified and more efficient public processes. This includes the expansion of user-centred digital public services enhanced by AI, alongside the introduction of digital incentive schemes that reward sustainable behaviour and civic engagement.

In this way, technology becomes a bridge between institutions and people, helping to rebuild trust, reduce exclusion and improve everyday interactions with the state.

Mobility

Macro-measures	KPI	2023	2035
 59 MaaS platform: Integration of public, private, and shared transportation modes into a real-time platform powered by Malta's digital twin.	 Full development of the platform	0	100%
 60 Enhance road safety: by developing safer infrastructure and strengthening regulatory compliance.	3-year rolling average of road crash fatalities	17.6 (2021 - 2023)	-50% ¹
 20 Air Connectivity: establish long-haul direct connections (i.e. North America, Middle-East, Asia).	# of direct long-haul routes	0	5
 21 Enhance Malta's airline and route mix by nurturing p2p ² carriers and expanding the FSC market share through long-haul links, and connectivity to and from major transit airport hubs.	% FSC seats on total air seats	~40%	46%+
 61 Explore the implementation and use of Advanced Air Mobility (AAM) and Drones (RPAS³) as an alternative transportation mode and further enhance Intra and inter-island air connectivity.	 Implementation of operational U-Space BVLOS environment	0	100%

¹ In line with the EU objective of Vision Zero by 2050

² Point-to-point Carriers

³ Remotely Piloted Aircraft System



6.3.5 A Social Contract for the Future

What emerges from Pillar 2 is a coherent vision of public services that evolves from provision to partnership:

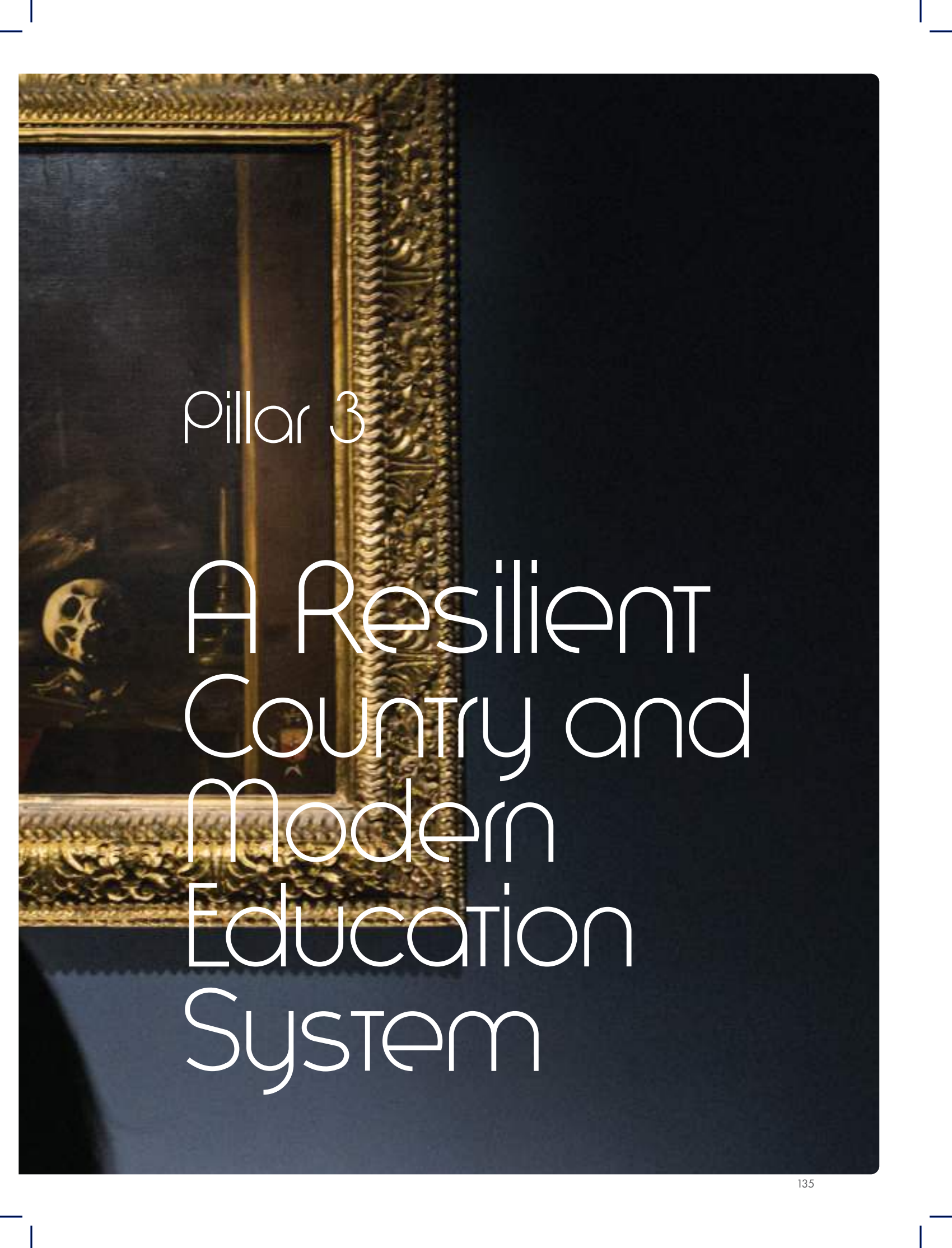
- > Health becomes a system of lifelong wellbeing, not just treatment.
- > Housing becomes a foundation for stability and family life, not just shelter.
- > Mobility becomes a connector of opportunity, not merely infrastructure.
- > Social protection becomes a platform for dignity and security, not simply support of last resort.
- > And inclusion becomes a shared investment in cohesion and contribution.

By grounding this ambition in concrete macro measures that includes digital health transformation and mental-health reform, affordable and specialised housing expansion, pension strengthening, migrant integration pathways, family-support systems, fertility-friendly policies, smart mobility and mass-transit development, Malta Vision 2050 establishes a strong basis for progress. These measures ensure that people-centred services are not just a statement of values, but a delivery framework for a stronger social model.

In essence, Pillar 2 ensures that Malta's future is not only prosperous, but liveable. A country where progress is felt in daily life, where families are supported, where opportunity is widely shared, and where the social sector stands as one of the strongest foundations of long-term national resilience.

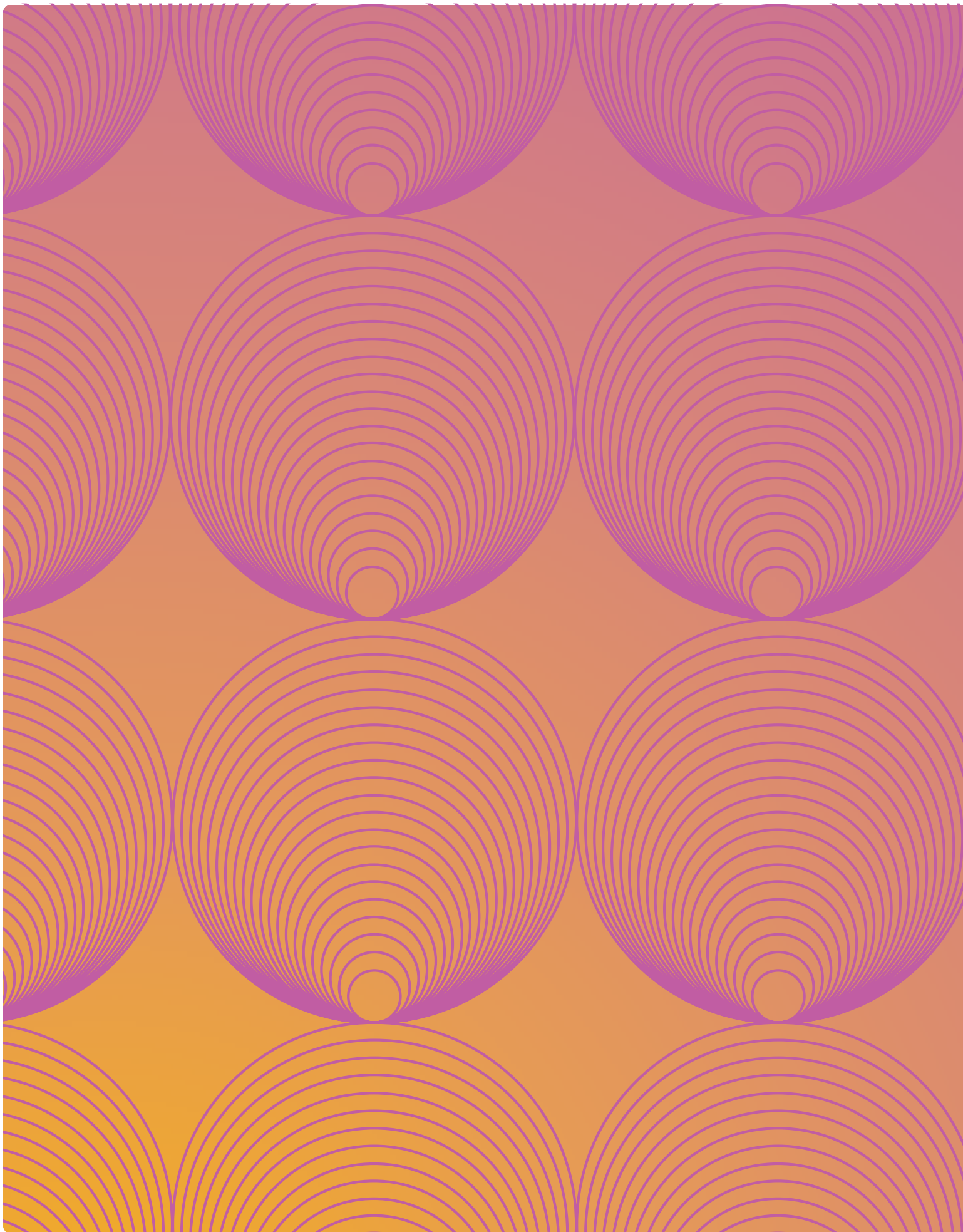
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The background of the slide is a dark, moody image. On the left side, there is a portion of a painting with a highly ornate, gilded frame. The painting itself is dark and appears to contain a skull, possibly a human skull, which is a common motif in Baroque or Caravaggio-style art. The rest of the background is a solid, dark blue or black color.

Pillar 3

A Resilient Country and Modern Education System



The background of the page is a solid purple color. Overlaid on this are several large, faint, concentric circles in a lighter shade of purple. In the upper left quadrant, there is a small, white, stylized graphic consisting of a series of concentric semi-circles, resembling a ripple or a stylized eye.

Malta's resilience agenda is shaped by a set of structural realities that distinguish it from most European countries. As a small island state, Malta is geographically isolated from the mainland, with no land connections to neighbouring markets. It is naturally constrained in terms of space, energy resources and raw materials and therefore relies more heavily than most on external supply chains for food, fuel and many of the critical inputs that sustain everyday life and economic activity.

In normal times, this openness is a source of strength. In times of disruption, however, it exposes Malta to disproportionate vulnerability. The COVID-19 pandemic, the energy shock following Russia's invasion of Ukraine, and recent disruptions to global shipping routes demonstrated how quickly international shocks can translate into domestic pressure for island economies. When transport corridors are disrupted, when energy prices surge, or when geopolitical tensions affect trade flows, small, import-dependent countries feel the impact earlier and more intensely than larger, more diversified states.

For Malta, resilience is therefore not a technical add-on to policy. It is a condition of national stability, confidence, and continuity. Reducing excessive dependence on single supply routes, single markets, or single technologies is not about retreating from openness; it is about ensuring that openness is safe, sustainable, and secure. Malta Vision 2050 responds to this reality by embedding resilience as a governing principle across systems: from education and skills to energy, environment, digital infrastructure, and national defence.

7.1 From Crisis Lessons to Strategic Design

The urgency of this approach was brought sharply into focus by the COVID-19 pandemic. What began as a public-health emergency quickly became a system-wide stress test, exposing vulnerabilities in healthcare delivery, education systems, labour markets, supply chains, digital infrastructure and public administration. For Malta, as for many countries, the crisis demonstrated that resilience is no longer a long-term aspiration. It is a core condition for national stability, continuity and confidence.

COVID-19 showed how essential it is for institutions to be prepared, agile and digitally enabled. The rapid shift to remote learning, the expansion of telemedicine, the protection of critical workers and the need to secure essential supplies all became defining tests of state capacity. Just as importantly, the pandemic underlined

that resilience depends not only on systems, but on skills, cohesion and trust, hence reinforcing the idea that preparedness is as much human as it is technical.

These lessons are structurally embedded in the macro measures under Pillar 3.

7.2 Education as the Core of Domestic Resilience

At the heart of Malta's resilience strategy lies education, not only as a social good, but as a strategic national capability. Malta's most important asset is its people. Strengthening domestic resilience therefore depends fundamentally on strengthening skills and fostering adaptability in our labour force to meet the evolving digital world.

The Vision macro measures reposition education as a lifelong engine of resilience, with stronger emphasis on STEAM disciplines, critical thinking and continuous upskilling. By aligning curricula more closely with industry needs, Malta is building the human capital needed to respond to shocks and reduce dependence on imported skills and solutions. In turn, by integrating learning pathways within compulsory education, we are creating a more resilient local workforce that can adapt to industry's changing demands. In this sense, education becomes not only a driver of competitiveness, but a pillar of strategic autonomy for a small island economy.

Education and Re-skilling

Macro-measures	KPI	2023	2035
 62 Improve the current educational programmes, including both accredited and community , while updating national curricula with a focus on future-proof skills and STEAM disciplines .	STEAM graduates (%)	21.7%	30%
 63 Develop industry-specific skills frameworks and career pathways, supported by sector analysis to identify, anticipate and close potential skills gaps.	Job vacancy rate	3.2%	2.7%
 64 Offer integrated learning pathways (e.g., family community school programmes) within compulsory education and expand access to mental health services.	Early leavers from education (%)	10.2%	<8%
 65 Enable a more resilient and effective education system through a more empowered educator workforce.	Maintain an educator retention rate > 98%	97.8%	> 98%
 66 Invest strategically in resilient and sustainable educational infrastructure to provide educators and students alike with safe, modern and inclusive environments.	 % of schools modernised	5%	72%
 67 Develop a collaborative programme to implement research projects with potential social benefits by fostering partnerships between government and research institutions, ensuring that valuable research, regardless of immediate financial feasibility, is translated into practical solutions for society.	# of research projects with social impact implemented through government collaboration	0	5

7.3

Climate Action and the Circular Economy as Strategic Security

A central pillar of Malta's resilience architecture is the transition to a climate-secure and circular economic model. For a country that is dependent on imported energy and raw materials, climate adaptation and environmental sustainability is more a matter of economic security than a regulatory obligation.

Malta Vision 2050 therefore places climate action at the heart of national resilience. The Vision commits to achieving a 41% reduction in national greenhouse-gas emissions by 2030, measured against 2005 levels, as a clear milestone on the path towards climate neutrality by 2050. This transition is supported by macro measures that prioritise a diversified renewable-energy mix, enhance grid resilience, addresses energy poverty and embeds climate adaptation across critical infrastructure.

Malta will transform its energy landscape into one defined by resilience and sustainability. Our energy system needs to become more resilient, cleaner, and less dependent on single sources of supply. Malta Vision 2050 sets out to achieve this through sustained investment in three areas: expanding interconnection with European energy networks, modernising the grid, and scaling up renewable energy generation.

On renewables, this means accelerating land-based deployment while developing offshore projects that make use of Malta's maritime location. Stronger interconnection will give Malta greater flexibility to balance supply and demand and reduce exposure to price shocks and supply disruptions.

Grid modernisation is equally important. Upgrading and digitalising transmission and distribution infrastructure will make it possible to absorb higher shares of renewable energy and keep the system stable as the energy mix changes.

Together, these investments are necessary conditions for a functioning, affordable, and low-carbon energy system over the coming decades.

At the same time, the Vision prioritises waste management infrastructure and the circularity of the Maltese economy. With current waste management consisting majorly in landfilling, a resource that is limited in space and poses a misalignment with environmental objectives, the transition to a circular economy is therefore essential. By 2030, Malta aims to achieve a circular material use rate of 24%, in line with EU targets, and to transform landfill dependence by transferring just 10% of municipal waste to landfills by 2035, a significant drop from the current 78.6%.

These targets represent more than environmental ambition. They are investments in Malta's long-term security and self-reliance. They mark a systemic shift towards greater self-reliance, reduced exposure to external shocks and smarter use of scarce resources, turning sustainability into a source of national strength.

7.4

Environment, Culture and Security as Resilience Assets

Malta Vision 2050 approaches resilience as a multidimensional concept that extends beyond economic performance, encompassing environmental sustainability, cultural vitality, social cohesion and national security. For a small and densely populated island state, long-term stability depends on strengthening these foundational assets in an integrated and forward-looking manner.

Energy and Climate Action

Macro-measures	KPI	2023	2035
 National Climate Action	68 Transition to climate neutrality by 2050.	 % national GHG emissions reduction	-23.7% -41% (2030)
	69 Develop Malta's resilience to climate impacts through coordinated adaptation actions, adoption of preparedness sectoral plans and the development of climate-resilient infrastructure , particularly critical infrastructure.	 % of critical entities with climate preparedness plans	- 100% (2030)
 Greener Energy Production Mix	70 Increase Malta's renewable energy share through the diversification of renewable energy sources.	 % renewable energy share in final energy consumption	15.08% 25% (2030 ¹)
	71 Build a resilient energy sector through the investment in robust infrastructure and connectivity while transitioning towards cleaner energy sources	 Total dispatchable power capacity	575MW 1GW
 Affordable Energy to Address Energy-Poverty	72 Sustaining support to ensure energy affordability for households, especially for particularly vulnerable consumers.	Energy poverty rate (% of households)	1.74% <1.5%

Environment and Circular Economy

Macro-measures			KPI	2023	2035
 Biodiversity Preservation, Food and Water Security	73	Ensure water security by enhancing water and wastewater infrastructure, and promoting water reuse .	 Seawater RO production capacity (m3/day)	96,000	160,000
	74	Promote national food security by improving the availability, accessibility, and affordability of healthy diets through resilient local production and stable food supply chains .	 % of the population unable to afford a healthy diet	2.30%	1.5%
	75	Strengthen a coherent network of land protected areas , safeguarding Malta's biodiversity.	  Legally protected land area (%)	29.1%	30%
	76	Enhance urban air quality and promote cleaner, more sustainable urban mobility .	 Annual mean value of fine particulate matter (PM2.5)	10.4µg/m³	10µg/m³
 Waste Management and the Circular Economy	77	Steer Malta towards a circular economy by strengthening reuse, repair and material recovery systems for recycling, supported by sustainable separation practices .	  Circular material use rate (%)	19.5%	24% (2030)
	78	Develop resilient waste management infrastructure through investment in sustainable resource recovery and innovative technologies.	  % landfilled municipal waste	78.6%	10%



7.4.1 Environmental Stewardship as a Basis for long-Term Resilience

Biodiversity preservation remains a core pillar of resilience under Malta Vision 2050. The Vision strengthens measures related to habitat restoration air quality, and food and water security, safeguarding ecosystems that support public health, tourism and climate adaptation. A healthy natural environment underpins quality of life and economic sustainability, while enhancing Malta's capacity to adapt to climate-related and resource-based challenges.

7.4.2 Culture and National Identity as living Sources of Social Resilience

At the same time, Malta Vision 2050 recognises that resilience extends well beyond the environmental dimension. It is deeply rooted in culture, identity and the everyday social fabric of Maltese life. The experience of the pandemic underscored the importance of cohesion, belonging, and shared purpose during periods of uncertainty. In this context, Maltese culture that is expressed through village festas, local traditions, religious and communal celebrations, the Maltese language, voluntary organisations, craftsmanship, sport and strong neighbourhood ties, is not merely heritage to be preserved, but a living source of social strength and continuity.

The Vision therefore elevates cultural heritage, the cultural and creative sectors and the Maltese language as central components of national resilience. Particular emphasis is placed on the artisanal and crafts sector, which embodies intergenerational knowledge, local identity and small-scale entrepreneurship. Supporting traditional crafts and contemporary artisanal production contributes to cultural continuity, community-based economic activity and place-based tourism, reinforcing both social cohesion and economic resilience.

The macro-measures focus on places, people and practices that keep Maltese culture active and relevant. The restoration, preservation and repurposing of historic heritage sites into public cultural and community

spaces strengthens the physical settings where traditions, celebrations and collective memory are lived and transmitted. These spaces serve not only as cultural landmarks, but as hubs for social interaction, volunteerism and intergenerational exchange.

Community participation remains central to safeguarding identity. Village festas, traditions and heritage are sustained primarily through voluntary engagement and strong local partnerships. Malta Vision 2050 therefore strengthens volunteer involvement and embeds cultural awareness within education and community initiatives, ensuring that identity is preserved not through protection alone, but through active participation and lived experience.

Language is also recognised as a cornerstone of identity and social cohesion. Strengthening proficiency in the Maltese language across the population, supported by digital linguistic tools and targeted investment, reinforces cultural continuity while ensuring inclusivity in a modern and increasingly diverse society.

7.4.3 Embedding Culture in Governance and Policy-Making

Crucially, Malta Vision 2050 embeds culture directly within policy-making and governance through the elevation of the Culture Compass as a core governance enabler. This ensures that cultural identity, language, heritage and community impact are systematically considered across policy areas - from spatial planning and education to economic development and digital transformation. By mainstreaming cultural considerations into decision-making processes, the Culture Compass anchors long-term policy choices in Malta's distinct identity, while allowing culture to evolve organically rather than being reduced to a static or symbolic role.

National Identity

Macro-measures			KPI	2023	2035
 Cultural and Heritage Preservation	79	Implement a nationwide initiative to restore, preserve, and repurpose historical heritage sites into public cultural and community spaces.	 # of repurposed landmark historical sites	0	8
	80	Launch a long-term cultural transformation agenda that positions Malta's creative and cultural sectors at the heart of national innovation, resilience and sustainable development supported by targeted investment and cross-sector collaboration.	% contribution of CCS to GVA	2.5%	3.25%
	81	Strengthen volunteer engagement in preserving Malta's cultural heritage and identity through sustained local partnerships and education .	Change in volunteer engagement in cultural heritage (%)	-	50%
	82	Strengthen the proficiency of the Maltese language across the entire population, through the use of digital linguistic tools and increased investment and awareness.	Children under 16 proficient in Maltese (%)	73.8%	80%
 People and Sports	83	Enhance and expand access to indoor and outdoor sports infrastructure nationwide, with the aim of promoting lifelong engagement in sports across the community.	Ratio of government-supported sports facilities to population	1:3,000	1:2,500
	84	Support lifelong healthy living by embedding physical activity and wellness programmes in education, workplaces, and community life , with targeted outreach to vulnerable and ageing populations.	Persons engaged in physical activity (%)	32% (2022)	50%
	85	Ensure elite athletes have access to top-tier training facilities, expert coaching, a highly skilled support team, and financial support to optimise their development.	Increase in no. of elite athletes (%)	-	15%



7.4.4 Security and Institutional Resilience

Malta's exposure as a small, open economy also necessitates a forward-looking approach to security. Malta Vision 2050 therefore prioritises national security not only through traditional means, but also through digital resilience, particularly in the context of rapid technological change and increasing cyber risks.

Macro measures under this pillar strengthen the police force, cybersecurity capabilities and critical infrastructure, ensuring that the state can continue to function effectively even under conditions of systemic disruption, from cyber threats and misinformation to shocks affecting service continuity.

7.4.5 Sport and Physical Wellbeing.

Malta's long-term vision for sport and wellbeing recognises that an active population is essential to a resilient and thriving society. Malta Vision 2050 therefore places strong emphasis on expanding access to high-quality sports infrastructure, ensuring that facilities evolve in line with community expectations. Macro measures under this pillar focus on strengthening the national sports ecosystem by investing in sports facilities and embedding physical activity across education, workplaces, and community life, with particular attention to vulnerable and ageing groups.

At the same time, Malta Vision 2050 acknowledges the importance of structured pathways that enable talented athletes to reach their full potential. The strategy therefore commits to strengthening high-performance environments through improved training facilities, expert coaching, and comprehensive support systems. Macro measures in this area reinforce the creation of a sustainable high-performance pathway, with progress reflected in the number of elite athletes emerging from these enhanced structures.

7.5

Aligning National Resilience with Europe's Economic Security Agenda

This national resilience strategy aligns closely with the European Union's evolving concept of economic security. In the wake of COVID-19 and amid growing geopolitical and technological competition, the EU has advanced a broader understanding of security, one that recognises the need to protect supply chains, critical infrastructure, key technologies and research systems while preserving openness and competitiveness.

Malta Vision 2050 mirrors this strategy by embedding risk management, diversification and preparedness across education, energy, environmental systems, digital infrastructure and governance. Pillar 3 positions Malta not only as a resilient nation, in its own right, but as a reliable and future-ready partner within a more resilient EU.

7.6

From Vulnerability to Strategic Strength

Together, these reforms represent a decisive shift in how Malta approaches resilience. For a small island state, resilience is not simply about managing crises; it is about rebalancing the development model so that growth and wellbeing rest on stronger domestic capacity, smarter risk management, and deeper European and international cooperation.

By investing in people through education, strengthening our workforce, embedding sustainability through climate action and circularity and anchoring resilience in culture and security, Malta Vision 2050 ensures that the country is not defined by its constraints in terms of size, geography, or resource limitations, but by its ability to anticipate, adapt and thrive in a world of growing uncertainty.

In doing so, Pillar 3 transforms resilience from a reactive concept into a strategic national asset, ensuring that Malta's next major shock, whatever its source, finds the country better prepared, more coordinated, and more confident in its capacity to respond and to lead.



National Defense and Cybersecurity

Macro-measures			KPI	2023	2035
	National Defence	86 Upgrade Malta's law enforcement capabilities with enhanced digital forensics, predictive policing, and inter-agency intelligence to improve crime prevention/response.	Street crime (per 1,000 persons)	18.9 per 1000 persons	16.1 per 1,000 persons (-15%)
		87 Enhance Malta's maritime security through strategic investment in advanced border surveillance infrastructure and integrated monitoring systems.	 % modernisation of border surveillance equipment	-	50%
	Cybersecurity	88 Establish a unified governance and regulatory ecosystem that seamlessly integrates advanced technological standards and robust policy mechanisms for national cyber resilience .	Global Cybersecurity Index	Tier 2 (85-95%)	Tier 1 (95-100%)
		89 Ensure effective implementation of advanced cybersecurity standards by essential and important entities.	Cybersecurity standards implementation by critical entities (%)	-	100%

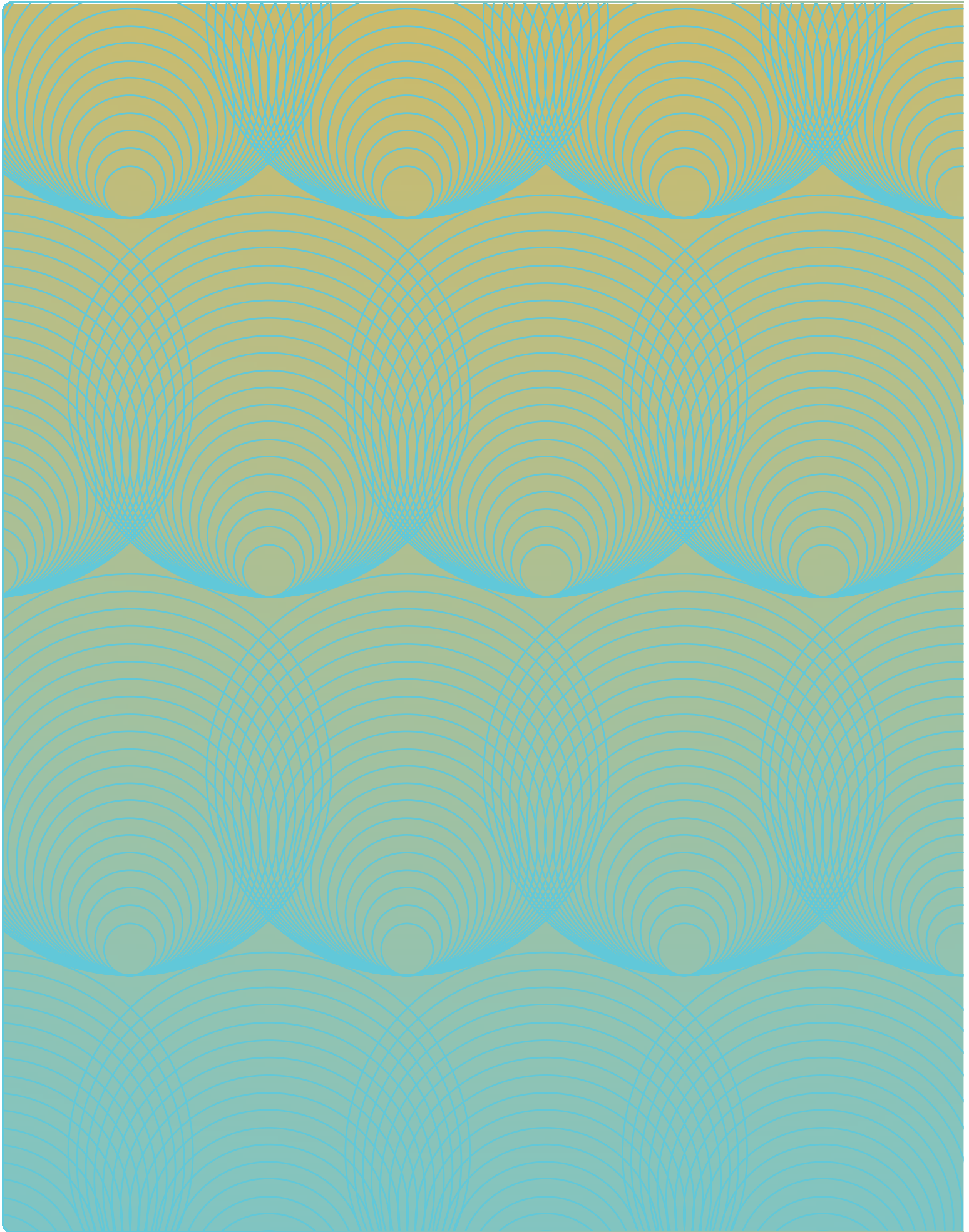
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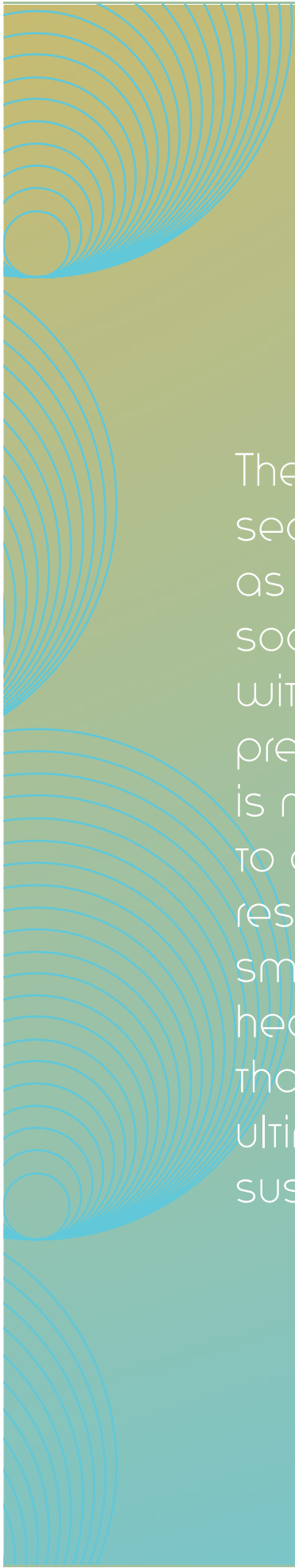


A scenic view of a coastal town, likely in Sicily, featuring a harbor filled with numerous sailboats and yachts. The town is built on a hillside, with a prominent castle or fortress perched on the edge overlooking the sea. The foreground shows dry, golden-brown grass, suggesting a warm climate. The sky is clear and blue.

Pillar 4

Smart Land and Sea Usage





The way Malta uses its land and sea will define the country's future as decisively as any economic or social policy. For a small island state with finite territory and growing pressures on space, the question is no longer how to grow, but how to grow wisely. Malta Vision 2050 responds to this reality by placing smart land and sea usage at the heart of national strategy, recognising that every decision about space is ultimately a decision about resilience, sustainability and quality of life.

8.1

Shaping Malta's Physical Future

This pillar reflects a clear shift in mindset. Land and sea are no longer treated as passive backdrops to development, but as strategic national assets that must be actively stewarded. The macro measures move Malta away from a model based on land consumption and reactive expansion, towards one grounded in regeneration, optimisation and long-term value creation. Growth, in this framework, is no longer measured by how much space is used, but by how intelligently it is managed.

At the core of this transformation is a more strategic approach to industrial and economic land use. Instead of dispersing activity across fragmented sites, Malta Vision 2050 promotes the clustering of complementary industries around key infrastructure such as ports and airports. This ensures that space is allocated where it creates the greatest economic return, reduces logistical inefficiencies, and strengthens sectoral ecosystems. These changes are reinforced through the development of a national industrial policy, supported by professional estate management and the systematic use of land swaps to realign land use with national priorities. By 2035, the target of thirty strategic land reallocations signals a decisive move towards a more purposeful spatial economy, where land serves long-term competitiveness rather than short-term convenience.

Governance plays an equally important role in this new spatial model. The extension of tenants' associations across all major industrial estates strengthens collaboration, shared sustainability practices and coordinated planning. This recognises that resilient land use is not only about physical infrastructure, but about institutional capacity, that is the ability of stakeholders to work together, innovate and respond to change.

Beyond industry, Pillar 4 responds directly to citizens' calls for a greener, more liveable Malta. The adopted macro measures commit to a large-scale transformation of urban environments through the creation and regeneration of green spaces across the country.

By 2035, at least 150 new or upgraded gardens, parks and open areas will reshape daily life, embedding nature into towns and communities. This is not simply an environmental gesture; it is a strategic investment in public health, climate adaptation and social cohesion. At the same time, stronger emphasis on brownfield development and efficient spatial planning ensures that growth is channelled into regeneration rather than sprawl, protecting agricultural land and open countryside from unnecessary pressure.

Within this wider framework, land reclamation is addressed with clarity and balance. Malta Vision 2050 recognises the structural reality of a small island facing persistent spatial constraints. For this reason, the adopted macro measures include the exploration of large-scale reclamation initiatives, with the potential development of two major projects by 2035. Yet what changes fundamentally under this Vision is not whether reclamation is possible, but how it is governed.

Reclamation is no longer treated as a default response to limited space. Instead, it is reframed as a strategic instrument, to be used selectively and only where it demonstrably serves the long-term national interest. Any such initiative must be embedded in integrated spatial and maritime planning, aligned with economic priorities, and subject to the highest environmental safeguards. In this way, reclamation becomes a complement to regeneration, vertical development, and better use of existing land, and not a substitute for them.

Smart land and Sea Usage

Macro-measures			KPI	2023	2035	
	Industrial space allocation	90	Implement strategic clustering by locating complementary factories near each other or key infrastructure (e.g. placing finished product manufacturers close to airports or ports) and prioritise space allocation for strategic sectors with defined drivers.	 # of land swaps	0	30
		91	Extend tenants' associations to all remaining industrial estates to create a unified platform for collaboration , innovation, and shared sustainability practices, while harmonising operations and strengthening stakeholder engagement to drive long-term growth.	# of industrial estates with active tenants' associations	4	7
		92	Develop and implement a national industrial policy supported by professional estate management of industrial sites, ensuring optimal land use, sectoral alignment, and strict compliance with permitted activities.	 Priority sector land allocation (%)	-	90%
	Green Malta	93	Enhancement of green space and transformation of urban areas by creating and upgrading gardens, parks and open spaces.	 New or regenerated green open spaces	0	150
	Land reclamation from the sea	94	Exploration of large land reclamation initiatives to address limited land space and create additional space for residential, commercial and recreational purposes.	  # of large land reclamation developments	0	2
	Efficient spatial planning and urban regeneration	95	Encourage efficient spatial planning and urban development.	 % of new dwelling units built on brownfield land	Residential: 78% Non-residential: 73% (Average 2016-2024)	Residential: 78% Non-residential: 73%

Source: INDIS, Planning Authority, Project Green and Malta Enterprise team analysis

The Vision acknowledges that Malta may require additional strategic space in areas such as logistics, climate-resilient infrastructure, or public amenities, but insists that expansion must always be justified by public value and long-term resilience.

The same strategic logic extends to Malta's marine territory. Under Pillar 4, the sea is no longer viewed only as a transport corridor or tourism asset, but as a planning domain in its own right. The adopted macro measures promote a more integrated approach to maritime space, aligning economic uses such as shipping, aquaculture and energy with conservation, biodiversity protection and climate adaptation. For a country that depends heavily on maritime connectivity and imports, this is not only environmental policy, but it is economic security policy. A resilient blue territory strengthens Malta's capacity to withstand external shocks while opening new, sustainable avenues for growth.

Taken together, the measures under Pillar 4 represent a decisive evolution in how Malta understands space. Land and sea are no longer treated as constraints to be worked around, but as assets to be strategically deployed. Through smarter industrial clustering, a national industrial policy, strengthened estate governance, large-scale urban greening, carefully governed land reclamation, and integrated maritime planning, Malta Vision 2050 transforms spatial policy into a cornerstone of national resilience.

For a small island state with finite territory and high exposure to global change, this approach is not simply good planning, but strategic foresight. Pillar 4 ensures that Malta's physical footprint supports, rather than limits, its ambitions, turning the management of land and sea into one of the strongest foundations of long-term sustainability, competitiveness and quality of life.

8.2

Gozo: One Vision, Equally Shared

Malta Vision 2050 applies fully and equally to Gozo.

The same national ambition that guides the country's long-term direction for resilience, people-centred development, sustainability and a strong sense of identity, extends in its entirety to the sister island. Gozo is not a parallel chapter, nor an exception to the rule. It is an integral part of the same national journey towards 2050, shaped by the same four pillars and the same strategic compass.

At the same time, the Vision is grounded in a simple principle: equality does not mean uniformity. While the goals of Malta Vision 2050 apply everywhere, their delivery must reflect the realities of place. Gozo's geography, scale and demographic profile create distinct conditions that call for tailored responses. This is why the Vision combines full national inclusion with a focused set of Gozo-specific macro measures which are not meant to separate Gozo from Malta's future, but to ensure that the national Vision works effectively on the ground.

This philosophy was powerfully reflected when the public consultation phase of Malta Vision 2050 was launched in Gozo in April 2025. The choice of Gozo as the starting point of the national conversation was not symbolic, but deliberate. It sent a clear message that this Vision belongs to everyone, and that shaping Malta's future must begin with listening to communities, not simply presenting plans to them. As the Prime Minister underlined on that day, Malta Vision 2050 is not a plan for one legislature or one administration, but a national commitment for a generation built with the people, not only for them.

Gozo

Macro-measures	KPI	2023	2035
 Connectivity and Accessibility	96 Enhance Gozo's connectivity by modernising/expanding the Gozo Channel Fleet, expanding beyond the single-entry point at Mġarr to multiple access routes, including the development of the Gozo airfield and a new fast ferry landing.	 # of new access points operational for Gozo connectivity (beyond Mġarr)	1 (Mġarr ferry terminal) 3 operational access points by 2035 (Mġarr + Gozo airfield + ferry landing)
	97 Develop the existing Xewkija airfield together with corresponding facilities and infrastructure with the scope of operating an inter-island commercial aircraft route between Malta and Gozo, thereby boosting connectivity as well as developing an aviation ecosystem on the Island of Gozo.	Daily return flights	0 20 daily
 Agri-R&D Resilience	98 Upgrade and strengthen the Gozo Experimental Farm as a hub for agricultural R&D, climate adaptation, and sustainable farming practices.	 Gozo farm research projects (#)	4 8
 Economic Diversification and Innovation	99 Develop initiatives to attract high-value workers, start-ups and entrepreneurs , diversifying sectors (e.g. agri-tech).	Growth in ISCO 1–3 employment (%)	35.8% (2024) 40%
 Cultural Identity and Heritage	100 Promote Gozo's identity, talent and cultural assets .	# of new or upgraded cultural infrastructure projects initiated and/or completed in Gozo	NA 10

In many respects, Gozo already lives the principles that Malta Vision 2050 seeks to embed nationally. The island's experience of double insularity, being an island within an island state, has shaped a society that is resilient by necessity, deeply rooted in community and proud of its distinct character. These qualities do not sit at the margins of the Vision. They sit at its very core.

Gozo's sense of identity is one of its greatest strengths. It is reflected in the vitality of village life, in the celebration of tradition, language and faith, and in a cultural continuity that has endured even as Malta has modernised rapidly. This mirrors precisely what Malta Vision 2050 seeks to protect and elevate across the country: the understanding that heritage and culture are not constraints on progress, but sources of confidence, cohesion and long-term sustainability. In Gozo, identity is not a slogan. It is lived daily, and it gives people a powerful sense of belonging.

That identity is inseparable from resilience. Geography has taught Gozo the value of self-reliance, adaptability and mutual support. Over generations, communities have learned how to organise, cooperate and innovate with limited resources and physical distance from the mainland. This has created a culture where resilience is built not only through infrastructure and policy, but through people, relationships and shared responsibility. Moments of crisis, including the COVID-19 pandemic, showed clearly how this social fabric translates into real strength, with communities stepping in to support the vulnerable and maintain cohesion when uncertainty was greatest.

Pride and community are therefore not abstract ideals in Gozo; they are forms of social capital. Knowing one's neighbours, sustaining voluntary networks, participating in festas and local organisations are everyday practices that build trust, inclusion and civic engagement. They echo directly the spirit of Malta Vision 2050's people-centred approach: public life organised around dignity, participation and shared responsibility. In Gozo, people-centredness is not only a policy objective; it is a way of life.

These qualities align naturally with all four pillars of Malta Vision 2050.

Under Pillar 1 – Sustainable Economic Growth, Gozo already reflects the Vision's emphasis on quality over quantity. Its economy has evolved in ways that privilege authenticity, experience and craftsmanship, from sustainable tourism and agriculture to small enterprises, creative industries, and emerging agri-tech initiatives. Growth has been more measured and place-sensitive, protecting the island from some of the pressures of overconcentration and allowing development that strengthens, rather than weakens, community and landscape.

Under Pillar 2 – Accessible People-Centred Services, Gozo's smaller scale and strong social networks foster a culture of proximity and care. This pillar seeks to widen the availability and enhance efficiency of services in Gozo, while utilising advanced air mobility solutions to strengthen interisland connectivity.

Under Pillar 3 – A Resilient Country and a Modern Education System, Gozo's lived experience speaks directly to the Vision's priorities. Resilience here is not theoretical but part of daily life, shaped by geography, history and a deep-rooted sense of identity. The island's strong cultural fabric expressed through language, tradition, community life and voluntary networks, forms a powerful foundation of social resilience that institutions alone cannot create.

Gozo's schools and learning institutions are closely embedded in this cultural context. They do more than transmit knowledge; they help carry forward values, belonging, and confidence in who we are. In this way, education becomes not only a pathway to skills and employability, but also a vehicle for cultural continuity and national identity. This reflects a central conviction of Malta Vision 2050: that the strongest form of resilience is built when people are equipped not only with technical competencies, but with a secure sense of identity and purpose.



By nurturing both excellence and rootedness, Gozo shows how a modern education system can prepare young people to navigate global change while remaining anchored in local culture. It is this balance, between openness to the world and confidence in one's heritage, that turns resilience into a lived reality and ensures that adaptation never comes at the cost of identity.

Under Pillar 4 – Smart Land and Sea Usage, Gozo's relationship with space offers a powerful lesson. Its compact scale, rural landscapes and close connection to the sea have fostered a culture of careful stewardship where development is visibly balanced against environmental impact, and where quality of life is protected through respect for carrying capacity. This is one of the reasons why Gozo consistently stands out for wellbeing: shorter commuting times, closer access to nature, stronger social bonds and a slower rhythm of life all contribute to a lived experience that aligns closely with the Vision's ultimate aim where progress is measured not only in economic output, but in everyday wellbeing.

For these reasons, Malta Vision 2050 does not approach Gozo as a territory that must "catch up". Instead, it recognises Gozo as a reference point and a place that shows how growth, identity, resilience and wellbeing can coexist. A place that demonstrates that the future Malta is trying to build is not only aspirational, but achievable.

At the same time, the Vision strengthens Gozo's role within the national development framework through a coherent set of dedicated macro measures that respond to its specific geographic, economic and social realities while remaining fully aligned with national priorities. These measures are designed to ensure that Gozo's insularity never becomes a constraint on opportunity, resilience, or quality of life, but instead is addressed through targeted, forward-looking investment.

A central pillar of this approach is the transformation of connectivity between Gozo and Malta. The Vision moves beyond reliance on a single access corridor by improving capacity, reliability and continuity of service through multiple routes. This includes the implementation of taskforce recommendations at Mgarr Harbour

to relieve congestion, enhance multimodal access and modernise the Gozo ferry fleet with cleaner and more efficient technologies. In parallel, a second ferry landing point in Gozo will be developed to complement Mgarr Harbour, diversify access routes and strengthen service resilience during peak demand or operational disruption. Together with these maritime investments, the development of a permanent airstrip at Xewkija will introduce a regular inter-island air link, providing a critical alternative access route that improves emergency response, health-related connectivity and time-sensitive mobility, while complementing ferry services rather than replacing them.

Beyond connectivity, the Vision positions Gozo as an active contributor to national resilience and long-term sustainability. The upgrading of the Gozo Experimental Farm into a centre for agricultural research, climate adaptation and sustainable farming will support innovation in food production, environmental stewardship and resource efficiency, strengthening Malta's overall food security while building on Gozo's rural character and expertise. At the same time, targeted initiatives will seek to attract high-value workers, start-ups and entrepreneurs in emerging sectors such as agri-tech and knowledge-based services, anchoring economic diversification in quality, innovation and place-based strengths rather than volume-driven growth.

Cultural development forms a further strategic dimension of Gozo's role within the Vision. Targeted investment in cultural infrastructure will strengthen Gozo's identity, nurture local talent and expand its creative assets, reinforcing culture as a pillar of resilience, social cohesion and sustainable economic activity. By integrating improved connectivity, innovation-led diversification, agricultural resilience and cultural investment within a single strategic framework, the Vision ensures that Gozo is fully embedded within national development while retaining and enhancing the qualities that make it distinct.



Taken together, these measures do not place Gozo on a separate path. They embed it more deeply within Malta Vision 2050, ensuring that the same Vision applies equally to every part of the country, while recognising that achieving equal outcomes sometimes requires differentiated tools.

Gozo's future, therefore, is not parallel to Malta's future. It is inseparable from it.

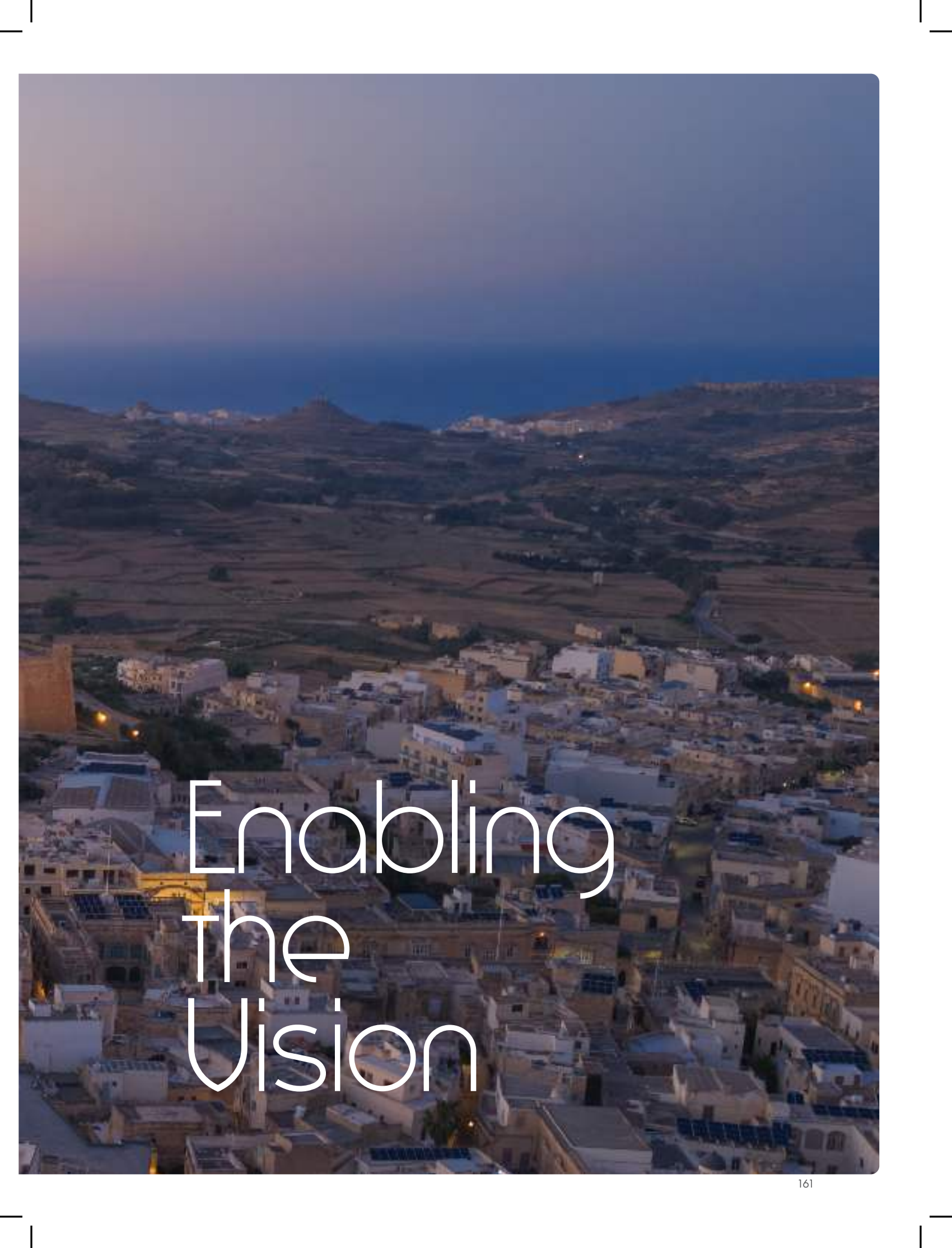
As Malta charts its path to 2050, Gozo's experience offers a powerful reminder: the strongest foundations for national progress are not found only in infrastructure, technology, or economic indicators. They are found in pride of place, strength of community and confidence in identity. These are the quiet forces that sustain societies through change.

In this sense, Gozo does more than align with Malta Vision 2050. It embodies it.

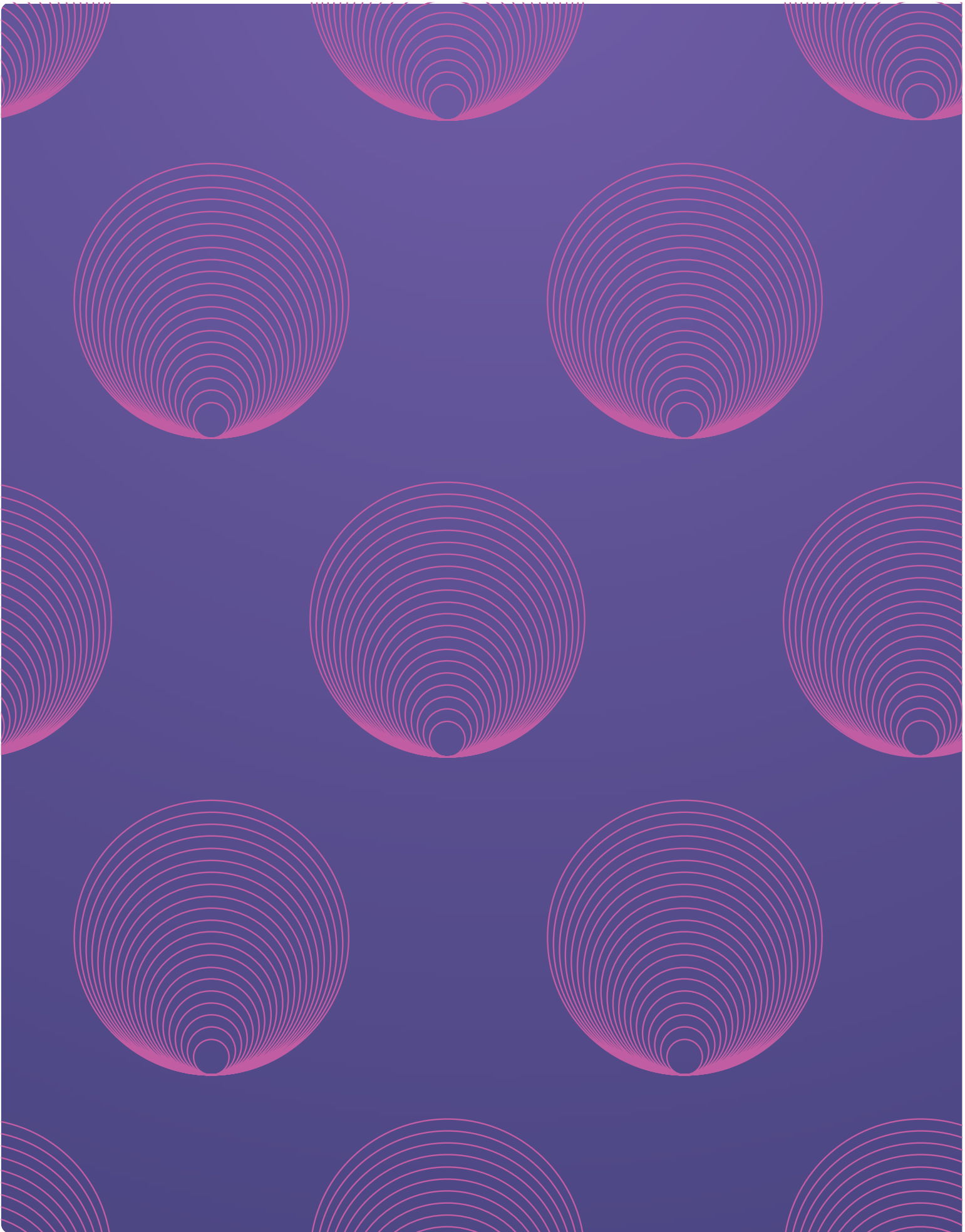


09



An aerial photograph of a city at dusk. The city is densely packed with buildings, many of which have solar panels on their roofs. The city is situated in a valley, with hills rising in the background. The sky is a deep blue, and the city lights are beginning to glow. The text "Enabling The Vision" is overlaid in white, sans-serif font, centered in the lower half of the image.

Enabling The Vision



The background of the page is a solid dark purple. It is decorated with several sets of concentric circles in a lighter purple or magenta color. These circles are of varying sizes and are positioned in the corners and around the central text block, creating a subtle, organic pattern.

The four strategic pillars of Malta Vision 2050 will be brought to life through five enabling forces which will transform ambition into lasting impact. Together, they ensure that the Vision is not only inspiring, but practical, deliverable and sustainable. These enablers provide the connective tissue between long-term goals and everyday action, embedding the Vision into how Malta governs, invests, innovates and presents itself to the world.

9.1

Policy-Making and Governance

Strong outcomes require strong institutions.

Malta Vision 2050 therefore calls for a decisive shift towards forward-looking, evidence-based and inclusive policy-making, which is the kind of governance that can respond to rapid change while remaining firmly anchored in Malta's values, identity and social cohesion. Under the Vision, governance becomes more adaptive and data-driven, with stronger coordination across government entities, clearer accountability and deeper engagement with stakeholders.

In parallel, Malta is actively engaging with the OECD, which signals a clear strategic intent to benchmark Malta's institutions, policies and governance standards against the world's most advanced economies. This engagement is not an end in itself, but part of a broader reform trajectory aligned with Malta Vision 2050.

The OECD engagement process is, by design, a rigorous and forward-looking exercise. It requires countries to assess the resilience, coherence and long-term sustainability of their economic, social, environmental and governance frameworks across a wide range of policy domains. For Malta, this process reinforces the logic of the Vision: strengthening institutions, improving regulatory quality, enhancing policy coordination and embedding long-term thinking across government. Importantly, such OECD engagement places strong emphasis on evidence-based policy, strategic foresight, regulatory impact assessment and whole-of-government coordination. These are precisely the capabilities Malta Vision 2050 seeks to institutionalise. In this sense, this active engagement with the OECD and the Vision, are mutually reinforcing. Vision 2050 provides Malta with a coherent long-term national direction, while the OECD process provides an external benchmark and reform discipline to support its delivery.

9.1.1 A Cultural Compass for National Policy

At the heart of this approach lies a defining principle: policy must be guided by a clear cultural compass. Malta Vision 2050 recognises that long-term success is not built on economic and technological progress alone, but on coherence between progress and identity. Decisions on growth, infrastructure, digital transformation, education, migration and environmental protection will therefore be assessed not only through economic or efficiency lenses, but also through their impact on community life, social cohesion, heritage and the values that bind Maltese society together.

This cultural compass ensures that policy-making under the Vision remains distinctly Maltese in character, that is confident in embracing innovation and change, yet rooted in what makes Malta unique. Governance is reframed as more than a technical exercise: it becomes an expression of collective purpose. In this way, culture moves from the margins of development to its centre; in this way shaping how choices are made, how trade-offs are weighed and how progress is ultimately defined.

9.1.2 From Coordination to True Policy Coherence

At the same time, Malta Vision 2050 becomes the strategic anchor for national policy. Sectoral strategies in transport, housing, health, education, energy, industry, digitalisation and the environment, will no longer operate as parallel agendas. They are aligned to a single national direction of travel. Every major reform, investment programme and policy initiative is expected to demonstrate how it contributes to the Vision's long-term objectives: productivity-led growth, climate resilience, quality of life, social inclusion and a strong sense of identity.



This marks a shift from coordination to genuine coherence. Alignment means that:

- sectoral strategies are systematically mapped against the Vision's pillars, enablers and macro targets;
- ministerial and agency KPIs reinforce national outcomes;
- budgetary choices support rather than dilute long-term priorities; and
- policy trade-offs are assessed through a generational lens, not only short-term pressures.

In this way, Malta Vision 2050 becomes not just a reference document, but the organising framework for public action.

9.1.3 Governance in a European and Global Context

Malta Vision 2050 is conceived within a wider European and international environment that will fundamentally shape national choices over the coming decades. As a member state of the EU, Malta's economic, social and environmental trajectory is intrinsically linked to regulatory frameworks emerging at EU level, from climate and energy transition to digitalisation, financial services, labour markets, transport and environmental protection.

Yet the Vision also recognises a crucial reality: between now and 2050 there will be several EU legislative cycles, and the direction of travel will continue to evolve. For this reason, Malta Vision 2050 does not anchor itself only to today's regulatory landscape, but to the deeper strategic forces reshaping Europe.

9.1.4 Resilience as a Core Principle

Across the EU, recent shocks from COVID-19 and climate extremes to geopolitical instability and supply-chain disruption, have increased resilience from a sectoral concern to a defining principle of governance. Malta Vision 2050 fully embraces this shift.

Resilience is not treated merely as an outcome of regulation, but as a guiding lens for long-term development, shaping how Malta designs its economy, public services, infrastructure, education system and social model.

This aligns with the EU's growing emphasis on a "fully prepared Union", where health security, climate adaptation, cyber resilience, energy security and economic preparedness are understood as interconnected dimensions of national strength. For a small, open island state heavily dependent on imports and external connectivity, this integrated understanding of resilience is not optional. It is existential.

9.1.5 Demography and Intergenerational Fairness

Malta Vision 2050 also recognises that Europe's most profound long-term challenge may be demographic. Ageing populations, low fertility rates, sustained migration flows and changing family structures are reshaping labour markets, public finances and social cohesion. The Vision therefore mainstreams demographic awareness across all pillars, ensuring that labour-market policy, skills planning, housing, healthcare and social protection are aligned with long-term sustainability and intergenerational fairness.

9.1.6 A Changing Security Paradigm

The Vision further acknowledges that the nature of security has changed. Today, security extends far beyond territorial defence to include access to energy and raw materials, resilience of supply chains, economic and financial stability, integrity of digital systems, protection of data and cyberspace, and the robustness of communication infrastructure. In this context, Malta Vision 2050 treats resilience, sustainability and security not as parallel agendas, but as interlocking pillars of national preparedness which is fully aligned with the EU's evolving approach to economic security, strategic autonomy and societal resilience.

9.1.7 From Compliance to Strategic Foresight

Against this backdrop, Malta Vision 2050 adopts a regulatory-aware and future-oriented approach to long-term planning. Regulation is not treated as an external constraint, but as a strategic driver shaping:

- the viability of key growth sectors
- the cost and feasibility of the green transition
- the pace of digital transformation, and
- labour-market dynamics and skills needed

For this reason, a central enabler of the Vision is the strengthening of Malta's strategic foresight and anticipatory governance capacity, that is the ability not only to respond to change, but to anticipate it.

This commitment is already being translated into action. Through the EU-funded TSI project Strengthening Strategic Foresight and Anticipatory Governance Capabilities in the Maltese Public Service, the OECD Governance Directorate has worked closely with the Office of the Prime Minister to assess gaps in anticipatory governance and pilot futures-thinking approaches across the public administration. This collaboration has laid key foundations, including the establishment of Malta's first formal Strategic Foresight Unit.

Building on this momentum, Malta is now moving from isolated foresight initiatives to a system-wide anticipatory governance model that directly supports the delivery of Malta Vision 2050. Through an expanded partnership with the OECD, foresight is being positioned not as a peripheral innovation tool, but as a core mechanism of governance by supporting the Vision both as an implementation framework and as a long-term stewardship system.

This mirrors best practice at EU level, where foresight has become central to policy-making following the lessons of COVID-19. The European Commission's Joint Research Centre now systematically monitors megatrends, from accelerating technological change and resource scarcity to demographic imbalance, shifting security paradigms and climate degradation, which inform European policy choices. Malta Vision 2050 adopts the same logic: grounding national strategy not only in today's evidence, but in tomorrow's risks and opportunities.

9.1.8 Strengthening Stewardship: A Board of Governors for the Vision

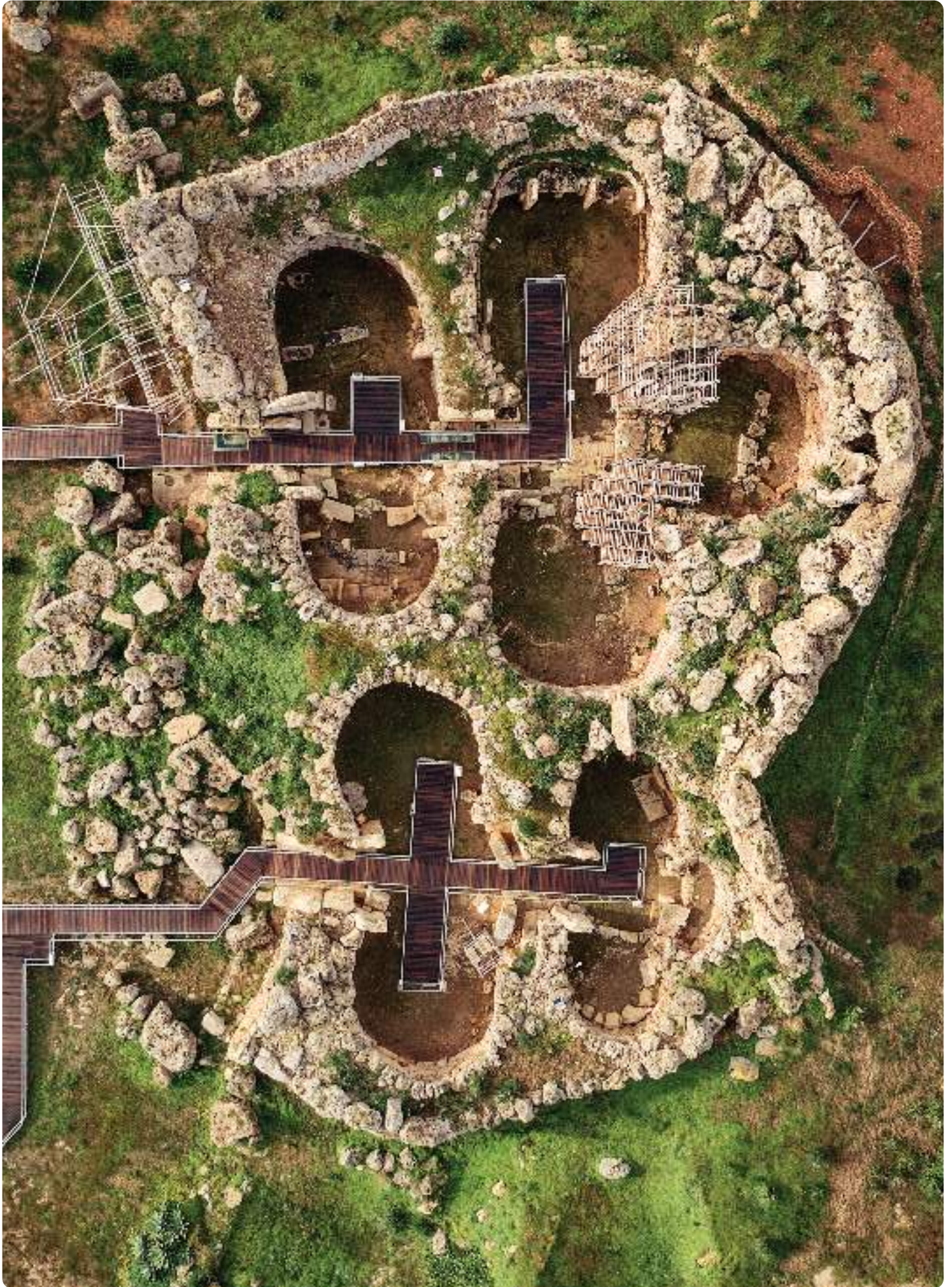
To ensure that Malta Vision 2050 is sustained beyond political cycles and translated into consistent long-term action, a new layer of strategic stewardship has been created through the establishment of a Steering Board serving as the Board of Governors of the Malta Vision 2050 project.

This body brings together high-level representatives from Government, the private sector and the National Youth Council, in this way reflecting the Vision's conviction that Malta's future must be shaped through shared responsibility across generations, institutions and society.

The Steering Board's role is strategic rather than operational. As the Board of Governors of Malta Vision 2050, it safeguards the integrity, continuity and relevance of the Vision by:

- ensuring strategic alignment between national priorities, sectoral strategies and long-term objectives;
- strengthening cross-sectoral coordination to resolve bottlenecks and reinforce coherence between policy, budgeting and implementation;
- overseeing monitoring and evaluation, reviewing KPIs and advising on corrective action where gaps emerge;
- guiding Vision refinement, approving updates in light of new evidence, consultation feedback and emerging trends;
- deepening stakeholder engagement, ensuring the Vision remains meaningful to citizens, business, civil society and future generations; and
- anchoring accountability and continuity across political cycles.

By embedding youth representation alongside government and business, the Steering Board gives concrete expression to the Vision's intergenerational ethos, recognising that those who will live longest with the consequences of today's decisions must have a voice in shaping them.



Together with the Permanent Secretary responsible for Malta Vision 2050 and the political stewardship of the Prime Minister's Head of Secretariat, the dedicated Project Management Office within the Office of the Prime Minister, and the emerging system of strategic foresight, the Steering Board completes the Vision's governance architecture ensuring that Malta Vision 2050 is not only implemented but stewarded.

9.1.9 A Governance System for the long Term

Delivering Malta Vision 2050 is not only a question of ambition. It is, above all, a test of governance capacity. The challenges are not theoretical, but structural and familiar to many small, open states. Policy-making is increasingly constrained by data gaps and fragmented evidence, making it harder to assess long-term trade-offs or anticipate emerging risks with confidence. At the same time, short political and budgetary cycles naturally incentivise immediate results, while long-term investments particularly those in prevention, resilience and systems change, require patience and continuity.

The Vision spans multiple electoral cycles, cuts across traditional policy boundaries and requires sustained action in an environment shaped by uncertainty, external shocks and rapid structural change. This places significant demands on how Government plans, coordinates and delivers policy over time. It requires a deliberate shift from short-term interventions towards long-term, strategic stewardship.

For this reason, the Vision is explicitly designed to transcend political cycles and to be resilient to political change. It recognises the reality that governments may change over the coming decades, and that different administrations may legitimately adopt different approaches, priorities and implementation styles. While future governments may vary in the specific instruments they choose or in the sequencing of individual projects, the Vision is grounded in a set of shared national aspirations that largely command broad consensus across society.

Engagement with the Opposition Party was therefore an integral part of the Vision's design. By anchoring the Vision in widely recognised challenges and opportunities, and by focusing on long-term outcomes rather than prescriptive policy choices, the framework creates space for continuity even as political leadership evolves. This approach ensures that ambition is balanced with realism, and that the direction of travel remains clear and stable, regardless of which political party is in government.

In practice, the Vision establishes a common strategic trajectory for Malta's development. It allows for differences in policy emphasis and micro-level measures over time, while maintaining alignment on the overarching goals, priorities and outcomes that define the national interest. In doing so, it strengthens policy coherence, reduces fragmentation and provides citizens, institutions and investors with the confidence that Malta's long-term direction is durable, credible and shared.

Financing poses its own challenge. Transformational reform often depends on stable, multi-year funding; yet public investment frameworks are typically annual and sector specific. This can weaken follow-through, especially where benefits materialise gradually rather than within a single mandate.

Institutionally, cross-ministerial coordination also remains difficult. Many of the issues addressed by Vision 2050 such as ageing, skills, land use, climate adaptation and productivity, cut across portfolios; yet responsibility and accountability are still largely organised vertically. This may create friction, duplication and, at times, policy blind spots.

Capacity constraints add another layer of complexity. Delivering a long-term, evidence-based strategy requires specialised skills in data analysis, foresight, systems thinking and strategic delivery. Such capabilities are scarce and in high demand, both locally and internationally. These pressures are compounded by the growing weight of EU regulation and an increasingly volatile geopolitical environment, which limit policy space, increase compliance demands and require constant adaptation to external developments beyond Malta's control.



9.1.10 A Governance Response Built for Reality

Malta Vision 2050 responds to these challenges by treating governance not as a static structure, but as a continuous process of learning, coordination, and adjustment.

Rather than relying on a single masterplan, the Vision establishes:

- > stronger national data ecosystems to support evidence-based decision-making and long-term monitoring;
- > investment frameworks that extend beyond annual cycles, enabling sustained delivery of transformational reforms;
- > clearer ownership of cross-cutting priorities, supported by coordination mechanisms that cut across ministerial silos;
- > deeper civic and stakeholder engagement, ensuring that long-term change remains socially anchored and politically durable; and
- > systematic capacity-building in foresight, resilience planning, and strategic implementation within the public service.

Above all, the Vision mainstreams resilience across policy-making, drawing directly on the lessons of COVID-19, climate-related shocks and geopolitical disruption. This approach is fully aligned with the EU's growing emphasis on preparedness, economic security and strategic autonomy.

In doing so, Malta Vision 2050 does not assume perfect foresight or linear progress. Instead, it builds the institutional capability to adapt, course-correct and respond, hence ensuring that long-term ambition remains credible, deliverable and grounded in the realities of governance.

9.1.11 From Managing Today to Stewarding Tomorrow

Ultimately, the governance challenge of Malta Vision 2050 can be captured in one shift: from managing today to stewarding tomorrow.

This means building institutions that can hold a long-term course while navigating short-term turbulence; that can align sectoral strategies to national purpose; that can integrate European and global change into domestic planning; and that can keep citizens engaged in a shared project that extends far beyond any single administration.

If Malta Vision 2050 is to succeed, governance must become its strongest asset, not merely the machinery of delivery, but the culture that sustains ambition over time.

In this sense, Malta Vision 2050 is not only a strategy for the country's future. It is a new model of how that future will be governed.

9.2

Funding and Investment

A Vision must be matched by investment.

Delivering Malta Vision 2050 depends on mobilising public and private finance in a strategic, disciplined and future-oriented way. This means aligning national budgets with long-term priorities, maximising the impact of European and international funding, and creating the right conditions for sustainable private investment.

Funding under the Vision is therefore not about spending more, but about spending better, directing resources towards initiatives that raise productivity, strengthen resilience, support demographic sustainability, and deliver lasting social and environmental value. In this sense, Malta Vision 2050 marks a decisive shift from a traditional expenditure mindset to a national investment strategy.

9.2.1 From Strategy to Momentum: Budget 2026 as the first accelerator

Malta Vision 2050 defines the country's long-term transformation. Budget 2026 marks the moment when that transformation moves decisively from strategy to implementation. The two no longer operate in parallel timeframes; they now form a single, integrated reform trajectory which sets the destination, the other builds the momentum.

Fiscal policy is therefore being systematically aligned with the macro-economic architecture of Malta Vision 2050. Budget 2026 does not merely support existing activity; it marks the beginning of a structural shift in Malta's growth model, moving decisively away from a reliance on job creation and towards an economy grounded in productivity, capability and resilience.

A defining feature of this alignment is the recognition that Malta's demographic challenge is no longer only a social issue but a macroeconomic one. Persistently low fertility affects labour supply, growth potential, fiscal sustainability and the strength of the social

contract. Budget 2026 responds to this reality by treating family and fertility policy as macro-enabling investment, not peripheral welfare spending.

Through enhanced birth and adoption bonuses, higher children's allowances, expanded in-work benefits per child, stronger adoption support and progressive tax relief for families, the Budget establishes a renewed social compact with parents and future parents. These measures reduce the financial and social barriers to family formation and send a clear signal: raising children in Malta is not only a private responsibility, but a national priority.

In doing so, Budget 2026 directly supports the foundations of Malta Vision 2050:

- > strengthening future human capital
- > supporting women's labour-market participation
- > reinforcing social cohesion
- > improving long-term fiscal sustainability

What appears social in nature is in fact driving core macro-outcomes: productivity, inclusion, resilience and demographic balance.

9.2.2 Leveraging Private Capital, including Venture Capital

A defining feature of funding under Malta Vision 2050 is the deliberate shift from a predominantly public-spending model to a blended investment model, where public resources are used strategically to unlock significantly larger volumes of private capital.

Delivering long-term transformation such as in energy systems, mobility, digital infrastructure, healthcare, housing and climate resilience, cannot rely on the public balance sheet alone. It requires financing approaches that crowd in private investment while safeguarding public value.

Within this model, venture capital and growth finance assume a more strategic national role. Malta Vision 2050 recognises that innovation-led growth in digital, life sciences, advanced manufacturing, fintech, climate tech and creative industries, depends not only on skills and regulation, but on the availability of risk capital that



can scale ideas into global businesses.

The Vision therefore positions Malta's venture capital ecosystem as a core economic enabler, through:

- > co-investment mechanisms between government and private funds
- > catalytic public capital to anchor early-stage and scale-up funds
- > stronger links between research, start-ups and investors
- > alignment of VC activity with national priorities in productivity, resilience and strategic sectors

In this way, venture capital is no longer seen as a niche financial market, but as part of Malta's growth infrastructure, in this way accelerating innovation, supporting entrepreneurship and strengthening the country's capacity to compete in high-value global markets.

Under the wider blended model, government funding increasingly acts as a catalyst rather than a substitute:

- > de-risking projects
- > anchoring demand
- > providing regulatory certainty, and
- > setting long-term policy signals that attract institutional capital

This strengthens Malta's ability to mobilise long-term finance from banks, pension funds, impact investors, venture funds and international partners. Investment is reframed not as expenditure, but as a partnership between the state and the market in pursuit of shared national outcomes.

9.2.3 Public-Private Partnerships as Instruments of National Strategy

Within this blended model, public-private partnerships (PPPs) assume a more strategic role. They are no longer treated as ad hoc financing tools, but as delivery instruments for complex, capital-intensive and long-horizon projects where risk-sharing, innovation and operational efficiency are essential.

Under Malta Vision 2050, PPPs are positioned to play a decisive role in:

- > healthcare infrastructure and service modernisation
- > affordable and specialised housing
- > renewable energy generation and grid resilience
- > digital public infrastructure
- > transport and mobility systems

The objective is not to shift costs off the public balance sheet, but to combine public purpose with private capability, ensuring that projects benefit from market discipline, innovation and performance incentives while remaining firmly aligned with national priorities and social outcomes.

To support this, the Vision strengthens Malta's PPP framework through:

- > better project preparation capacity
- > clearer risk-allocation models
- > faster and more predictable procurement, and
- > stronger governance and accountability

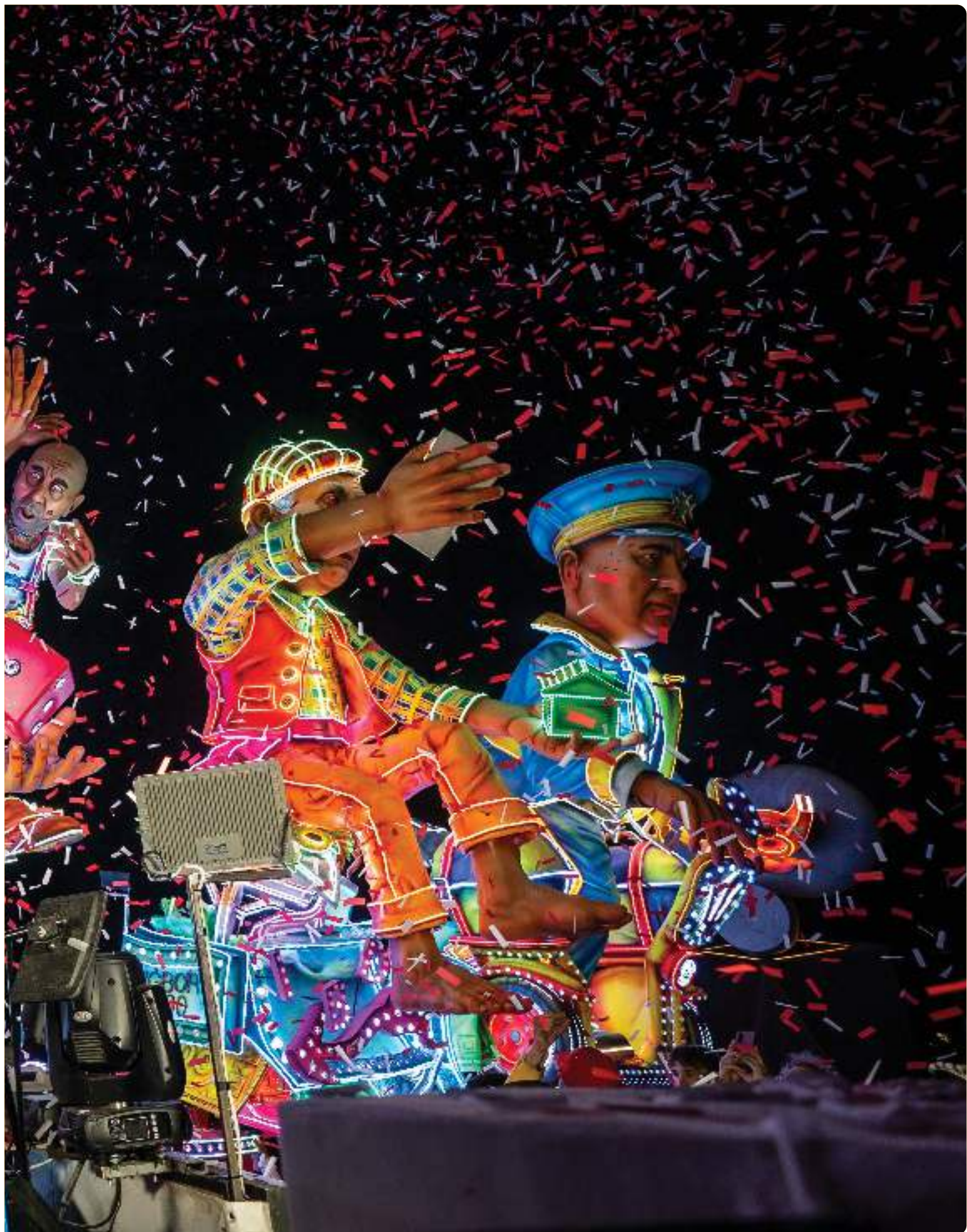
Well-designed partnerships will ensure value for money while accelerating delivery and raising the quality of public assets and services.

9.2.4 EU Funding: from Absorption to Strategic Leverage

Between now and 2050, EU funding will become more strategic, more conditional, with funding provided by the Commission subject to successful implementation of reforms and a growing emphasis on linking the supported projects directly to these reforms. This will give way to a new funding landscape characterised by:

- > stronger links between funding and reform performance
- > wider use of blended finance (grants, loans, guarantees, equity)
- > greater emphasis on competitiveness, security and resilience, and
- > sharper scrutiny of outcomes rather than inputs





From the next Multiannual Financial Framework (2028–2034) onwards, EU funding is expected to become more flexible but demanding at the same time. For some countries this could mean deep reforms and major adjustments in national systems to meet EU requirements: they will need to plan carefully, meet targets, and report progress. By the mid-2030s, structural pressures such as the repayment of NextGenerationEU debt will further intensify competition for resources, making strategic relevance and execution capacity decisive.

Malta Vision 2050 positions the country to thrive in this evolving EU funding landscape. It reframes EU support not merely as a series of calls to be absorbed, but as an integrated national investment system, built around:

- a standing pipeline of bankable projects
- strong permitting and procurement systems
- delivery assurance and performance tracking
- alignment with EU priorities in resilience, energy, digitalisation, security and social cohesion

By adopting this approach, Malta shifts from being a proficient fund absorber to a reliable, strategically aligned, long-term investment partner within Europe.

9.3

Digital Transformation: Building a Digital State by Design

Digital is one of the most powerful accelerators of change available to Malta. Under Malta Vision 2050, digital transformation is not conceived as a back-office upgrade or a narrow technology agenda. It is positioned as a systemic enabler: reshaping how the state governs, how services are delivered, how the economy competes, and how citizens experience public life.

At its core, the Vision treats digital as infrastructure for the future. Just as roads, ports and energy systems once enabled economic expansion, today it is data, connectivity and intelligent systems that underpin productivity, resilience, and inclusion. Digital becomes part of the country's essential national architecture, which is not an add-on, but a foundation.

9.3.1 From E-Government to a Digital State

Malta Vision 2050 builds on the progress achieved over the past decade, but it marks a decisive shift from e-government to the concept of a digital state.

This means moving beyond digitising existing processes to fundamentally re-engineering how institutions work, how services are designed, and how policy is delivered. Under the Vision, public services will increasingly be digital by design and conceived from the outset around:

- seamless user journeys rather than administrative silos
- once-only data principles rather than repeated form-filling
- proactive service delivery rather than reactive transactions
- interoperability by default rather than isolated systems



Digital by design means that technology is no longer layered onto traditional bureaucracy; it reshapes bureaucracy itself. The aim is a state that is simpler to navigate, faster to respond and easier to trust.

9.3.2 A New Model of Governance Enabled by Technology

Investments in advanced technologies including artificial intelligence, data analytics, digital twins, and interoperable platforms, will support a new model of governance based on:

- > transparency and traceability, through digital audit trails and real-time reporting;
- > evidence-based decision-making, using integrated data ecosystems;
- > predictive policy-making, enabled by modelling and scenario tools; and
- > simplified, user-centred public services, designed around life events rather than institutional structures.

In this model, digital becomes not only a tool for efficiency, but a trust-building mechanism for reducing friction between citizens and the state, strengthening accountability and making public action more visible and measurable.

9.3.3 Anchored in Malta's Digital Decade Strategy

This ambition is firmly grounded in Malta's Digital Decade Strategic Roadmap 2023–2030, which aligns the country with the EU's Digital Decade targets across four strategic dimensions:

1. a digitally skilled population
2. secure and high-performing connectivity
3. digital transformation of businesses, and
4. digital public services

Malta Vision 2050 extends this roadmap beyond 2030, embedding digital transformation within a long-term national development framework. It ensures that progress in connectivity, cloud adoption, data sharing and cybersecurity is not pursued in isolation, but is directly linked to outcomes in productivity, service quality, social inclusion and environmental sustainability. In this sense, the Digital Decade roadmap becomes the operational runway for Malta Vision 2050's longer flight path.

9.3.4 Artificial Intelligence (AI), with Trust at the Core

A defining feature of Malta's digital trajectory is its commitment to trust-based innovation, as articulated in the national AI strategy "Malta: Where Innovation Meets Trust for Wellbeing". Under Malta Vision 2050, AI is not treated as a purely technological disruptor. It is understood as a governance challenge and opportunity. The Vision embeds AI within a values-based framework that balances innovation with ethics, accountability, and human oversight. In practice, this means:

- > deploying AI to improve healthcare services, predictive maintenance of infrastructure, traffic management and social services targeting;
- > using data analytics to strengthen foresight, resilience planning and early-warning systems;
- > while ensuring strong safeguards on transparency, explainability, privacy and bias mitigation.

This positions Malta at the forefront of a European shift towards human-centred AI, fully aligned with the EU Artificial Intelligence Act and the emerging international consensus that technological leadership must be matched by ethical credibility.

9.3.5 Digital as Infrastructure for Resilience and Preparedness

Digital transformation is also central to the Vision's understanding of national resilience. In an era of climate shocks, pandemics, cyber threats and supply-chain disruptions, preparedness increasingly depends on:

- real-time data
- integrated information systems
- predictive modelling
- rapid coordination across institutions

Through digital twins, Malta will be able to simulate infrastructure stress, climate impacts, and urban development scenarios before risks materialise. Through smart grids and intelligent transport systems, the country can reduce emissions while improving reliability. Through interoperable health and social data platforms, Malta can ensure continuity of care even in times of crisis.

In this way, digital becomes not just an efficiency tool, but a preparedness infrastructure to strengthen Malta's capacity to absorb shocks, adapt to change and protect quality of life.

9.3.6 Competitiveness in a Digital Europe

As Europe moves towards a more strategic model of economic competitiveness, digital capability is becoming a core determinant of national success. Future growth will be shaped less by labour scale and more by:

- the digital intensity of firms
- data-driven innovation
- cyber resilience
- the quality of digital public infrastructure

Malta Vision 2050 positions digital transformation as a competitiveness multiplier. By supporting SMEs in adopting cloud solutions, AI tools, and advanced cybersecurity, the Vision strengthens productivity across the economy. By modernising digital public services, it reduces administrative burdens and increases Malta's attractiveness as a place to invest, work and innovate.

Alignment with the EU Digital Decade ensures that Malta's ambitions remain embedded within the European digital single market, enabling scale, interoperability and strategic relevance.

9.3.7 Skills, Inclusion and the Digital Social Contract

Digital transformation under Malta Vision 2050 is inseparable from skills and inclusion. Technology can either widen gaps or close them, depending on how it is governed.

For this reason, digital policy is explicitly linked to:

- lifelong learning in digital and data skills
- targeted upskilling for the green and digital transitions
- accessible digital services for older persons and vulnerable groups
- inclusive design that ensures no community is left behind

This reinforces a broader digital social contract: technological progress must translate into shared opportunity, not only economic advantage for the few.

9.3.8 A Digital Enabler for the Long Term

Taken together, Malta Vision 2050 defines digital transformation as far more than a technology agenda. It is a state-building agenda, reshaping governance, strengthening resilience, enabling sustainability and positioning Malta competitively in a fast-changing Europe.



By anchoring this transformation in the Digital Decade Strategic Roadmap and the national AI strategy, Malta ensures coherence between near-term delivery and long-term ambition. Digital becomes not a parallel strategy, but a core operating system for the Vision itself. In this sense, digital under Malta Vision 2050 is not about keeping up.

It is about leading responsibly using technology to build a country that is more capable, more resilient, more inclusive and more trusted as it moves confidently towards 2050.

9.4 Skills and Human Capital

People are at the heart of every successful long-term strategy. Throughout the consultation process for Malta Vision 2050, one message came through with clarity and consistency: Malta's future depends on the quality, adaptability and availability of skills across every sector of the economy and society.

In a world shaped by technological change, demographic shifts and global competition, human capital is no longer simply a social asset: it is Malta's most decisive source of national resilience and economic strength. Malta Vision 2050 therefore places skills at the centre of development policy, recognising that the country's ability to grow sustainably, remain competitive and preserve social cohesion will ultimately be determined by how effectively it invests in its people.

9.4.1 From Education to a Lifelong Skills Ecosystem

Under Malta Vision 2050, skills policy moves beyond the traditional boundaries of education reform. It becomes a lifelong skills ecosystem; one that supports individuals at every stage of life, from early learning to mid-career transition and active ageing.

This means modernising education pathways to equip young people not only with knowledge, but with adaptability: critical thinking, digital fluency, problem-solving and creativity. It means strengthening vocational and technical education so that it becomes a first-choice route to high-quality careers, closely aligned with labour market demand in sectors in rapidly evolving industries.

It also means expanding lifelong learning as a core pillar of national resilience by making continuous upskilling and reskilling the norm rather than the exception. In an economy where jobs and skills will change repeatedly over a lifetime, Malta Vision 2050 treats learning as a permanent public good, supported through flexible training models, modular qualifications and stronger partnerships between employers, education providers and public institutions.

9.4.2 Skills as a Driver of Competitiveness and Productivity

Malta Vision 2050 places skills at the heart of the transition towards a productivity-led growth model. Gradually moving away from jobs-intensive expansion requires a workforce that is increasingly specialised, technologically capable and innovation-driven.

Strategic priority is therefore given to:

- > advanced digital and data skills
- > green and sustainability competencies
- > leadership and management capability
- > high-level technical expertise across priority sectors

These are not abstract ambitions. They are the practical foundations of Malta's ability to attract quality investment, support high-value enterprise and build an economy that competes on excellence rather than cost. In this sense, skills policy becomes economic policy by shaping the country's competitive positioning as decisively as tax, infrastructure or regulation.

9.4.3 Inclusion, Mobility and Social Resilience

Skills are also the most powerful tool for inclusion. Malta Vision 2050 treats access to learning and progression as a matter of social justice as well as economic strategy. A society that invests in skills is a society that expands opportunity for young people entering the labour market, for workers adapting to change, for individuals balancing work and family life and for migrants seeking meaningful integration.

By strengthening pathways into training, employment and career progression, the Vision reinforces social mobility and helps prevent the entrenchment of inequality. In this way, the skills policy becomes a cornerstone of social cohesion and democratic resilience, in this way ensuring that growth is widely shared and that change is experienced as opportunity rather than threat.

9.4.4 Skills for Resilience in an Uncertain World

Finally, Malta Vision 2050 frames skills as a critical dimension of national resilience. The shocks of recent years from the COVID-19 pandemic to climate disruption and geopolitical instability, have shown that resilience is built not only through infrastructure and institutions, but through people's capacity to adapt.

A skilled population is better able to respond to disruption, adopt new technologies, move across sectors and sustain essential services in times of crisis. Education and training therefore become part of Malta's preparedness architecture by strengthening the country's ability to absorb shocks, recover quickly and continue to thrive in the face of uncertainty.

9.4.5 Human Capital as Malta's Strategic Advantage

Taken together, these shifts reposition skills from a sectoral policy issue to a national strategic asset. Under Malta Vision 2050, human capital is no longer treated as a background condition of development, but as its central engine.

A future-ready workforce is not only a driver of competitiveness. It is the foundation of inclusion. The guarantor of opportunity. And one of the strongest pillars of long-term national resilience.

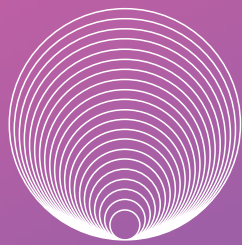
In placing skills and human capital at the heart of the Vision, Malta is making a clear strategic choice: that the most enduring investment it can make is not only in infrastructure or technology, but in the capacity of its people to shape, adapt to and lead the future.

9.5 Malta's Renewed Identity

Malta's story matters.

In an increasingly competitive and value-driven world, a strong and coherent national brand is no longer a communications exercise; it is a strategic asset. Under Malta Vision 2050, Malta's Renewed Identity becomes a platform for projecting the country's strengths, values and ambitions to the world in terms of attracting talent, investment and partnerships, while shaping how Malta is experienced by citizens, visitors and the international community alike.

More than promotion, this is about identity with intent. It is about presenting Malta as a confident, innovative and environmentally responsible country that places people at the centre of progress and as a nation that balances openness with authenticity, ambition with responsibility, and modernisation with heritage. In this sense, Malta's Renewed Identity becomes not an overlay to national strategy, but an integral part of how Vision 2050 is expressed, understood and sustained.



malta

shine here

9.5.1 From Fragmented Messages to a Unified National Narrative

Today, Malta is represented through multiple sectoral brands such as in tourism, investment promotion, culture, education, innovation and trade. Each has its own strengths, yet together they often speak in parallel rather than in unison. The result has not been diversity of voice, but fragmentation of identity. Messages are strong in isolation, yet weaker in combination. The national story risks appearing busy rather than purposeful, active rather than strategic.

Under Malta Vision 2050, this changes. Malta's Renewed Identity becomes the unifying framework that aligns how the country speaks about itself across sectors and audiences. It ensures that whether Malta is encountered as a place to live, work, invest, study or visit, the message is consistent, credible and compelling.

A clear national brand strategy anchored in Vision 2050, supported by a strong verbal and visual identity, and expressed through a shared narrative that connects culture, sustainability, innovation and quality of life, allows Malta to move from fragmented representation to a single recognisable national voice. In this way, Malta's Renewed Identity becomes an extension of the Vision itself by translating long-term purpose into everyday perception.

9.5.2 Premium, Sustainable and People-Centred Positioning

A defining choice under Malta Vision 2050 is the move from a volume-driven to a value-driven national positioning. Malta's Renewed Identity therefore places emphasis on quality over scale, sustainability over short-term gain, and experience over transaction. Malta is projected as a premium destination for responsible tourism and high-quality living, a trusted European hub for innovation, services and investment and a culturally rich society that values heritage, community and wellbeing.

Sustainability is not treated as a marketing theme, but as a cornerstone of national credibility reflected in how Malta approaches environmental stewardship, urban quality, social inclusion and responsible growth.

The result is a brand that attracts not only more visitors or investors, but the right visitors and investors: those aligned with Malta's long-term direction.

9.5.3 Brand as an Economic and Social Enabler

Under Malta Vision 2050, Malta's Renewed Identity is repositioned as an enabler of strategy, not a parallel activity. A strong national brand directly supports Malta's competitiveness by reinforcing talent attraction and retention in a global labour market, strengthening investor confidence in institutions and long-term stability, supporting export promotion and international partnerships, and fostering national pride and social cohesion at home.

In this sense, branding becomes part of Malta's strategic toolkit alongside skills, regulation, infrastructure and innovation. It helps translate reform into reputation and ambition into credibility.

9.5.4 Strategic Communication for a long-term Vision

To support this, Malta's Renewed Identity will be underpinned by a modern, data-driven media and engagement strategy. This will combine digital platforms, social media, traditional channels and strategic partnerships to ensure that Malta's message reaches key audiences with clarity and impact.

Crucially, communication will not be episodic or campaign-based alone. It will be continuous and narrative-led, reinforcing over time the idea of Malta as a country with a clear sense of direction, confidence in its identity and responsibility in its choices.



9.5.5 A Brand Grounded in Authenticity

Ultimately, the strength of Malta's Renewed Identity under Vision 2050 lies in its authenticity. The brand is not designed to invent a new Malta, but to express more clearly the Malta that the Vision is shaping: a country that is innovative yet rooted, open yet self-confident, ambitious yet responsible, and modern yet deeply aware of its cultural inheritance.

By aligning Malta's Renewed Identity with the long-term purpose of Malta Vision 2050, the country ensures that how it is seen abroad reflects what it is building at home. In doing so, Malta's Renewed Identity becomes more than an image. It becomes a statement of intent and a signal to the world of the kind of nation Malta chooses to be in the decades ahead.

9.5.6 A Renewed Malta Brand as a Strategic Enabler of Vision 2050

Malta Vision 2050 sets out an ambitious and necessary course for the country's future. It charts a path towards a more productive economy, stronger institutions, higher quality of life and a more sustainable model of development. Yet in a world defined by intense competition for trust, talent and investment, no national vision can succeed on policy alone. Countries today are not judged only by what they do, but by what they are understood to stand for. Strategy without meaning struggles to travel. Reform without narrative struggles to endure.

This is why a renewed Malta Brand must be understood not as an accessory to Vision 2050, but as one of its most important enablers.

A national brand is not a logo, a slogan or a campaign. It is the shared narrative that gives coherence to action, credibility to ambition and continuity to change. It is the story through which citizens make sense of reform, through which investors assess seriousness, and through which partners decide whether a country is aligned with their values and aspirations. Vision 2050 gives Malta its long-term direction. T

he renewed Malta Brand gives Malta the voice through which that direction is understood, trusted and carried forward.

For a small state with global ambitions, this role is critical. Malta operates in an environment where reputation travels faster than reality and where perception often shapes opportunity before performance does. In such a context, fragmentation is not neutral; it is costly. When messages are isolated, when institutions speak in parallel rather than in concert, when achievements are not framed within a shared national story, the result is not diversity of voices but dilution of impact. The country appears reactive rather than strategic, busy rather than purposeful, present rather than future-oriented.

The risk is not only external. Internally, fragmented narratives weaken public confidence in long-term reform. When citizens encounter multiple disconnected messages about where Malta is heading, trust in the coherence of national direction is eroded. Vision 2050, by its very nature, demands the opposite: continuity across political cycles, alignment across institutions, and ownership across society. Without a unifying brand narrative, even the strongest strategy risks becoming a collection of well-intentioned initiatives rather than a shared national project.

A renewed Malta Brand responds directly to this challenge. It provides the country with a unifying frame that brings together economic policy, social reform, sustainability, education, tourism and innovation into one recognisable story of transformation. It does not compete with institutional identities, but it aligns them. In doing so, it turns Vision 2050 from a technical roadmap into a living narrative of national change.

At the heart of this renewed brand stands a simple but powerful expression of national ambition:

Shine here.

More than a tagline, it is a strategic statement about what Malta offers the world and what Malta expects of itself.

The idea of “Shine here” draws inspiration from something deeply rooted in the Maltese experience: the sun. Not only as a physical presence that defines our landscape and climate, but as a symbol of energy, clarity and possibility. For centuries, Malta has been shaped by light in its architecture, its seas, its culture and its way of life. Vision 2050 now transforms this natural inheritance into a strategic metaphor for the country’s future.

In the renewed Malta Brand, the sun becomes more than an image. It becomes a narrative force. Malta is presented not only as a place that shines, but as a place where people, ideas and ambitions can shine. Where light is not just something we enjoy, but something we generate through creativity, innovation and confidence in our own potential.

“Shine here” therefore speaks to two dimensions at once. It reflects Malta’s warmth and openness, but it also projects Malta’s intellectual and entrepreneurial energy. It positions the country as a space where ideas are illuminated, not overshadowed; where talent is encouraged, not constrained; where initiative is visible, not hidden behind hierarchy or scale. In a global environment where many people feel lost in systems too large to notice them, Malta offers something rare: a place where contribution can be seen, where effort can matter, and where ambition can find room to grow.

For a small country, this narrative is powerful. Malta does not compete by being the biggest. It competes by being the brightest in its own way by offering proximity, access and responsiveness. By allowing innovators, entrepreneurs, researchers, artists and professionals to move quickly from concept to reality. By giving individuals, the sense that here, their work is not one among millions, but part of a shared national momentum. To say “shine here” is to say: this is a country where your ideas do not disappear into the crowd but stand in the light.

At the same time, the promise of “Shine here” extends beyond individual success. It defines the role Malta seeks to play in the world. Vision 2050 positions Malta not as a country that waits to be noticed, but as one that chooses to radiate confidence by contributing ideas to international conversations, offering solutions in areas such as sustainability, digital governance and

creative industries, and acting as a connector between regions, cultures and sectors. Malta becomes not only a place that receives light, but a place that casts light through leadership, partnership and example.

Anchoring this narrative are four principles that express Malta’s distinctive national character and transform the brand from communication into conduct.

Malta is nimble by nature. Its small scale, often perceived as a limitation, becomes a strategic advantage. Agility is embedded in the Maltese experience: in the ability to coordinate quickly, to experiment pragmatically, and to move from decision to delivery without the inertia that burdens larger systems. The renewed Malta Brand highlights this characteristic as a national virtue, presenting Malta as a country that uses speed and flexibility to turn ideas into outcomes and ambition into progress.

Malta also bridges worlds. Geographically, culturally and economically, it stands at a crossroads that Vision 2050 now turns into a strategic identity. The renewed brand positions Malta not at the margins of Europe, but at the centre of multiple conversations between continents, between cultures, between traditional industries and emerging ones. It frames Malta as a connector, a mediator and a platform for exchange, shaping how the country engages in diplomacy, trade, education and innovation.

At the same time, **Malta focuses on what matters.** In an age of institutional noise and policy overload, clarity becomes a form of leadership. The renewed Malta Brand embeds this discipline into the national story. It presents Malta as a country that chooses substance over spectacle, impact over volume, coherence over proliferation. This is not merely a communications stance; it is a governing philosophy that reinforces Vision 2050’s insistence that transformation requires focus as much as ambition.

And above all, **Malta makes it happen.** The country’s history is not one of grand declarations, but of practical achievement against constraints. The renewed brand captures this ethos and projects it forward, framing Malta as a place where ambition is credible because delivery is part of the national DNA.



This principle is essential for trust among citizens who must believe in long-term reform, among investors who commit to future-oriented strategies, and among partners who seek reliability.

Together, these four principles do more than define a brand. They establish a national behavioural compass. They shape how institutions speak, how policies are framed, how public servants engage with citizens, and how Malta presents itself to the world. They move the brand beyond communication into the realm of conduct. The renewed Malta Brand therefore becomes not just a narrative layer on top of Vision 2050, but one of its most important operational enablers.

This is where the contrast with fragmentation becomes stark. A country without a unifying set of principles inevitably communicates in fragments. Different sectors emphasise different priorities, institutions develop parallel identities, and the national story dissolves into disconnected messages. Over time, this weakens credibility and blurs direction. Vision 2050 cannot afford such diffusion. It requires a shared national grammar in a way of speaking, acting and deciding that is recognisably Maltese, consistently future-oriented and unmistakably coherent.

By anchoring the renewed Malta Brand in the promise of “Shine here” and in these four principles, Malta creates that grammar. It ensures that whether the message concerns economic reform, social policy, sustainability, education, tourism or international engagement, it carries the same underlying tone: agile, connected, focused and delivery-driven. This coherence is what turns a collection of policies into a recognisable national project.

The economic implications are profound. As Malta shifts from jobs-intensive growth to a productivity-driven model, the audiences it must attract such as high-value investors, innovators and skilled professionals, respond not only to incentives, but to credibility and long-term vision. A fragmented national narrative weakens that credibility. A strong, unified brand strengthens it, signalling seriousness of purpose, stability of direction and confidence in the future.

The same applies to tourism and global engagement. Vision 2050 calls for a move from volume to value,

from promotion to positioning, from seasonality to sustainability. This requires Malta to be understood not only as a destination, but as a place of experience, culture, creativity and quality living. Such a shift cannot be achieved through isolated campaigns. It requires a national brand that integrates tourism into a broader story of lifestyle, heritage, innovation and environmental responsibility.

In the realm of international partnerships, the stakes are even higher. The challenges of the coming decades such as climate transition, digital transformation and demographic change, demand collaboration across borders and sectors. Countries that succeed are those perceived as credible, forward-looking and aligned with global priorities. A fragmented communication landscape weakens Malta’s ability to project that credibility. A renewed, unified brand strengthens it, positioning Malta not only as a participant in international initiatives, but as a partner with a clear identity and a coherent long-term agenda.

Ultimately, this is also a generational issue. Malta Vision 2050 is being built for those who will inherit the country in 2040 and 2050. For them, the renewed Malta Brand is more than a visual identity. It is a signal that their country is confident about its future, serious about its responsibilities and ambitious about its role in the world. It tells them that Malta is not merely adapting to change, but actively shaping it, and that the future is not something that happens elsewhere, but something that can be built here.

In this sense, the renewed Malta Brand becomes one of the most powerful strategic assets of Vision 2050. It aligns perception with ambition. It transforms reform into reputation. It turns policy into story. And it ensures that Malta’s long-term vision is not only written in strategy documents, but recognised in the way the country speaks, acts and is understood.

A strong vision needs a strong voice.

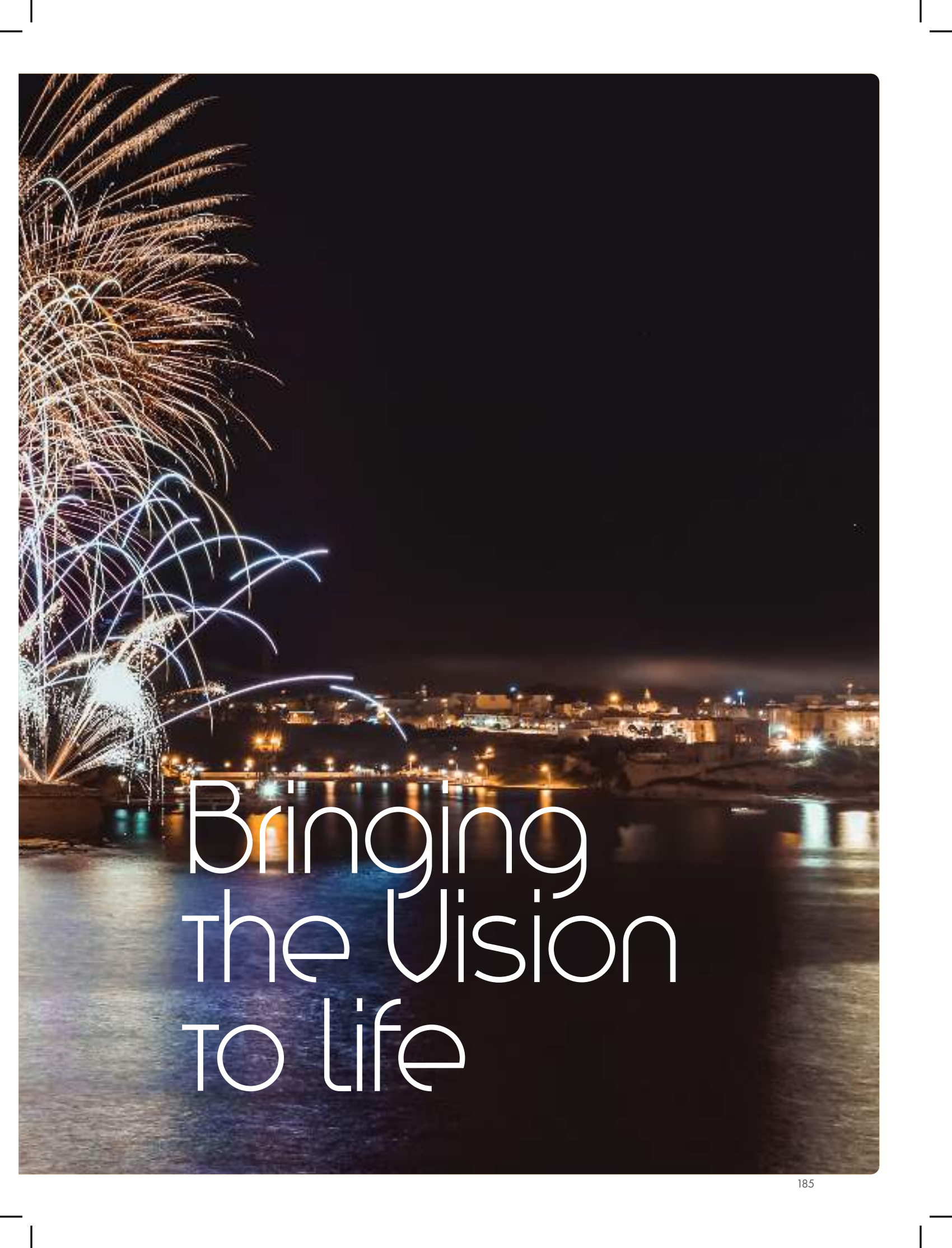
A coherent future needs a unifying narrative.

For Malta Vision 2050, that voice and that narrative are captured in one simple, confident promise:

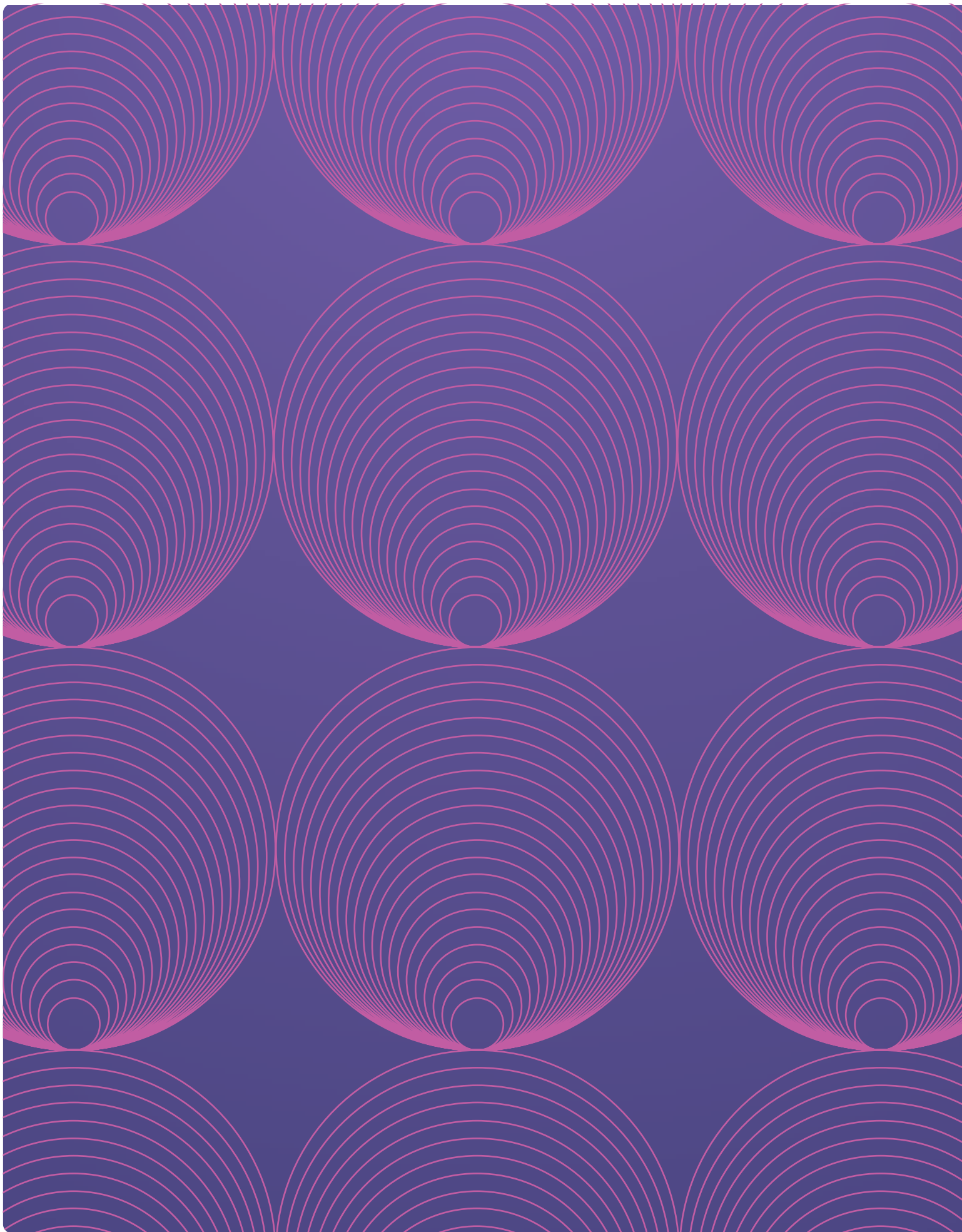
Shine here.

10





Bringing the Vision to life





Turning long-term ambition into measurable action through clear governance, accountable implementation and sustained national coordination.

10.1

From Vision to Delivery

Malta Vision 2050 is not a one-off publication or a single political moment. It is a long-term national project that must translate ambition into delivery and do so consistently over decades. The true test of any vision is not the clarity of its narrative, but the strength of its implementation. This chapter therefore shifts from what Malta aspires to become, to how Malta will ensure it gets there: methodically, transparently and with national ownership that endures beyond individual political cycles.

10.2

A Methodical Roadmap that turns Ambition into Action

The Vision's macro measures are designed to deliver change at scale, but they will only generate real outcomes if they are implemented through a disciplined and consistent methodology. Malta Vision 2050 therefore adopts a structured delivery approach built around phased implementation to 2050, with 2035 as a critical milestone for stepping up impact and locking in structural transformation. Strategic initiatives are sequenced according to readiness, interdependencies and expected contribution to quality of life, ensuring that early actions deliver tangible improvements while laying the foundations for deeper reforms in the decades that follow.

This approach also ensures that Vision 2050 is not detached from the realities of annual policy-making. On the contrary, the Vision is designed to dovetail seamlessly with successive national budgets and political programmes. Each budget becomes a building block in a longer journey, translating long-term strategy into annual priorities and funded commitments. Over time, this creates continuity between what is promised in the Vision, what is committed in Budgets, and what is delivered on the ground.

In the same spirit, Malta Vision 2050 is intended to inform and guide political manifestos across electoral cycles. While governments will rightly bring their own priorities and emphases, the national direction set by Vision 2050 provides a shared strategic horizon within which democratic choice can operate. This ensures that political competition strengthens, rather than fragments, the country's long-term trajectory. Change of government becomes a change of emphasis and not a change of direction.

10.3

Governance that Enables Orchestration, Accountability and Continuity

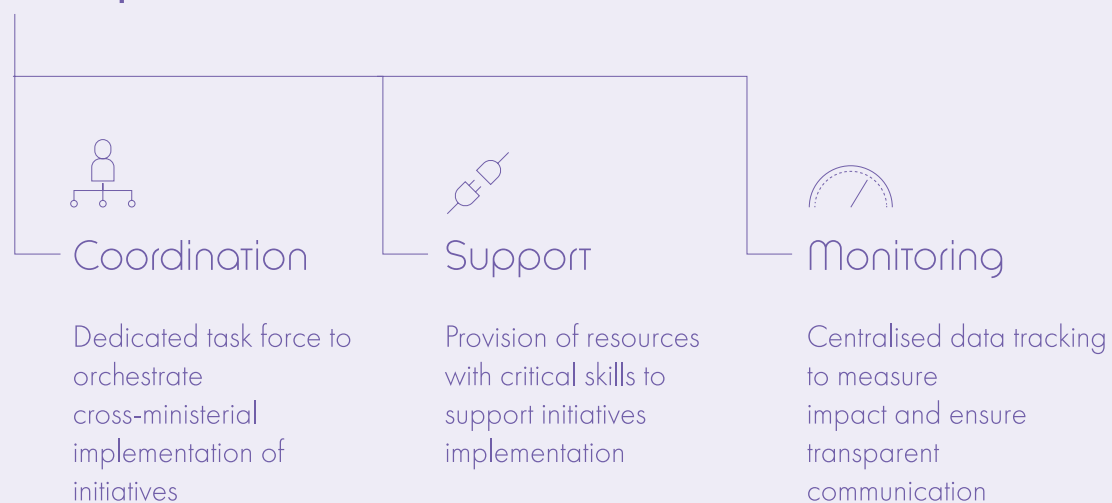
To ensure delivery across ministries and sectors, Malta Vision 2050 requires governance that is strong, centralised and capable of orchestration. A dedicated Programme Management Office (PMO) under the Office of the Prime Minister will be accountable for execution. Its role is not to replace the work of ministries, but to ensure that delivery is coherent, coordinated and measurable across government. It will provide the tools, capacity and critical skills required to implement initiatives effectively, particularly where cross-ministerial collaboration is essential.

The PMO will be supported by a Steering Committee overseeing progress, maintaining strategic alignment and safeguarding continuity across political terms. Together, these structures form a delivery system designed not just for efficiency, but for institutional memory, in this way ensuring that lessons learned, data accumulated and momentum built are not lost with every electoral cycle. This governance model anchors Vision 2050 beyond short-term political horizons. It ensures that Malta's long-term priorities remain visible in day-to-day decision-making, and that strategic intent is preserved even as governments change.

Centralised Program Management Office

accountable for the Vision
execution ensuring a
cross-Ministerial
orchestration

PMO responsibilities



10.4

A Public Dashboard that makes Progress Visible and Strengthens Trust

Implementation must be transparent to be credible. Malta Vision 2050 will therefore be tracked through a public-facing national KPI dashboard that makes progress visible, measurable and understandable. The dashboard will focus on outcomes that matter most to people's lives, especially those linked to quality of life, and will allow citizens, stakeholders and partners to see whether Malta is moving in the right direction, at the right pace.

This is more than a reporting tool. It is a mechanism of accountability that links long-term ambition with short-term action. By making progress visible year after year, the Vision creates a shared national reference point: what has been delivered, what remains outstanding, and where effort must be redoubled. Over time, this transparency strengthens trust in reform and in the institutions responsible for delivering it.

To support this, the PMO will house a consolidated national data capability that enables consistent measurement, reliable evidence and comparable performance tracking. This ensures that Vision 2050 is guided not by perception alone, but by facts that inform better choices and sharper implementation.

10.5

"Bus stops" for Review, Revision and Renewed Momentum

A long-term vision must be durable, but it cannot be rigid. Malta Vision 2050 therefore includes deliberate moments of review, in the sense of structured "bus stops" where the country pauses, takes stock and recalibrates. These checkpoints will be aligned with key milestones, including 2035, and will serve to assess whether macro measures remain fit for purpose in light of economic, social, technological and environmental change.

At each review point, Malta will ask the same essential questions: Are we delivering the outcomes we set out to achieve? Are the measures still relevant? What should be accelerated, redesigned or retired? This approach ensures that adaptation strengthens the Vision rather than dilutes it. The direction remains constant, but the route evolves based on evidence, experience and new realities. These moments of reflection also create opportunities to renew political and public commitment. They allow successive governments to reaffirm the national direction, refresh priorities where needed, and re-anchor their programmes within the shared framework of Vision 2050.

10.6

Scenario Considerations: Planning for a Range of Futures

Malta Vision 2050 is designed to be effective not against a single assumed future, but across a range of plausible global and domestic conditions. Long-term planning, particularly for a small and open economy, must acknowledge uncertainty and build the capacity to adapt as circumstances evolve.

In developing and implementing the Vision, Government therefore considers several interacting dynamics that are likely to shape Malta's path to 2050.



10.6.1 Navigating a Changing Global Environment

One central consideration is the degree of stability in the global and European economic environment. While some trajectories point towards gradual adaptation to a more fragmented global system, with trade remaining open but more regulated, others involve heightened protectionism, recurring supply-chain disruptions and increased geopolitical tension.

Malta Vision 2050 is structured to remain viable under both conditions. It prioritises productivity-led growth, diversification, and innovation so that Malta can sustain competitiveness whether global markets remain broadly open or become more constrained. At the same time, it recognises the need to preserve fiscal space and strengthen domestic resilience in the event of prolonged external headwinds.

10.6.2 Balancing Opportunity with Resilience

A second consideration relates to the pace of technological change and economic upgrading. Rapid adoption of digital technologies, automation, and innovation could support higher productivity, better jobs, and stronger export performance. However, uneven adoption or delayed adjustment would risk widening skills gaps, slowing wage growth, and increasing pressure on public services.

The Vision therefore emphasises continuous skills development, innovation diffusion, and institutional adaptability, thus ensuring that growth remains inclusive and that the benefits of transformation are widely shared, even if technological change accelerates faster than anticipated.

10.6.3 The Cost of Delay Versus the Benefits of Early Action

A further consideration is the impact of timing. Many of the pressures Malta faces such as ageing, land-use constraints, climate adaptation, infrastructure demand, build gradually but become significantly more costly if addressed late.

Malta Vision 2050 is deliberately front-loaded with measures that reduce future risks, recognising that early, coordinated action delivers higher long-term returns than reactive interventions. This approach is designed to avoid a path where progress continues, but momentum weakens over time due to accumulated pressures and missed opportunities.

10.6.4 Implications for Policy Choices

Taken together, these considerations reinforce a common conclusion: policies that strengthen productivity, resilience and coordination perform well across all plausible futures. Whether global conditions are favourable or challenging, whether technological change accelerates or unfolds unevenly, and whether fiscal space expands or tightens, the Vision prioritises:

- > no-regret investments in skills, data, and institutional capacity
- > diversification and value creation rather than reliance on scale
- > flexibility in implementation, supported by continuous monitoring and adjustment
- > social cohesion as a prerequisite for sustained reform





10.6.5 An Adaptive, living Vision

Scenario considerations under Malta Vision 2050 are not a one-off analytical exercise. They inform how priorities are sequenced, how investments are assessed, and how progress is reviewed over time. By embedding this way of thinking into governance and delivery, Malta Vision 2050 remains strategically consistent yet operationally flexible and capable of adapting to change without losing direction. In this way, the Vision is not tied to a single forecast or assumed outcome. Instead, it equips Malta to navigate uncertainty with confidence, turning long-term ambition into resilient, credible and actionable policy.

10.7 Continuous Engagement and Feedback as Part of Delivery

Implementation cannot be something government does alone. Malta Vision 2050 must be sustained through continuous engagement with the people and sectors it affects. The consultation phase establishes ownership; the implementation phase must keep it alive.

This means embedding structured feedback mechanisms throughout delivery with businesses, workers, educators, young people, local councils, civil society and the wider public. Engagement is not symbolic; it is operational. It provides early warning of what is not working, ideas for improvement and legitimacy for difficult choices. A vision that listens is a vision that learns, and a vision that learns is one that endures.

For younger generations in particular, whose lives will be most shaped by Vision 2050, engagement must be meaningful and sustained. Their expectations and aspirations must inform not only how progress is communicated, but how priorities evolve over time. The Vision's credibility with them will depend not just on targets, but on whether they feel genuinely part of a national endeavour.

10.8

A Call to National Involvement: Ownership beyond Institutions

Malta Vision 2050 is not a replacement for sectoral strategies. It is a unifying umbrella that provides coherence and long-term direction. Its success hinges on national ownership, cross-sectoral collaboration and the ability to remain flexible in the face of uncertainty.

This is why implementation must be understood as a shared responsibility. Government must lead with discipline, transparency and consistency. Institutions must align their work to common outcomes. The private sector must invest, innovate and partner in delivery. Communities must help define what quality of life means in practice. Citizens must hold the Vision to account constructively and consistently, using the tools of transparency that the Vision itself provides.

The path forward will require ambition, consistency and courage. But with a clear methodology for delivery, seamless alignment between Vision, budgets and political programmes, visible tracking of progress, structured moments of revision and continuous public engagement, Malta is well positioned to turn long-term ambition into lived reality.

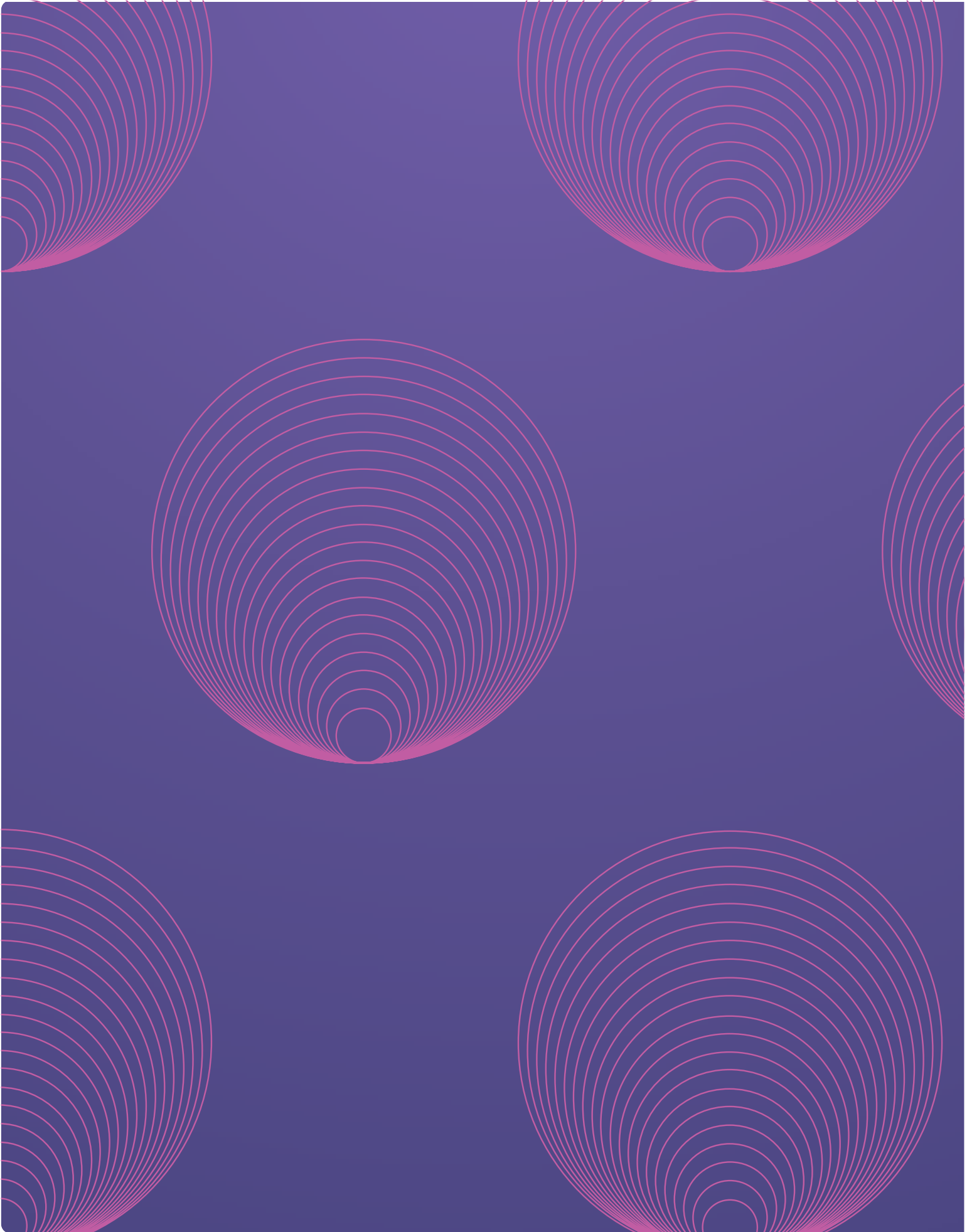
Malta Vision 2050 is already underway. The next chapter is about proving it year by year, milestone by milestone, so that across different governments and changing circumstances, Malta keeps moving in one coherent direction: toward a more sustainable, inclusive and prosperous future, with quality of life at its core.

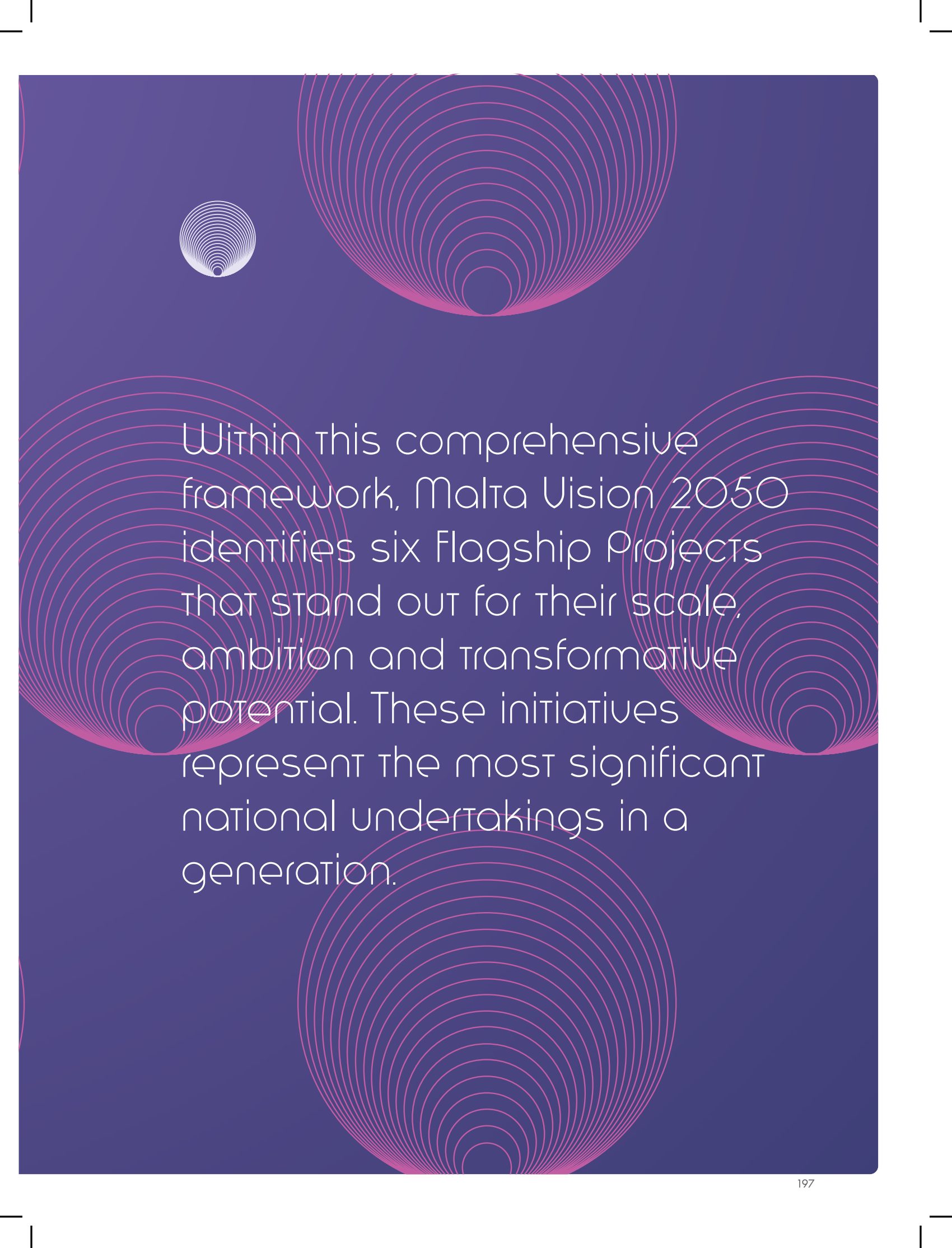
And through it all, Malta's natural beauty, culture and sense of belonging remain the beacon that calls us home and the promise that the country of tomorrow is being built here, together.



An aerial photograph of a coastal city, likely Malta, featuring a large harbor with several ships, a fortified island in the foreground, and a densely built-up peninsula in the background. The water is a deep blue-grey, and the sky is overcast. The text 'Our Flagship Projects' is overlaid in white, sans-serif font on the lower half of the image.

Our Flagship Projects



The background is a solid dark purple color. It features several sets of concentric circles in a lighter purple or magenta hue. One set of circles is in the top left, another in the top right, and two larger sets on the left and right sides, partially behind the text. The circles vary in size and are arranged in a way that creates a sense of depth and movement.

Within this comprehensive framework, Malta Vision 2050 identifies six Flagship Projects that stand out for their scale, ambition and transformative potential. These initiatives represent the most significant national undertakings in a generation.

All 100 macro-measures, together with the hundreds of micro-measures embedded within or emanating from them, are essential to achieving Malta's long-term ambition: a higher quality of life for all by 2050.

These initiatives represent the most significant national undertakings in a generation. They are not abstract policy statements or long-term aspirations alone, but pivotal, system-shaping projects that translate the Vision into concrete, visible and actionable change.

The Flagship Projects play a crucial role in shaping people's relationship with Malta Vision 2050. They move the Vision from a high-level strategic framework into tangible interventions that people can understand, engage with, and experience in their daily lives. In doing so, they make the Vision more accessible, credible, and meaningful to communities across Malta and Gozo.

Each Flagship Project addresses a core dimension of daily life, ensuring that the country becomes fairer, greener, more resilient and more competitive by 2050. Importantly, these projects are not deferred to the distant future: they are designed to be actionable today, with clear implementation pathways, early-stage initiatives and measurable milestones already embedded within the broader policy framework.

11.1

Purpose and Impact of the Flagship Projects

The Flagship Projects are designed to:

1. Transform the way people live: They directly shape everyday experiences, how people travel, how quickly they receive medical care, how children learn, how communities access green and natural spaces and how Malta manages energy, climate and environmental pressures;

2. Improve quality of life across all communities: They affect wellbeing, including congestion, limited green space, pressure on the education system, healthcare capacity and climate-related vulnerabilities. Their impact is inclusive and intergenerational;
3. Make the Vision tangible and relatable: By focusing on recognisable, large-scale interventions, such as mass transit, new national parks, a modernised education system, large-scale nature restoration and advanced medical infrastructure, the Flagship Projects turn long-term ambition into visible progress that people can see, use, and feel;
4. Require careful design, sequencing and strong governance: Given their complexity and multi-year nature, the Flagship Projects involve multiple ministries and stakeholders. Their successful delivery depends on strong coordination, technical expertise, robust financial planning and a central programme management function to ensure continuity, accountability and results;
5. Set Malta on a long-term path of resilience and opportunity: Together, the Flagships prepare the country for global trends in technology, climate change, demographics, and economic competition, ensuring that Malta remains sustainable, adaptable and competitive through 2050 and beyond.

In essence, the Flagship Projects are the defining engines of Malta Vision 2050. They bridge the gap between strategy and delivery, turning long-term national ambition into practical, actionable initiatives that build trust, momentum and shared ownership of the Vision.

The six Flagship Projects that follow translate Malta's long-term objectives into high-impact national actions, each delivering systemic change in a key area of daily life while laying the foundations for Malta's future resilience and prosperity.



11.2

Flagship 1 - A Modern, Seamless Mobility System

Malta's current mobility system faces increasing pressure from population growth, economic expansion and rising vehicle ownership. This has resulted in congestion, longer travel times and growing environmental challenges. As the country's social and economic patterns evolve, the existing transport framework can no longer meet the needs of a modern and dynamic society. Without decisive action, congestion and travel inefficiencies will continue to limit quality of life and economic performance.

Work on the new national mobility system has already started, driving a long term transformation in how people and goods move across the islands by shifting from a car dependent model toward a cleaner, more integrated and more reliable mobility system with improved accessibility. It introduces a vision for mass transit, seamless public transport, active travel, coastal connectivity and safer roads, all designed to support a more liveable, productive and sustainable Malta. Rooted in accessibility, technology and user experience, this flagship lays the foundation for a national mobility network that serves all communities every day.

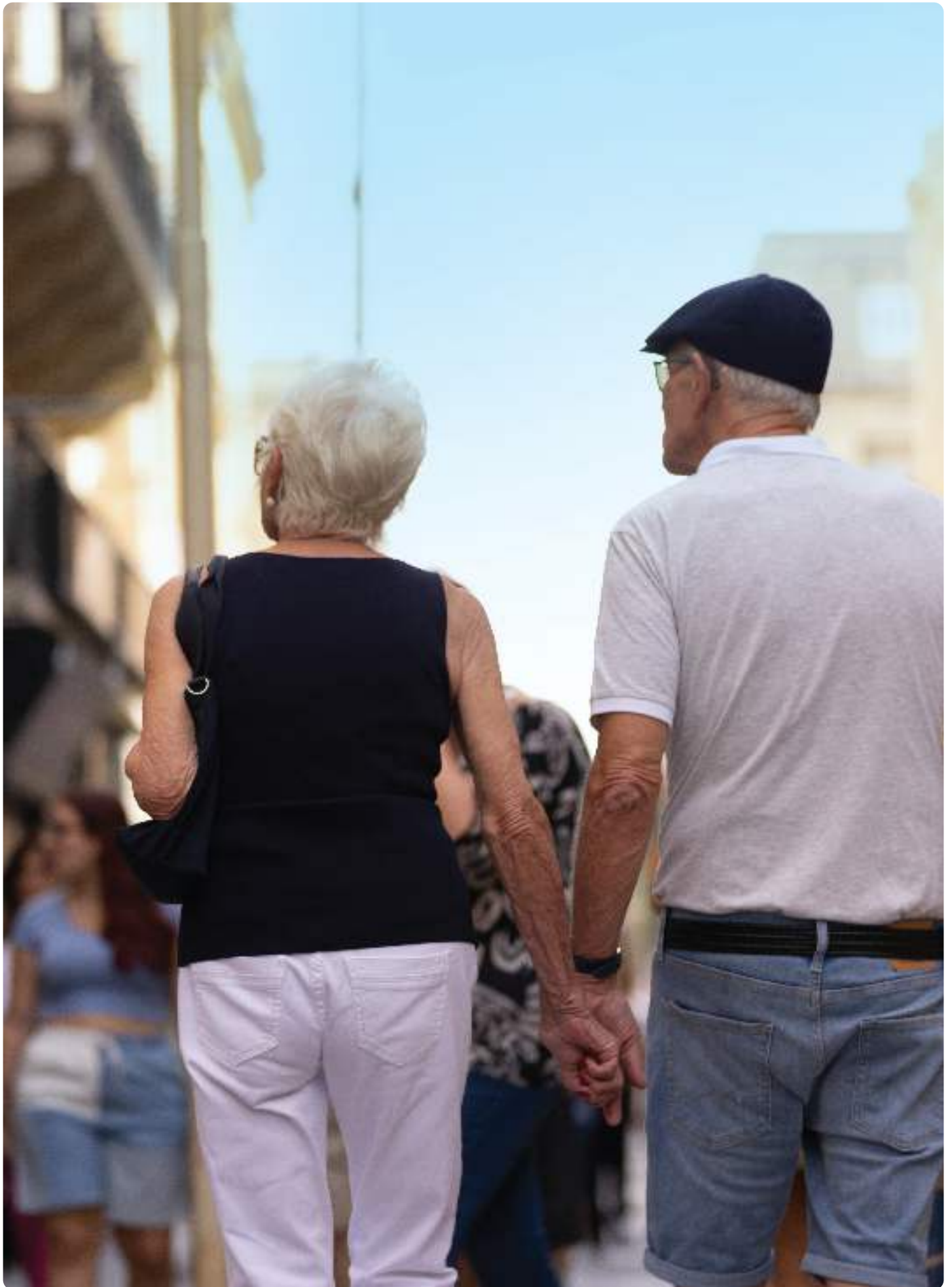
These goals will be achieved through a coordinated set of major national mobility investments, including the following:

Planned projects:

- Reconfigured Public Transport Network: a redesigned bus network aligned with mass transit corridors and mobility hubs, prioritising reliability, frequency and seamless transfers;
- National Ferry and Coastal Transport Network: established as a core component of the public transport system, connecting coastal and harbour communities with inland transit nodes;
- A countrywide charging infrastructure rollout: to support the continuous increase of alternative fuel vehicles, in particular electric vehicles;
- The National Mobility App: a national integrated mobility system for Malta that unifies public, private and shared transport modes through digital integration, unified ticketing, coordinated scheduling, and infrastructure upgrades;
- Malta's first mass transit system: a phased system combining underground, above-ground and on-ground rapid transit segment;
- Road Safety: making the concept of road safety an intrinsic part of the mobility initiative to reduce fatalities and injuries.

Implementation will be phased to provide early improvements for commuters while building the long-term foundations of an integrated system.

What this means for people: Faster and more reliable journeys, safer streets, cleaner air and easier access to daily destinations. People will benefit from a transport system that is simple to use, better connected and less dependent on cars.



11.3

Flagship 2 - A Future Ready Health System

By 2050, Malta will operate a health system that is agile, integrated and technologically advanced, providing timely access to high quality care supported by modern infrastructure and seamless digital systems. Healthcare is placed at the heart of national wellbeing, ensuring continuity of care across settings and stronger prevention in the community. The flagship expands national surgical capacity across multiple sites, significantly reducing waiting times and strengthening resilience. It fully integrates Malta–Gozo operations, improves air and sea medical connectivity and delivers one of the largest investments in Gozo's health infrastructure, ensuring equitable access and modern services for all residents. This transformation will be delivered through coordinated investment across hospitals, community clinics and regional health services:

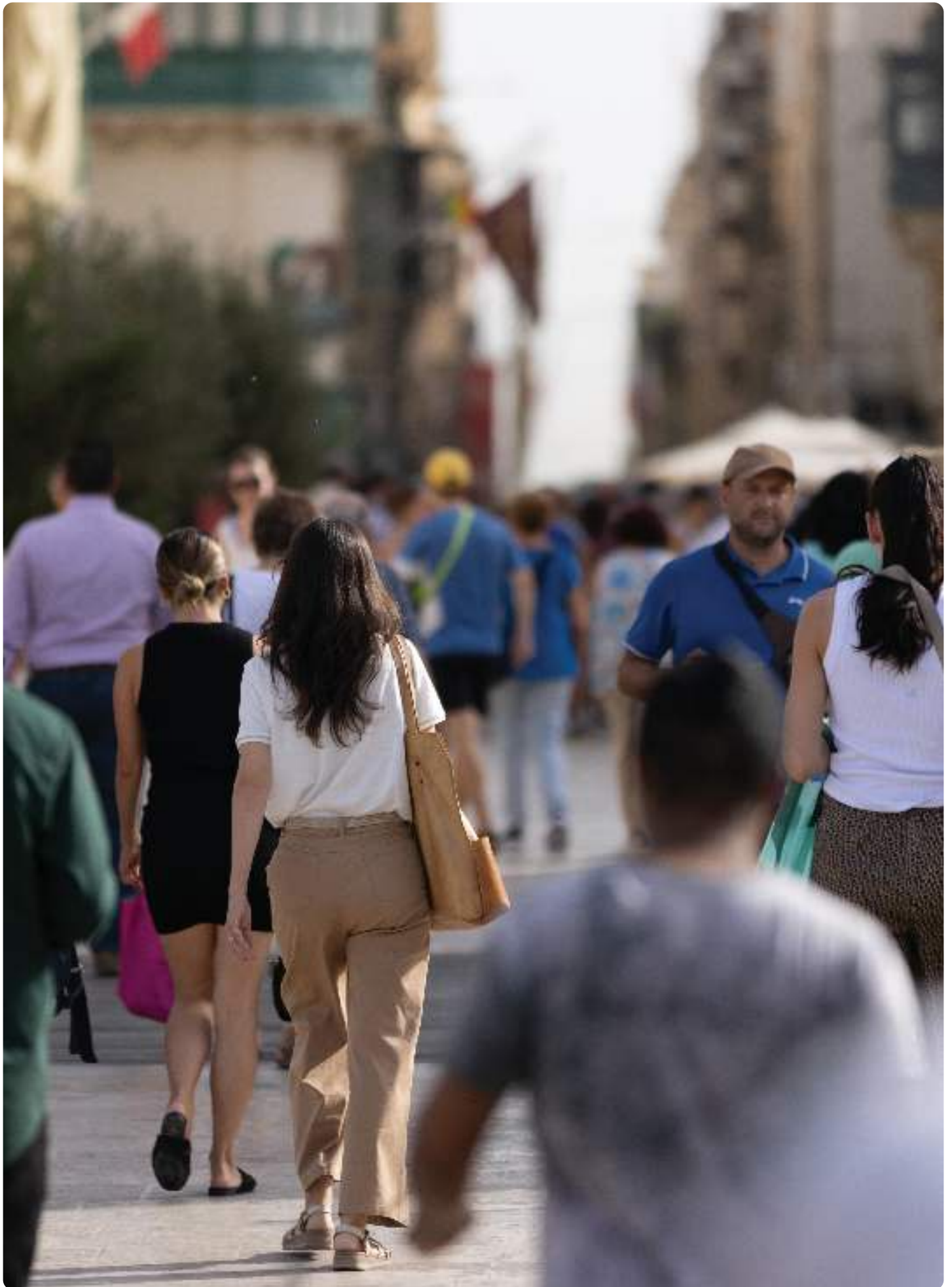
Planned projects:

- Expand national surgical capacity: at Mater Dei Hospital, Gozo General Hospital, St. Luke's Hospital and the new Paola Hub to handle both complex and routine procedures across multiple sites, reducing waiting times and improving resilience;
- Integrate Malta–Gozo health operations with enhanced air ambulance capacity and drone based medical logistics for oncology medicines and urgent pathology samples, enabling faster diagnostics and reliable supply chains;
- Redevelop Gozo General Hospital with new medical, palliative care, chemotherapy, rehabilitation, surgical, maternity, cardiology and respiratory wards, expanded outpatient facilities, two new operating theatres, a renal unit and a multi level complex featuring a hyperbaric chamber, advanced pharmacy services and comprehensive therapy units;
- Modernise primary care: to strengthen early intervention and community services, three regional mental health clinics will open to expand access and reduce pressures on hospitals;

- Advance digital health: to a fully interoperable ecosystem by 2050, so patients can securely view records, manage appointments and move smoothly along care pathways; use data and AI to support clinicians and improve outcomes;
- Strengthen the health workforce: through continuous training, digital upskilling and improved work environments to support recruitment, retention and staff wellbeing;
- Leverage well regulated public private partnerships: to expand access, modernise facilities and bring specialised expertise under strong public oversight;
- Position Malta as a MedTech and HealthTech hub: accelerating diagnostics, treatments and innovation driven growth.

These improvements will be introduced progressively to minimise disruption and maintain continuity of care throughout the transition.

What this means for people: shorter waiting times, smoother patient journeys, stronger community access (including in Gozo), better mental health support, modern facilities and a resilient, patient centred system built for the long term.



11.4

Flagship 3 - Future-Ready Education and Skills

Malta's long-term social and economic resilience depends on its ability to equip people with the skills, adaptability and confidence needed to thrive in a rapidly changing world. Digitalisation, the green transition, demographic change and global competition are reshaping how people learn, work and progress throughout their lives. Today's learners will enter a society defined by continuous technological change and evolving economic realities. This requires an education and skills system that is flexible, inclusive, forward-looking and closely aligned with labour-market needs.

Government has already initiated this reform pathway through the National Education Strategy 2024–2030, with work underway on curriculum transformation, modernisation of school infrastructure and strengthened educator engagement. This Flagship builds on these foundations and delivers a comprehensive, end-to-end transformation of Malta's education and skills ecosystem.

The rapid pace of technological and demographic change means Malta's education system must evolve without delay. This Flagship introduces a structured programme of reforms that modernises curriculum design, assessment, school environments and the teaching profession, ensuring that every learner, regardless of background, benefits from a modern and inclusive education.

Education reform strengthens the foundations of learning from early childhood through compulsory schooling, while reinforcing creativity, critical thinking, problem-solving, digital capability, and adaptability. Schools are re-imagined not only as places of academic learning, but as supportive environments that promote wellbeing, personal development and resilience.

Investment in educators, upgraded learning spaces, wellbeing support and community partnerships ensures that learners are better prepared to succeed in a fast-moving, knowledge-driven world and to engage confidently in lifelong learning.

Planned projects:

- > A new National Curriculum Framework, built around STEAM, digital skills, creativity, critical thinking and problem-solving;
- > A modernised assessment system that better reflects contemporary learning and recognises a broader range of skills and abilities;
- > A multi-year school modernisation programme, including digital upgrades, energy-efficiency investments and new learning environments, supported by a long-term €91 million infrastructure investment programme;
- > School-based wellbeing and mental health teams, supporting students and families;
- > Community-school partnerships, bringing together schools and local organisations to support social wellbeing and help learners overcome educational challenges;
- > A national professional development pathway for educators, supporting continuous upskilling, digital capability development and clear career progression.

Reforms will be rolled out progressively over multiple years, allowing schools, educators, learners, and families to adapt smoothly and sustainably.

Alongside education reform, Malta must ensure that the skills developed through education and training remain aligned with the evolving needs of the economy. Rather than launching ad-hoc training initiatives, this Flagship establishes a coordinated national approach to understanding future skills demand, based on high-quality, consistent evidence.





As global industries undergo digital and green transitions, skills requirements are changing faster than ever. Without a strong skills intelligence framework, shortages will intensify, training provision will lag behind industry needs and competitiveness will weaken. This Flagship therefore introduces a national system of skills assessment and anticipation to guide education, training and labour-market planning.

Planned projects:

- Conduct sectoral skills assessments using a consistent national methodology to analyse current and future skills needs;
- Extend the approach piloted in priority sectors to financial services, aviation, hospitality, energy, healthcare, and other strategic areas;
- Use established sector blueprints as the standard model for skills assessment across the economy;
- Integrate findings into curriculum updates, training design, apprenticeship pathways, and workforce development policies;
- Establish an ongoing skills monitoring function to track labour-market shifts and provide early signals of emerging skills demands.

Implementation will follow a recurring cycle of sector reviews, ensuring that Malta's skills system remains dynamic, evidence-driven and responsive to economic change.

Together, education reform and skills anticipation form a single, coherent pipeline; from foundational learning to lifelong upskilling. This Flagship ensures that learners progress into further education, training, and employment with stronger capabilities, clearer pathways, and better opportunities, while employers benefit from a more adaptable and future-ready talent pool. By aligning education transformation with a national skills intelligence framework, this Flagship underpins all other priorities within Vision 2050 and ensures that Malta has the human capital needed to deliver long-term, sustainable prosperity.

What this means for people: Students will learn in modern, supportive and engaging environments. Families will have greater confidence that education leads to real opportunities. Teachers will benefit from better tools, spaces and professional support. Workers will have clearer pathways into quality jobs and better access to training aligned with labour-market needs. Employers will benefit from a stronger and more adaptable workforce.



11.5

Flagship 4 - Energy, Climate and Environmental Transformation

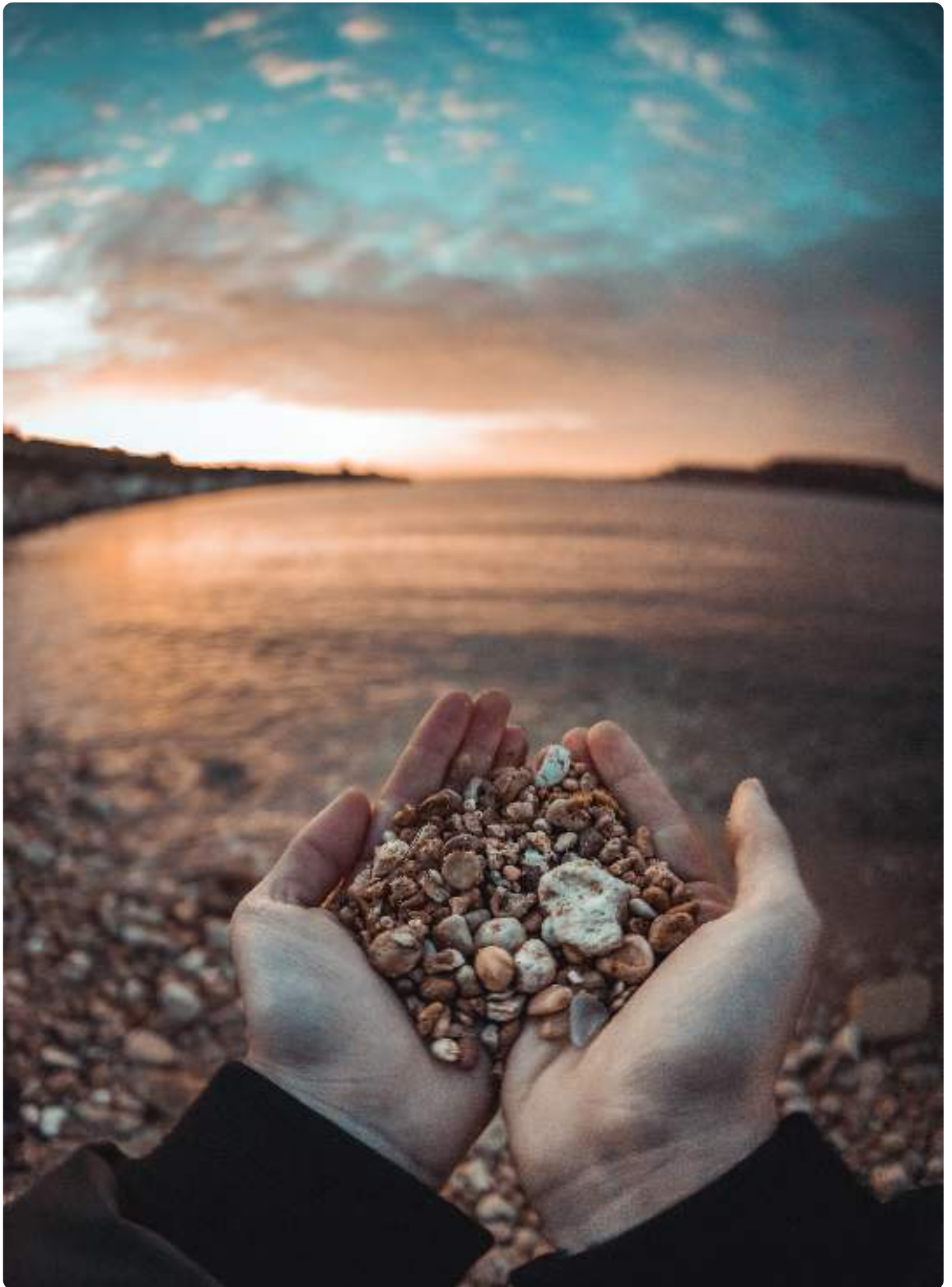
Malta's long-term wellbeing relies on securing clean and affordable energy, protecting the natural environment and preparing for the growing impacts of climate change. As a small island state that is vulnerable to global shocks, rising temperatures and extreme weather events, Malta must act decisively to strengthen its long-term resilience. This flagship brings together major national investments that advance the transition to renewable energy, reinforce energy security, safeguard water resources, reduce waste, restore biodiversity and protect critical infrastructure. Through a coordinated package of reforms and high impact projects, this flagship outlines Malta's path toward environmental responsibility and climate readiness. These objectives are reflected in the government's updated National Energy and Climate Plan, which sets out emissions reduction targets, a second interconnector and expanded renewables.

Planned projects:

- A second electricity interconnector reflecting a €300 million national investment, strengthening Malta's long term energy security and enabling stable and affordable energy supply for households;
- Large scale renewable energy installations, including ongoing offshore wind and floating solar exploration following the government's call for international proposals to develop Malta's clean energy capacity;
- A next generation water reuse system, including 16 km of new distribution networks and expanded "new water" production in the north, south and Gozo, improving national water resilience;
- A Waste to Energy facility forming part of Malta's long term ECOHIVE strategy, reducing landfill dependency and converting non recyclable waste into energy. A new Organic Processing Plant will convert waste into biogas and high-grade agricultural compost. This facility will process around 74,300 tonnes of organic waste annually and will reduce the volume of biodegradable waste going to the landfill;
- A National Plan for Climate Resilience introducing climate adaptation measures and infrastructure protection to safeguard communities and critical systems from climate impacts.

Implementation will combine national investment, European funding opportunities and regulatory reform to maximise long term impact.

What this means for people: Lower emissions, better water security, less landfilled waste, healthier natural environments, stronger protections against climate impacts and a safer future for communities.



11.6

Flagship 5 - Green Malta

With limited land and rising pressure on Malta's natural and cultural landscapes, the country must rethink how it protects, restores and enhances the places where people live, gather and connect. Many areas across the islands hold significant environmental and heritage value; yet have been weakened by fragmentation, over development or prolonged underinvestment. This flagship introduces a nationwide effort to regenerate key sites, expand green and open spaces, restore degraded areas and reconnect communities with nature, heritage and the coastline. Through new national parks, renewed heritage zones, improved access routes and a connected network of green spaces, this flagship strengthens community wellbeing, improves environmental quality and enhances Malta's identity as an attractive and culturally rich place to live. Without action, pressures on land use and declining access to open spaces will continue to affect wellbeing and environmental quality.

Regenerated public spaces will be designed for all ages and abilities, supporting inclusive community life. High quality open spaces are vital for wellbeing, cultural identity and liveability, especially in a small island with limited land. This flagship will be delivered through a sequence of national landscape and heritage regeneration initiatives, including the following:

Planned projects:

- The transformation of Fort Campbell into a national cliff edge nature park through a comprehensive masterplan that restores its coastal habitats, rehabilitates its military heritage structures and safeguards its Natura 2000 landscape. The project includes detailed data gathering, thematic analysis, zoning, the identification of opportunity and constraint areas and low impact public realm interventions that balance conservation with safe, managed public access;
- Manoel Island as a car free cultural and ecological peninsula, structured around a zoned masterplan that restores its historic bastions, hospital buildings and plateau, reinstates heritage walking routes, and introduces shaded cycling and pedestrian loops. The project integrates site wide access planning,

heritage led restoration works, ecological enhancement and phased public space delivery shaped through sustained community engagement;

- The White Rocks coastal park, developed through a landscape led masterplan that removes derelict structures, restores coastal ecosystems and reclaims the site as a large scale ecological and recreational park. Detailed site analysis guides the creation of native planting zones, multi use trails, nature based play areas, and improved coastline access, all designed to respond sensitively to terrain and ecological character;
- 150+ new or renewed green spaces delivered through systematic site assessments, design frameworks and coordinated interventions across Malta and Gozo. These include upgraded village squares, pocket parks and urban gardens that improve walkability, strengthen ecological connectivity, reintroduce shade and native vegetation, and enhance local identity and community life;
- A Heritage Restoration and Reuse programme focused on conservation driven regeneration of historic structures. This includes specialised restoration methodologies, reinstatement of historic circulation routes, adaptive reuse of buildings for cultural and community purposes, and closely managed permitting processes aligned with heritage protection requirements;
- A connected national park network created through harmonised masterplans and coordinated design frameworks and surrounding landscapes. This includes establishing development briefs within Local Plans to secure long term protection, ensuring ecological corridors, coastal routes and green infrastructure systems are integrated into a single, accessible national parks network.

Work on these projects is already very much ongoing. Projects will be delivered in stages to ensure public access is preserved and benefits are felt gradually and in a sustainable manner.

What this means for people: More accessible green spaces, revitalised cultural areas and cleaner, better-maintained public places. Residents and visitors will enjoy healthier environments, stronger community life and improved access to nature and heritage.



Flagship 6 - Grand Harbour Regeneration and National Gateway Renewal

The Grand Harbour and the Marsa district are among Malta's most historically significant yet underutilised areas. Once the centre of maritime power, shipyards and commercial activity, parts of the waterfront have long been characterised by fragmented spaces, deteriorating buildings and limited public access. In recent decades, Marsa has also experienced rapid demographic change linked to the former open centre for asylum seekers and transit migration. Although the centre has now closed, parts of the district remain in a dilapidated condition, with lingering pressures on public space and community wellbeing. The regeneration of the area therefore addresses both the physical environment and the social fabric, creating a safer, more attractive and more inclusive waterfront for residents and visitors.

At the same time, Malta's main gateways (the Grand Harbour, the Malta Freeport, the Malta International Airport and the Mgarr Harbour), have come under increasing pressure from economic expansion, tourism growth, rising freight volumes and higher mobility demands. Without action, pressures on national gateways will continue to constrain economic growth, freight capacity and daily mobility for residents and visitors. To remain competitive, resilient and future ready, Malta must modernise these gateways, strengthen national connectivity and open new access points, particularly for Gozo.

This flagship therefore combines the regeneration and extension of the Grand Harbour waterfront with a nationwide renewal of critical maritime and aviation infrastructure. It brings together new investment, increased capacity and more sustainable, people centred design to create a modern, efficient and welcoming gateway system for the decades ahead. This integrated approach will modernise Malta's strategic gateways while creating a cleaner, safer and more welcoming harbour district for residents and visitors. To realise this transformation, the flagship includes the following major projects:

Planned projects:

Grand Harbour and Marsa Regeneration – A New Waterfront for a New Malta

- > Regenerate the former power station area into a mixed use quarter with offices, cultural venues, hospitality and new public spaces.
- > Restore and adapt the historic Custom House as an international standard arts and performance venue, with a new cultural square.
- > Refurbish Bridge Wharf and reconstruct the Potato Sheds and promenade; enhance coastal walkways and cultural routes.
- > Develop a balanced residential neighbourhood at Jesuit Hill and transform the grain silo into a cultural landmark with exhibition space.
- > Reconfigure ferry terminal access for seamless pedestrian movement; create new public squares and promenades; transform Floriana Bastion into a major public garden and terrace linked to Valletta.

National Gateway Upgrades

- > Mgarr Harbour (Gozo): Implement taskforce recommendations to relieve bottlenecks, improve multimodal access beyond the single corridor and modernise the Gozo ferry fleet with cleaner technologies.
- > New ferry landing for Gozo: Introduce a second ferry landing point in Gozo to complement Mgarr Harbour, diversifying access, relieving congestion and improving continuity of service during peak demand.
- > Gozo airstrip: Introduction of a permanent airstrip offering a much needed alternative access route to Gozo, complementing ferry services and improving emergency and health related connectivity.



- > **Malta International Airport:** Deliver the East Expansion with a new 6,000 m² departures zone by 2028, 32 additional check-in desks, upgraded baggage systems, expanded circulation and sustainability led architecture. Malta's airport is undergoing a €345 million investment programme for 2025–2029, the largest in its history, covering major terminal, security and airfield upgrades. In addition to the East Expansion, the programme includes the 2025 westward expansion supporting EU Entry–Exit requirements, new automated border control facilities, and a Central Reconfiguration Project that doubles pre security gates and improves passenger flow. Airfield developments include Apron 9, the €40 million Apron 8 project, eight new parking stands and upgraded ground handling facilities. Sustainability upgrades include new airfield ground lighting, modernised HVAC systems reducing annual energy consumption by 2 million kWh, and a photovoltaic farm generating 5.1 million units of clean energy. Together, these investments strengthen resilience, operational capacity and the visitor experience while supporting the airport's commitment to becoming net zero by 2050
- > **Malta Freeport Terminals:** Modernisation of port operations supported by the squaring off project and possibly beyond, which will increase quay length, improve berthing capacity for larger vessels, enhance cargo handling layouts and strengthen Malta's position as a competitive logistics hub.

These gateway upgrades ensure that Malta's ports and airport remain resilient, efficient and capable of meeting long term economic and mobility needs.

What this means for people: A safer, greener and more vibrant waterfront with new public spaces, cultural attractions and housing options. Stronger national gateways will improve travel, connectivity and economic opportunities across Malta and Gozo.

These six Flagship Projects represent Malta's most ambitious steps toward a healthier, greener and more inclusive and competitive future. Each project will contribute toward delivering visible improvements that people will experience in their everyday lives, from how they move to how they learn, work and enjoy public spaces.

Together, these flagship initiatives form the backbone of Malta's long-term transformation and guide the country toward the North Star of Vision 2050: a high-quality life for all, built on resilience, sustainability, shared prosperity and national pride.

They do more than address today's challenges; they lay the foundations for tomorrow's opportunities. As they take shape over the coming years, these projects will reshape communities, open new possibilities for businesses and families, strengthen Malta's identity, and create a more balanced and equitable country. Their impact will be felt not only in infrastructure and services, but in the confidence and wellbeing of future generations.







A Call TO Action



Malta Vision 2050

is not a plan for government alone.

It is a project for a nation.

It is a statement that Malta chooses direction over drift, coherence over fragmentation and long-term value over short-term gain. It is proof that a small country can think big, not by copying others, but by building on its own strengths: agility, connection, focus and delivery.

From this point forward, success will not be measured by the elegance of the Vision, but by the discipline of its execution. By how seamlessly it is carried from one Budget to the next. By how naturally it informs political programmes across electoral cycles. By how honestly progress is tracked, reviewed and renewed. And by how widely ownership is shared across institutions, communities and generations.

Malta Vision 2050 sets the destination.

Implementation defines the journey.

National ownership secures the future.

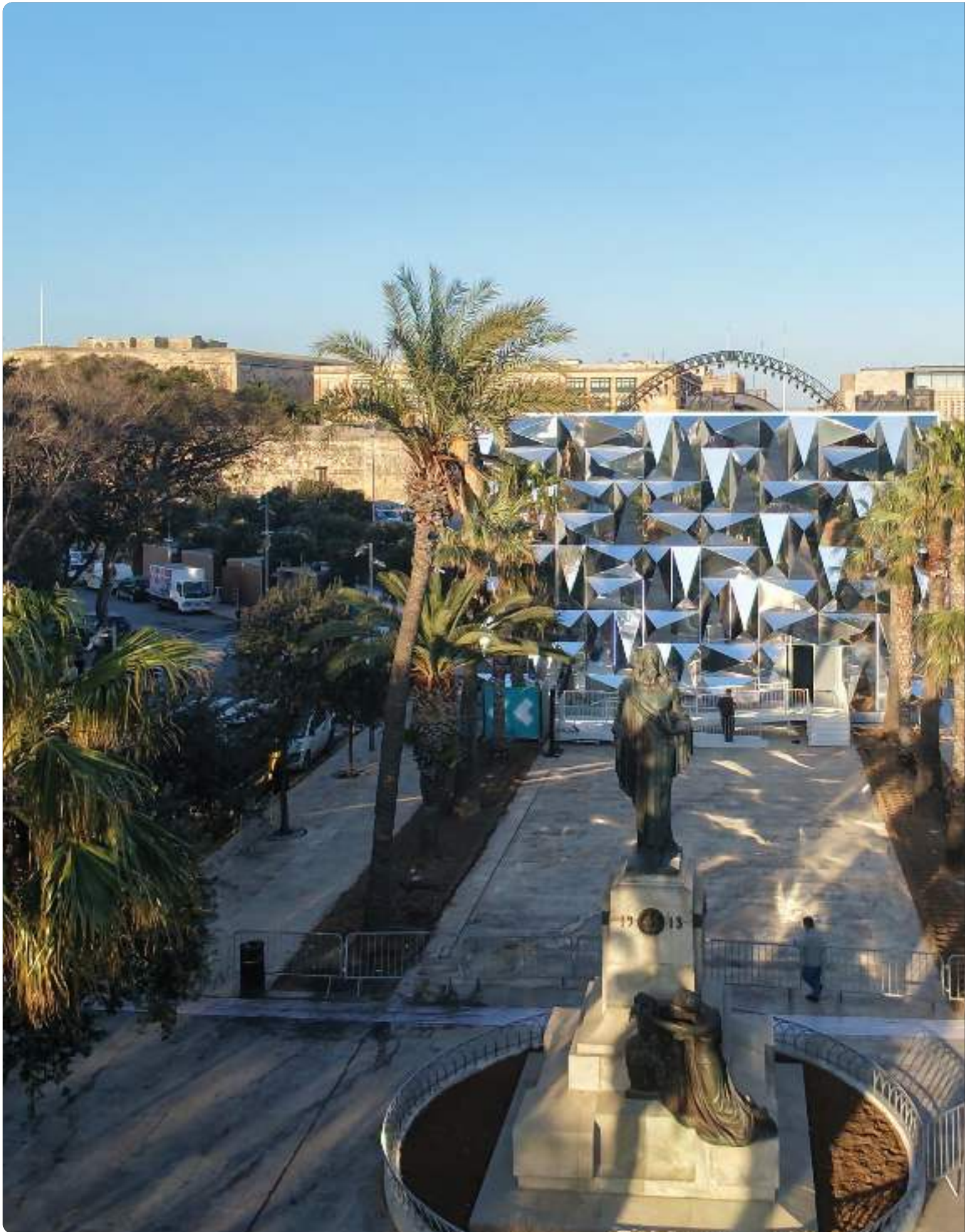
This is not the end of a process. It is the beginning of a long national effort to ensure that in 2050, Malta is not only a country that planned well, but a country that delivered consistently.

The choice is now clear.

Not whether Malta has a vision, but whether Malta has the resolve to live it, year after year.

And with that resolve, one message carries us forward with confidence:

Malta,
Shine here.





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