

enVIsion2050

# Malta Vision 2050

Executive Summary



## Foreword by the Prime Minister

Malta Vision 2050 is an invitation to think boldly about the future of our country — to look ahead with purpose, clarity, and ambition. It is a national effort to shape a long-term vision that improves the quality of life for all, strengthens our economic and social foundations, and ensures that future generations inherit a country that is resilient, dynamic, and full of opportunity.

We are launching this public consultation because we believe in planning not just for the next electoral cycle, but for the next generation. In today's fast-changing world, long-term thinking is not a luxury — it is a necessity. Climate change, demographic shifts, digital transformation, global competition, and geopolitical uncertainty all demand a proactive, forward-looking response.

Malta Vision 2050 is our commitment to that response.

This process will not replace the many important strategies already underway in different sectors. Rather, it will bring them together under one shared national direction. We want to define the “bigger picture” — one that aligns economic development with social well-being, environmental sustainability, and good governance. It is about building a more coherent future, where progress in one area reinforces progress in another.

The Malta Vision 2050 framework reflects what we've heard from experts, stakeholders, and citizens so far — and we want to hear much more. The consultation we are launching today is an open call to all: individuals, communities, businesses, social partners, and civil society. Your ideas, your experiences, and your aspirations matter deeply to us.

We will also set clear milestones, with a special focus on 2035. These interim goals will help us measure progress and keep momentum as we move forward. But this is not just about targets — it is about values, choices, and collective action. It is about creating a Malta that works better for everyone, especially for our young people, who will live with the consequences of today's decisions.

I urge you to be part of this journey. Engage with the process. Challenge us. Inspire us. Help us imagine the Malta you want to see in 2050 — and how we can get there together.

The future does not simply happen. It is built, shaped, and earned. Let's make sure we get it right.

**Robert Abela**  
Prime Minister of Malta



## Foreword by the Minister for the Economy, Enterprise and Strategic Projects

Malta Vision 2050 is a commitment to thinking long-term — to planning for our country's future with clarity, ambition, and responsibility. It reflects a new way of doing things: one that looks beyond short-term gains and political cycles, and instead offers stability and peace of mind to our citizens and businesses.

In today's world, progress cannot be measured by GDP alone. That is why this vision introduces a new culture — one that broadens how we define success as a country. We are placing greater value on well-being, education, sustainability, innovation, inclusion, and quality of life. These are the outcomes that truly matter to people and must guide the choices we make together.

Malta Vision 2050 does not replace sectoral strategies; rather, it brings them together under one coherent, forward-looking national framework. It aligns our economic, social, and environmental ambitions and creates space for long-term thinking across government and society.

This exercise has been shaped through dialogue with experts, stakeholders, young people, and community voices. Now, as we launch the public consultation phase, we open the conversation even further. We want to hear from you — your experiences, ideas, concerns, and hopes.

The interim targets for 2035 will help us stay on course and monitor progress. But this is more than a roadmap — it's a new mindset. One that ensures Malta remains resilient, competitive, and inclusive in the years to come.

I invite you to be part of this journey. Together, let's build a Malta that future generations will be proud to inherit.

### **Silvio Schembri**

Minister for the Economy, Enterprise and Strategic Projects

# Malta Vision 2050

## Strategic Targets 2035

### **Executive Summary**

Malta Vision 2050 is a strategic blueprint that lays out the country's aspirations for the next 25 years, built around the core objective of securing a healthy quality of life for all. It is a national initiative that seeks to shape the country's long-term development by establishing a clear direction and measurable targets for the medium term (2035). Its main goal is to unify existing sectoral strategies under one comprehensive framework, ensuring that policies are aligned with both current realities and future challenges and opportunities. The vision outlines the kind of country Malta aspires to become by 2050, providing a strategic roadmap that guides national development across key areas such as the economy, environment, society, governance, and infrastructure. It aims to promote sustainable development, align national strategies with European and global trends, and ultimately improve the quality of life for all citizens by fostering sustainable economic growth and building resilience for the future. This document synthesizes the extensive analysis, stakeholder engagement, and future-oriented planning that have shaped the Vision, translating a vast presentation into a narrative document that sets the direction for Malta's long-term sustainable development. By aligning sectoral strategies, global trends, and public sentiment, the Vision identifies strategic priorities and enables Malta to proactively navigate future challenges.

## The need for the Malta Vision

Malta has achieved remarkable economic and social progress over the past decade, laying a strong foundation for the future. As we look ahead, emerging global trends—such as climate action, technological innovation, and demographic evolution—present exciting opportunities for Malta to continue thriving. With the EU’s 2050 climate neutrality target in sight, this is the ideal moment to chart a clear and ambitious long-term vision that secures Malta’s position as a resilient, competitive, and sustainable nation. While many sector-specific strategies are already in place, the Government still felt the need for an overarching framework that brings everything together.

Malta Vision 2050 builds on these efforts by introducing a cohesive national framework that promotes synergy and maximizes impact. This forward-looking, data-driven vision will serve as a shared reference point for all stakeholders, guiding coordinated action and shaping a future that is inclusive, innovative, and environmentally sustainable.

### Objectives

Unified Vision	Aims to bring together existing sectoral strategies under one umbrella to ensure alignment with future challenges and opportunities.
National Aspiration	Outlines what kind of country Malta aspires to become by the year 2050.
Long-Term Direction	Provides strategic guidance for national development in key areas: economy, environment, society, governance, and infrastructure.
Sustainable Roadmap	Creates a unified national roadmap to achieve sustainable development.
EU & Global Alignment	Ensures that Malta’s strategies are aligned with European Union and global trends.
Focus on Wellbeing & Resilience	Prioritises a high quality of life for all, sustainable economic growth, and national resilience in the face of future challenges.

## Methodology

The Vision exercise was led by the Office of the Prime Minister and delegated to the Ministry for the Economy, Enterprise and Strategic Projects, and supported by world-renowned international experts. An Inter-Ministerial Steering Committee, met regularly to oversee and validate the process.

To set the foundations for Malta Vision 2050, a wide-ranging assessment and multi-layered consultation process was undertaken. The first step involved a deep dive into the national strategic landscape. Over thirty major sectoral strategies were analysed, providing a comprehensive overview of current policy directions. This exercise led to the review of more than 1,800 individual initiatives, out of which over 90 macro-initiatives were consolidated into a unified framework reflecting national priorities. These findings were further refined through targeted meetings with key ministries and public entities, ensuring that institutional perspectives were embedded in the strategic architecture. In parallel, the project team looked outward to understand the global context within which Malta must position itself. A set of fifteen major global macro-trends was identified, all of which are poised to significantly shape the country's long-term development. These trends span technological, economic, environmental, and social domains, with particular emphasis placed on the digital transformation, artificial intelligence, and the increasing use of automation and cloud-based services. The transition to a green economy and the rise of sustainable finance are also viewed as fundamental shifts, alongside changing global trade dynamics and the growing economic relevance of emerging markets, particularly in Africa. Workforce digitization, talent retention, and the upskilling imperative were recurrent themes throughout this horizon scan.

To ensure Malta's long-term vision reflects international best practice, a benchmarking exercise was carried out against high-performing small states and innovation-driven economies, including Ireland, Luxembourg, Denmark, and Singapore. These countries were chosen for their ability to articulate and execute cohesive long-term national visions while navigating complex global dynamics.

The process also placed a strong emphasis on understanding public and business sentiment. A robust and independent sentiment analysis was commissioned through an independent foreign based research firm, as part of the broader collaboration with our international experts. This analysis comprised both quantitative and qualitative components, with a nationally representative survey of 1,000 people conducted through a mix of online and telephone methods, as well as in-depth focus group discussions. These sessions were divided by age cohorts to capture generational perspectives, with each group comprising a diverse mix of participants from different regions and professional backgrounds.

## Public Sentiment: Strong Foundations and a Call for Renewal

The results reveal a population deeply rooted in national pride and identity. A strong majority identify closely as Maltese and express genuine pride in Malta's EU membership and rich cultural heritage. This sense of belonging provides a solid foundation on which to build the country's future.

Citizens are engaged and attentive to the changes taking place around them. While many acknowledged areas of concern – particularly overdevelopment, housing affordability, and the cost of living – these issues are increasingly seen as areas where bold and responsive policy can make a meaningful difference. Services such as transport, education, and healthcare received constructive critique, pointing to a clear public appetite for reform and improvement.

Young people aged 18–34, in particular, shared a strong interest in quality of life issues – from tackling traffic and improving public services to achieving better work-life balance. Yet, they also expressed a clear appreciation for Malta's vibrant social and cultural scene, placing high value on dining, nightlife, and access to creativity and community.

Looking ahead, there is broad support for a long-term national vision. While many hope to see faster improvements in the short term, the public remains open to big ideas and transformative change. Proposals such as sustainable mobility solutions, innovative economic models, and strong environmental reforms sparked interest and imagination. Importantly, trust in European institutions remains solid, and there is a clear desire to see similar standards of transparency, efficiency, and fairness at the national level. The values most frequently highlighted – health, fairness, and sustainability – reflect a population ready to work toward a better future, grounded in shared purpose and long-term thinking.

The business community was equally engaged through a series of sector-specific roundtables with CEOs and chairs of leading Maltese companies. These online sessions took place over two days and brought together leaders from sectors including health, manufacturing, consultancy, hospitality, finance, shipping, logistics, and more. Businesses acknowledged several enduring strengths of the Maltese economy, such as its agility, compact size, pro-business environment, and the quality of life it offers. However, they also highlighted systemic challenges, particularly around skills shortages and an over-dependence on foreign labour, as well as critical concerns regarding infrastructure capacity and better governance. There was a clear call for greater alignment between educational pathways and economic needs, improved collaboration between the public and private sectors, and the articulation of a credible, non-partisan national vision that businesses can trust and support. As one CEO put it, "We need a national vision the whole country can get behind, not just a political vision."

Beyond surveys and roundtables, extensive stakeholder engagement was pursued through structured consultations. Three dedicated meetings were held under the auspices of the Malta Council for Economic and Social Development (MCESD), including one during the national Startup Festival in October 2024 and two further meetings in December 2024 and February 2025. A separate session was held exclusively with the MCESD Task Force in December 2024. In the same period, all MCESD stakeholders were met individually. These included trade unions, employers' associations, regional councils, civil society groups, and chambers of commerce.

A consultation with the Opposition Party was also held in early February 2025, following a formal invitation issued the previous December. To ensure that the perspectives of young people were not overlooked, a dedicated session was held with the Youth Advisory Forum in January 2025.

The envisioning phase of the project brought further momentum. In December 2024, a full-day workshop with over fifty public officials created space for collaborative reflection and strategic design. This session focused on surfacing new ideas, identifying structural challenges, and developing guiding principles for the Vision 2050 framework. Building on this, a large-scale three-day convention – “Envision 2050” – was held in January 2025, with a special focus on engaging the business community. Over 400 participants contributed to four thematic workshops exploring sustainable economic growth, quality of life, self-sustainability, and smart land usage. These sessions, supported by international experts, aimed to turn strategic insights into actionable pathways, ensuring that the vision is not just aspirational, but also grounded in implementation reality.

Together, these diverse processes – research, benchmarking, sentiment analysis, and widespread consultation – provide a strong foundation for a national vision that is both ambitious and inclusive, informed by evidence and shaped by the voices of the people it seeks to serve.

## The Vision Framework

The Malta Vision 2050 framework is anchored by a unifying vision statement: "A safe and resilient Nation, inspired by heritage and driven by progress, fostering a healthy quality of life for all." It is guided by three core principles. First, **Resilience and Adaptability** are essential to ensure that Malta can effectively manage and to environmental, economic, social and geopolitical shocks. Second, it upholds the importance of **Cultural and Heritage Preservation**, recognising the need to respect and safeguard Malta's unique identity and historical legacy. Third, it is driven by a commitment to **Healthy Quality of Life for All**, aiming to provide equitable access to essential services, meaningful opportunities, and a sustainable environment that supports the well-being of current and future generations.

This is operationalized through four strategic pillars:

- 1. Sustainable Economic Growth**, with a focus on quality over quantity, prioritizing high-value sectors such as financial services, aviation, gaming, and high-end manufacturing.
- 2. Accessible Citizen-Centered Services**, aimed at strengthening social inclusion, healthcare, and mobility.
- 3. Resilient Country & Modern Education System**, ensuring that Malta can adapt to future shocks through investment in human capital, energy resilience, and environmental stewardship.
- 4. Smart Land & Sea Usage**, promoting efficient spatial planning and conservation of natural resources for long-term ecological balance.



## Pillar 1: Sustainable Economic Growth

In the years ahead, Malta will gradually move away from assessing progress solely through GDP growth, recognising that economic output alone does not always reflect the lived experiences that make life meaningful—such as physical and mental well-being, a sense of community, access to nature, and peace of mind. Instead, our guiding light will be the quality of life we can offer to everyone. We aim to build on Malta's existing strengths while gently shifting towards measuring what truly matters, using a broader set of indicators that better reflect well-being in all its dimensions.

While GDP growth will remain an important benchmark, it will be pursued in a more sustainable and inclusive manner. Malta is targeting a more sustainable average annual GDP growth rate of 5% by 2035, driven by strategic investment in seven priority sectors: tourism, gaming, shipping and maritime, blue and green economies, financial services, aviation, and high-end manufacturing. Together, these sectors will serve as the engine for long-term, balanced development that supports both economic resilience and a higher quality of life.

In **Tourism**, the strategy is to shift towards premium offerings that prioritise quality over quantity, balancing visitor volumes with higher per capita expenditure. The **Gaming** sector will focus on reinforcing regulatory frameworks while exploring new frontiers such as video-game development, e-sports and interactive entertainment. The **Shipping and Maritime** industry will see expanded Freeport capacity (through outward land reclamation), more efficient ship registration processes, and the development of new trade routes to strengthen Malta's role as a logistics hub. Investment in **Blue and Green Economies** will promote marine sustainability, renewable energy, circular waste management, and biodiversity conservation. In **Financial Services**, Malta will position itself as a destination for investment funds, fintech ventures, and the regional headquarters of multinational companies. The **Aviation** sector will work to increase aircraft registration, expand maintenance, repair, and overhaul (MRO) capabilities, and open new international routes. Finally, the **Manufacturing** sector will accelerate its transformation towards Industry 4.0, in preparation to industry 5.0, with a focus on high-value segments such as pharmaceuticals and semiconductors. Meanwhile, the **Construction** industry will place greater emphasis on renovation, sustainable spatial planning, and enhancing citizen well-being through the built environment.

## Pillar 2: Accessible Citizen-Centred Services

Malta is committed to delivering public services that are inclusive, efficient, and built around people's real needs. This pillar focuses on ensuring that essential services—such as healthcare, social support, and mobility—are accessible to all, regardless of income or background.

In **Healthcare**, the focus will be on strengthening the balance between public and private provision, embracing new technologies such as artificial intelligence for diagnostics and telemedicine, and addressing persistent workforce shortages to ensure quality care. **Social Policy** will prioritise the expansion of affordable housing, the improvement of pension adequacy, and the provision of targeted support for vulnerable groups. At the same time, Malta will pursue a skills-based integration strategy for migrants, ensuring they can contribute meaningfully to society and the economy. In the area of **Mobility**, the country will continue to promote the uptake of electric vehicles, encourage the use of Mobility-as-a-Service (MaaS) platforms, and invest in long-term solutions such as mass transit systems, to improve connectivity and reduce congestion.

## Pillar 3: Resilient Country & Modern Education System

Building a resilient and future-ready nation requires long-term investments in both people and systems. This pillar focuses on strengthening Malta's capacity to adapt to change, protect its environment and identity, and prepare younger generations through a modern and responsive education system.

In **Education**, Malta will undertake comprehensive curriculum reform to better equip students with the skills they need in a rapidly evolving world. This includes a strong emphasis on STEM subjects, as well as aligning vocational pathways more closely with the demands of industry and emerging sectors. In the **Energy** sector, the focus will be on enhancing regional interconnectivity and accelerating the shift to renewable sources, both to improve security of supply and to reduce carbon emissions in line with Malta's climate goals. The **Environment** will also take centre stage, with initiatives aimed at restoring coastal and rural ecosystems, increasing biodiversity, and implementing Malta's carbon neutrality targets through nature-based and technological solutions.

At the heart of a resilient nation is a strong sense of **National Identity**. Malta will invest in reinforcing its cultural and historical assets, strengthening digital and civic security, and rebuilding public trust through transparency, participation, and accountability.

## Pillar 4: Smart Land and Sea Usage

Malta's limited land and maritime space requires careful, forward-looking planning to balance development with environmental stewardship and long-term well-being. This pillar focuses on the intelligent use of both land and sea, ensuring that growth respects the carrying capacity of the country while enhancing quality of life.

In **Urban Planning**, the aim is to promote sustainable architectural practices and ensure that land is allocated strategically to support livable, compact communities. Development will be guided by long-term spatial plans that prioritise functionality, resilience, and visual harmony.

Through the **Green Malta** initiative, the country will work to expand urban and rural green spaces, protect agricultural land from overdevelopment, and support the transition to cleaner fuels—including the introduction of biofuels—to reduce environmental pressure and enhance biodiversity.

Malta will also cautiously explore **Land Reclamation** projects that are rooted in sound environmental and economic assessments, ensuring that any such interventions offer long-term public value and align with sustainability goals.

## Enablers

Achieving Malta's long-term vision requires more than strategic goals—it depends on the systems and tools that support their implementation. Four key enablers will provide the foundation for sustained progress across all pillars.

**Policy and Governance** will become more adaptive, inclusive, and data-driven. Regulatory frameworks will be designed to respond quickly to emerging challenges and opportunities, while ensuring transparency, accountability, and broad stakeholder engagement.

**Funding** will be strategically allocated to support key initiatives, ensure operational continuity, and maximise the impact of public investment. This includes tapping into EU and private sector financing where appropriate.

**Digital Transformation** will act as a critical accelerator, with investments in digital twin infrastructure, expanded e-government services, and the use of technologies such as artificial intelligence, blockchain to support transparency, traceability, and environmental sustainability.

Finally, Malta's **Brand** will be updated and actively promoted to reflect its identity as an innovative, environmentally responsible, and high-quality destination—both for talent and investment. This narrative will be grounded in authenticity and aligned with the values of the Vision.

## Key Targets and National Ambitions

Malta Vision 2050 identifies a number of national targets for 2035 and 2050. By 2035, Malta aims to reach the top 20 in the global Human Development Index rankings, and by 2050, to be in the top 10. Median disposable income is projected to reach 135% of the EU27 average by 2050, up from 93% in 2023. Similarly, Malta seeks to be among the top five EU countries in terms of overall life satisfaction, a metric that encapsulates personal well-being, financial security, work-life balance, and social cohesion.

To achieve these outcomes, the Vision outlines improvements in longevity, education attainment, and income distribution. Specific benchmarks have been set across all key areas, including reductions in energy poverty, improvements in public health, and enhanced workforce participation.

## Implementation Roadmap and Governance

Malta Vision 2050 will be overseen by a dedicated Programme Management Office (PMO), tasked with cross-ministerial coordination, monitoring, and transparent reporting. The first months will focus on operationalizing the PMO, aligning existing sectoral initiatives with the Vision, and establishing a national dashboard to track progress against key performance indicators.

The roadmap provides a phased implementation plan extending to 2050, with key milestones in 2030 and 2035. Strategic initiatives are sequenced based on their development timelines and expected impact on quality of life, ensuring that early actions deliver tangible improvements while laying the foundation for systemic transformation.

## Conclusion and the Road Ahead

Malta Vision 2050 is not a replacement for sectoral strategies but 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 future uncertainties. Ultimately, the Vision seeks to elevate Malta's development model toward a more sustainable, inclusive, and prosperous future, with quality of life at its core.

The path forward will require ambition, consistency, and courage. But with a clear Vision and the collective will to realize it, Malta is well positioned to thrive in the decades ahead.

# Malta Vision 2050, Targets 2035

Document for Public Consultation

APRIL, 2025

# 6 building blocks to develop Malta Vision 2050



## Global macro-trends

15 global macro-trends most relevant for Malta, related threats and opportunities



## National Visions' Highlights

Insights from other countries' Visions



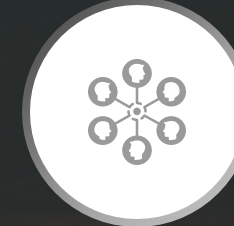
## Status Quo - Sectoral Strategies

55+ Priorities and 1,800+ initiatives derived from Malta's existing sectoral strategies



## Sentiment Analysis

Sentiment analysis on citizens & private sector



## Envisioning Workshop

Malta's unique gems, suggested future actions and vision proposals



## Vision deep-dives

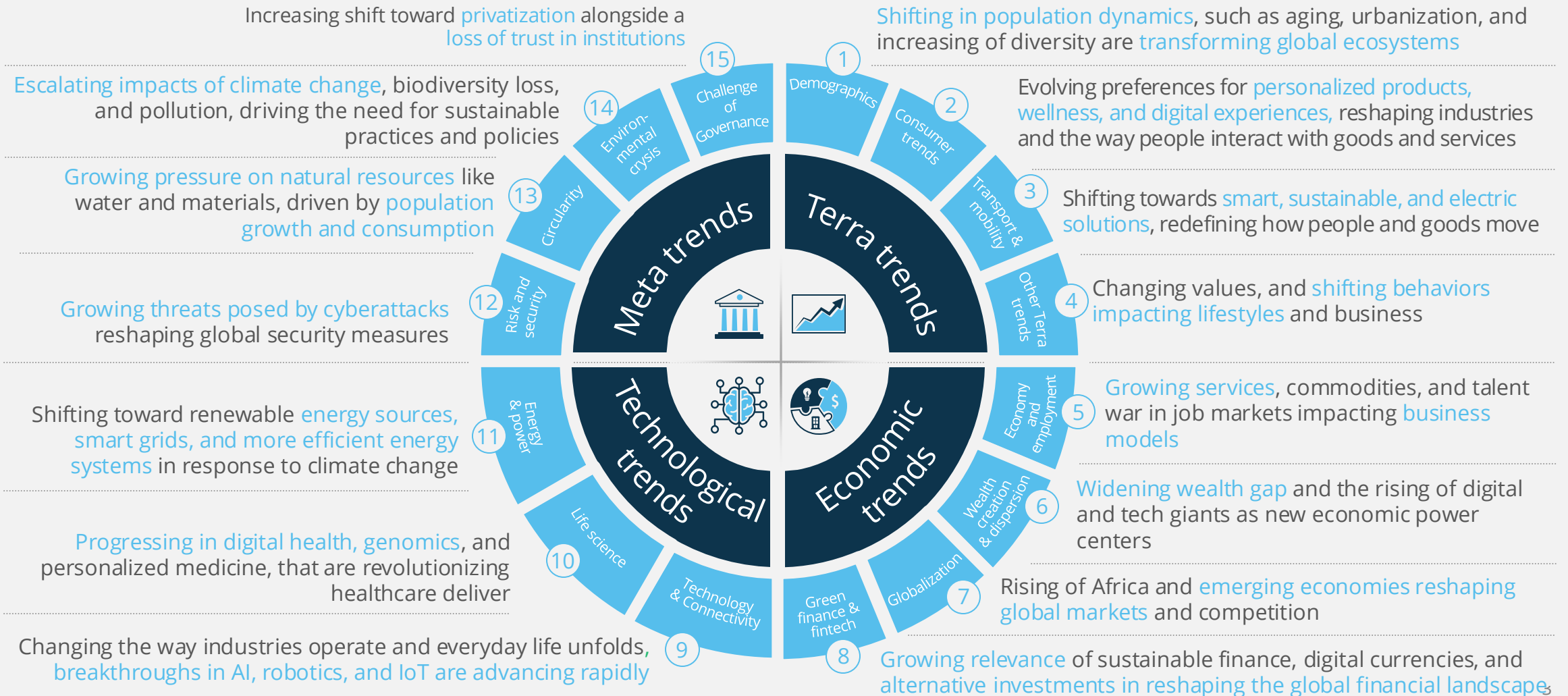
Sectoral deep-dives and thematic workshops involving private sector representatives and experts

— Focus next —

# Building Blocks – Macro-trends



# Among the global trends shaping global dynamics, 15 are most relevant to Malta



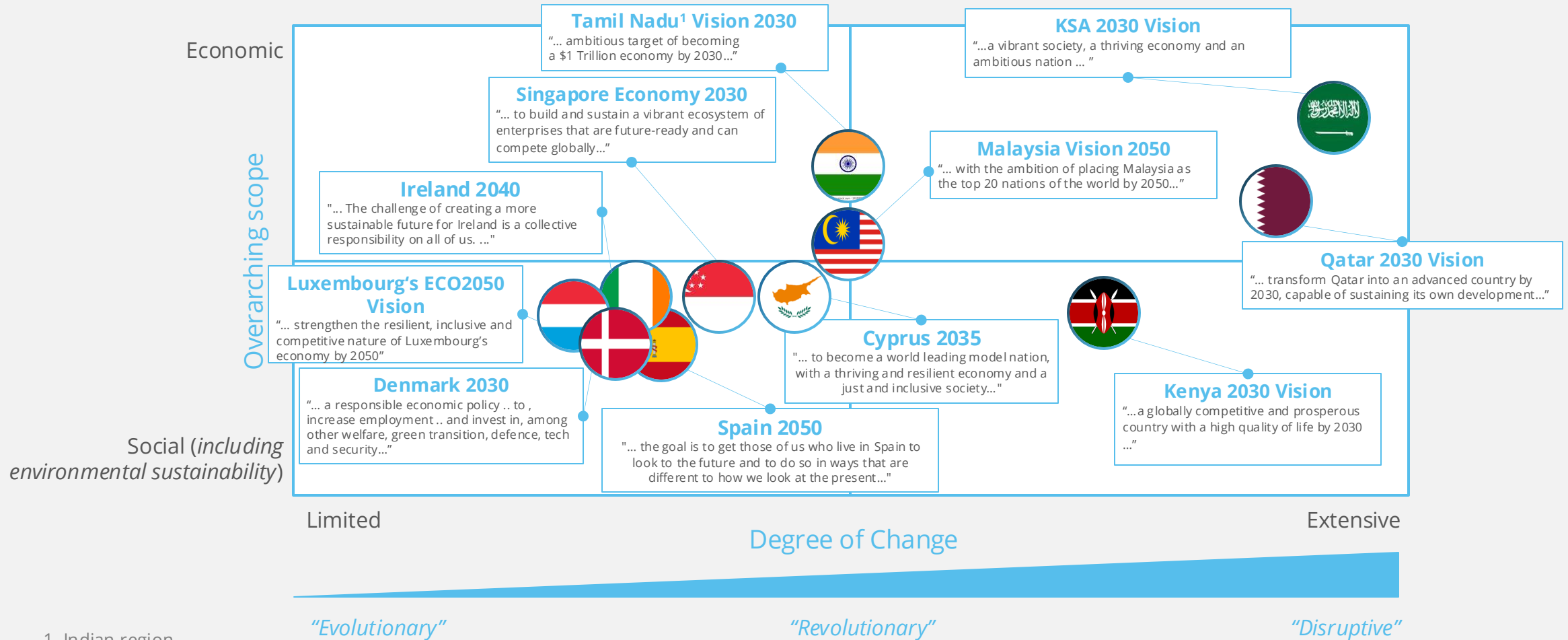


# Building Blocks – National Visions



# Countries can pursue different routes to develop their Vision, shaped by their high-level ambitions

Illustrative



1. Indian region  
Source: Team analysis;

# Building Blocks – Sectoral Strategies



# Status quo assessment validation has been finalized



# Building Blocks – Sentiment Analysis



# Sentiment analysis conducted listening the voice of Maltese Citizens and Business Leaders



## Citizens



## Business Leaders

### Objectives

Collect perspectives and opinions of Citizens on Malta today and Malta Vision for the future

Identify perspectives and opinions of country's Senior Business Leaders

### Participants

- ~30 Maltese citizens (Focus groups)
- ~ 1,000 Maltese citizens (Poll)

- ~20 representatives from Maltese Business divided in 2 groups

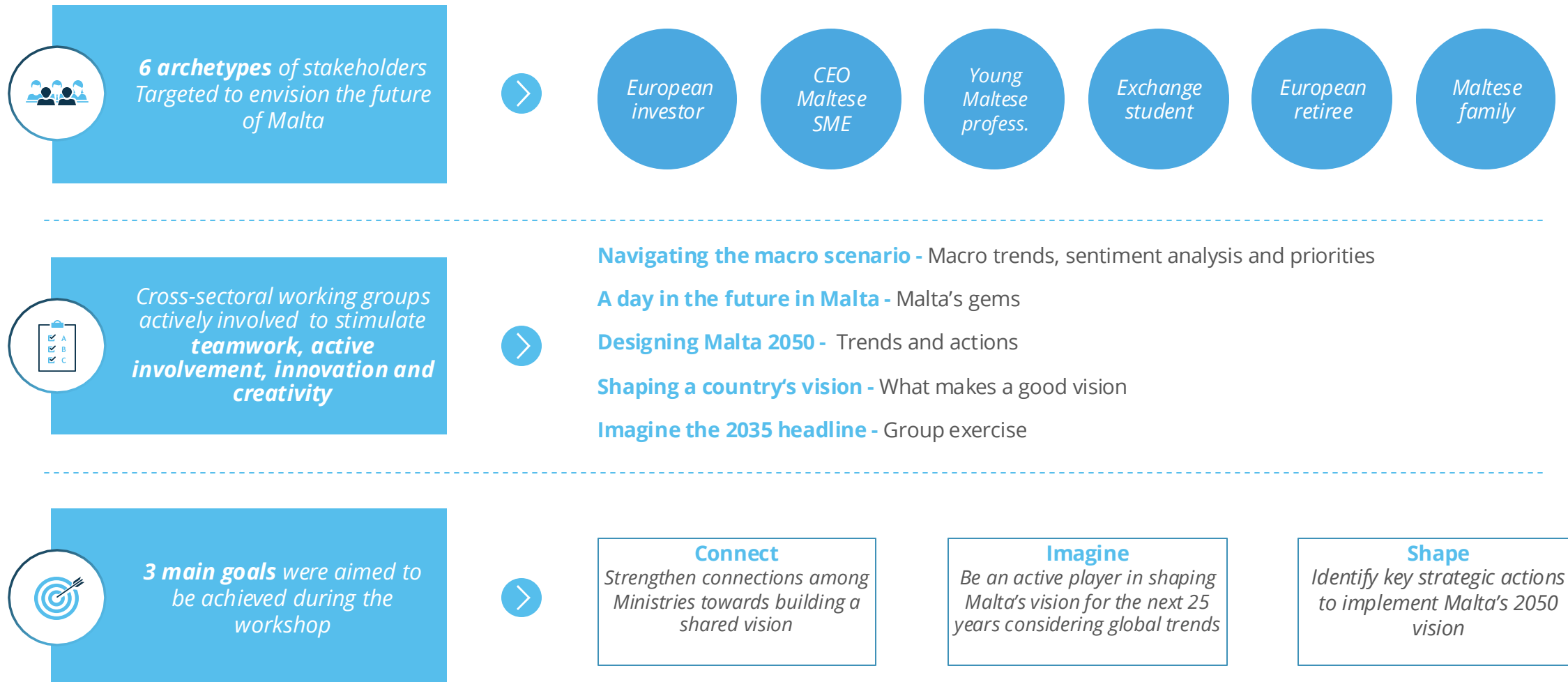
### Key Themes

- National **identity** & pride
- Current **issues**
- Responsibility and **trust**
- **Vision for 2050**

- **Pros & cons** of running a **business in Malta**
- Top **priorities for change**
- Responsibility and **trust**
- **Vision success elements**

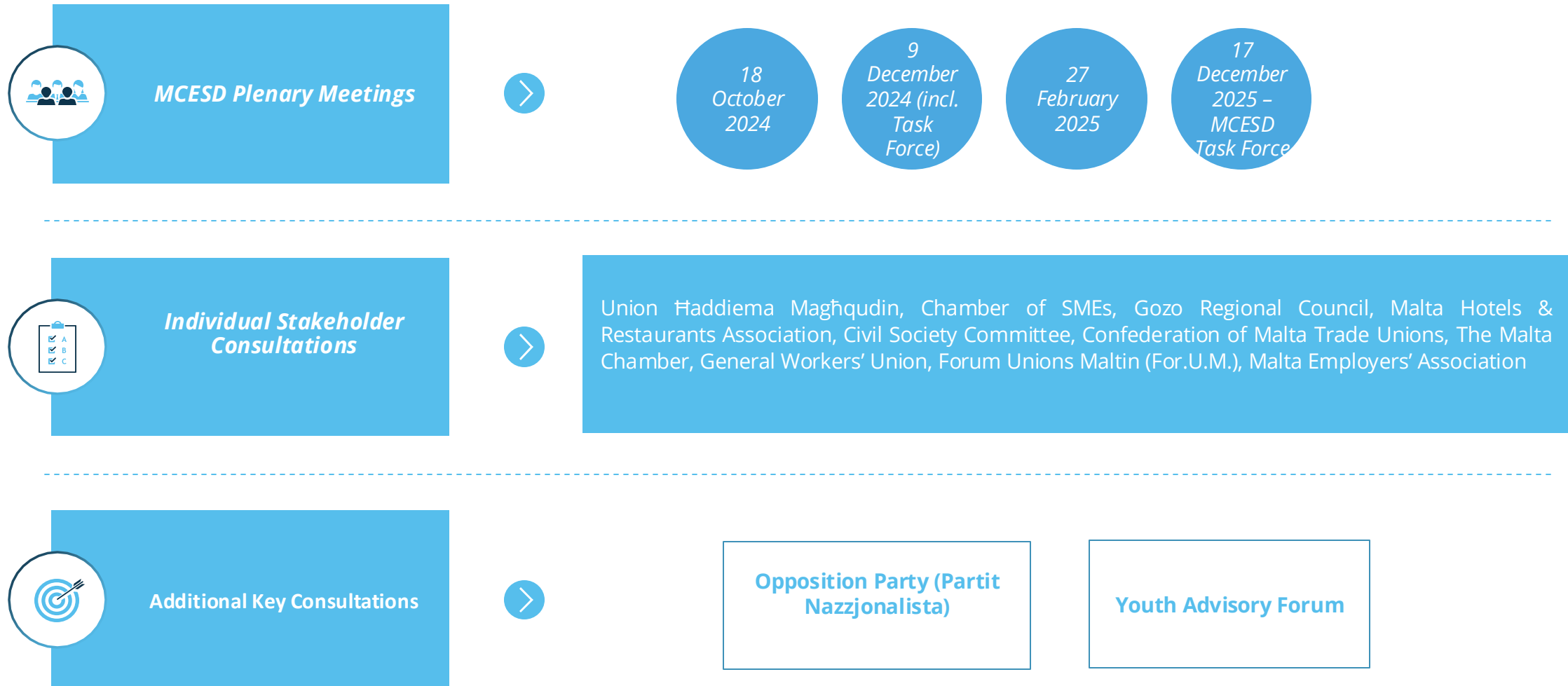


# 50+ representatives from Gov. and Public Agencies engaged in a full-day workshop, to imagine together the future of Malta





# Consultations





# enVIsion2050

Malta Vision 2050

## STATEMENT

“A safe and resilient Nation, inspired by heritage and driven by progress, fostering **a healthy quality of life** for all

## PILLARS

### Sustainable Economic Growth

Targeted resources allocation in high-value added sectors. Commitment on quality over quantity with focus on blue and green economy

### Accessible citizen-centered services

Affordable, sustainable services to foster an inclusive, thriving society with high living standards, life-long healthcare, efficient mobility and infrastructures

### Resilient Country & Modern Education System

Management of strategic power and human resources to ensure adaptability and preparedness for future challenges

### Smart Land & Sea Usage

Management of natural assets to ensure ecological balance and long-term national prosperity

## ENABLERS

**Policy making & Governance:** Crafting forward-looking, robust, inclusive, and adaptable policies to align national goals

**Funding:** Securing and allocating financial resources to drive sustainable growth and innovation

**Digital:** Leveraging cutting-edge digital technologies to enhance efficiency, connectivity, and competitiveness across all sectors

**Brand:** Creation of a comprehensive appealing and holistic brand for Malta



HEALTHY QUALITY OF LIFE FOR ALL



SUSTAINABLE ECONOMIC GROWTH



ACCESSIBLE CITIZEN-CENTERED SERVICES



RESILIENT COUNTRY & MODERN EDUCATION SYSTEM



SMART LAND & SEA USAGE



ENABLERS

# The north star: a healthy quality of life for all



## Human Development Report<sup>1</sup>



4 drivers

- Longevity
- Education – Expected schooling
- Education – Average schooling
- Income



## EU27 Median Disposable Income<sup>2</sup>



6 drivers

- Wages and salaries
- Self-employment income
- Property income
- Social payments
- Taxes
- Social Security Contributions



## Overall experience of life<sup>3</sup>



5 drivers

- Satisfaction with overall life
- Financial situation
- Job satisfaction
- Work Life Balance
- Personal relationship

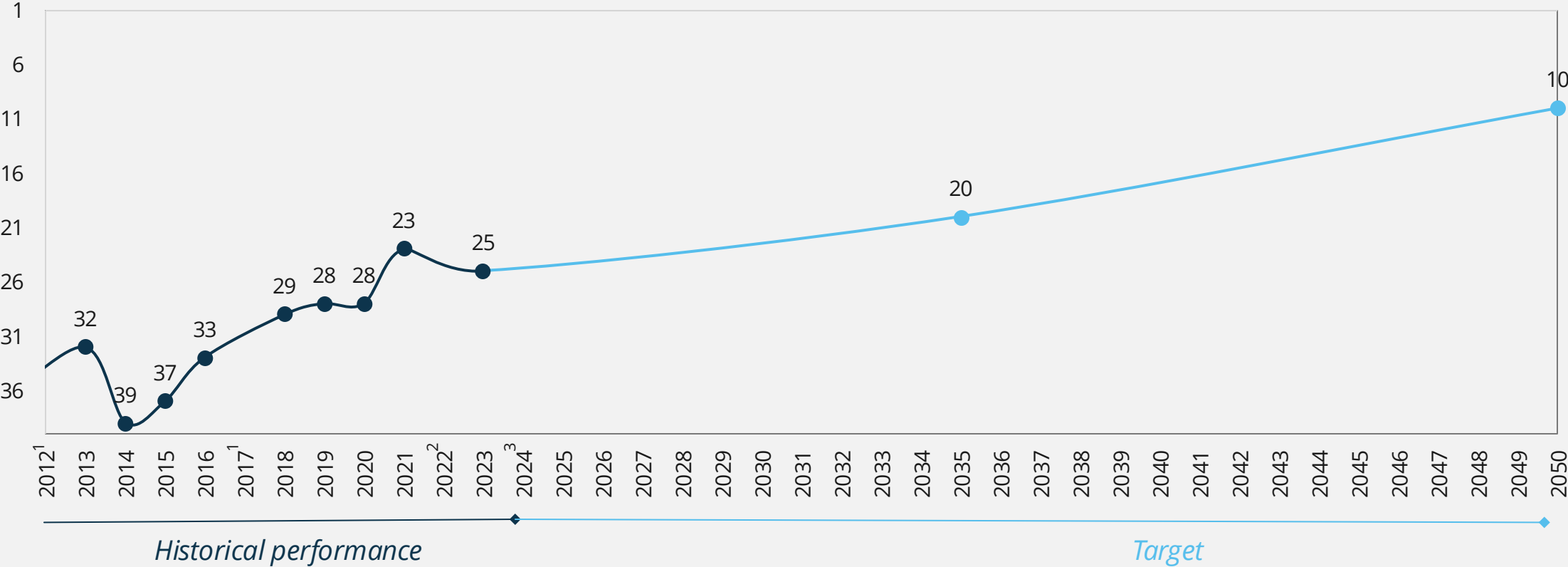
1. Developed and monitored by United Nations Development Programme 2. EUROSTAT 3. EUROSTAT  
Source: Desk research, Team analysis



# Human Development Index

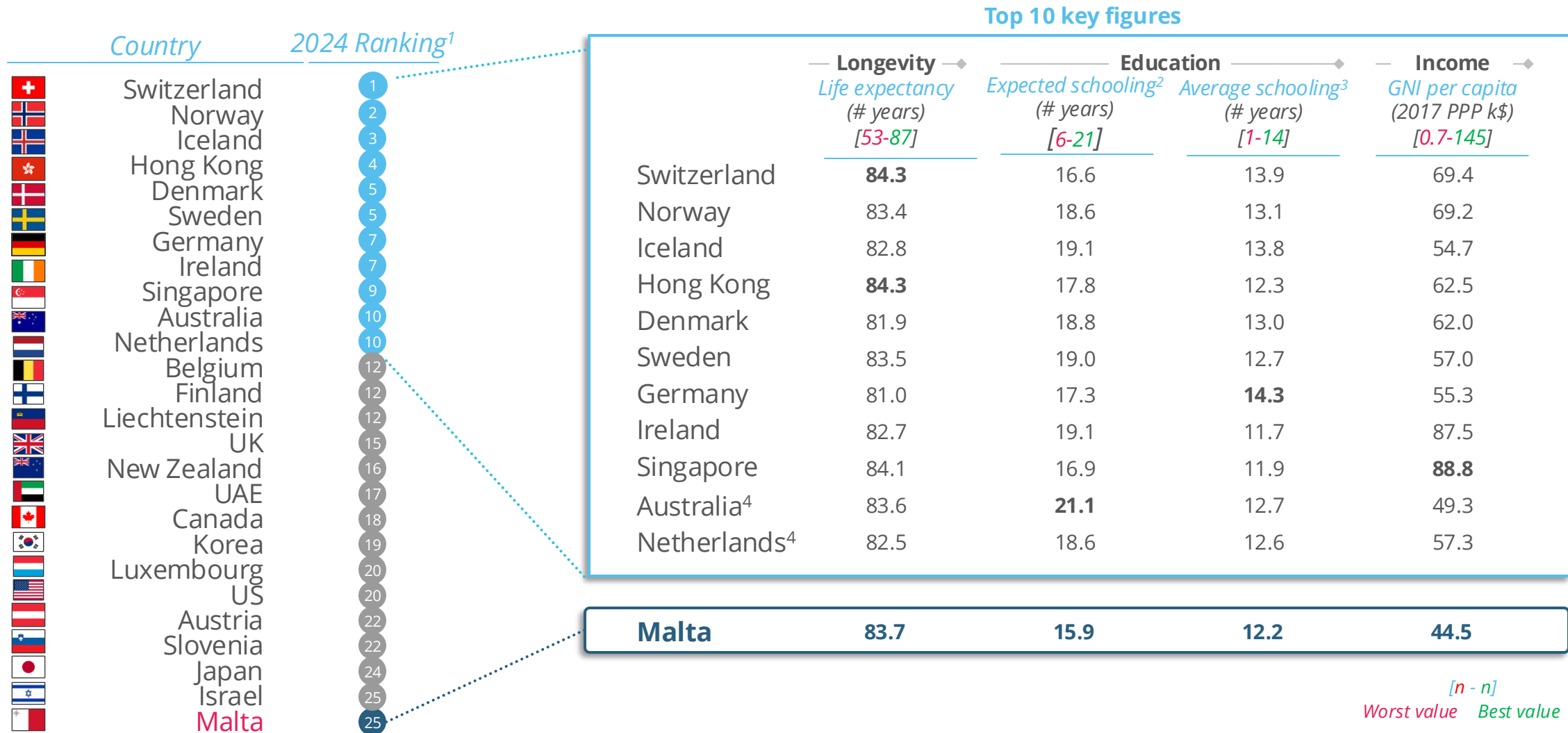
## Malta ranking evolution

**Human Development Index ranking by year**  
(2012-2050)



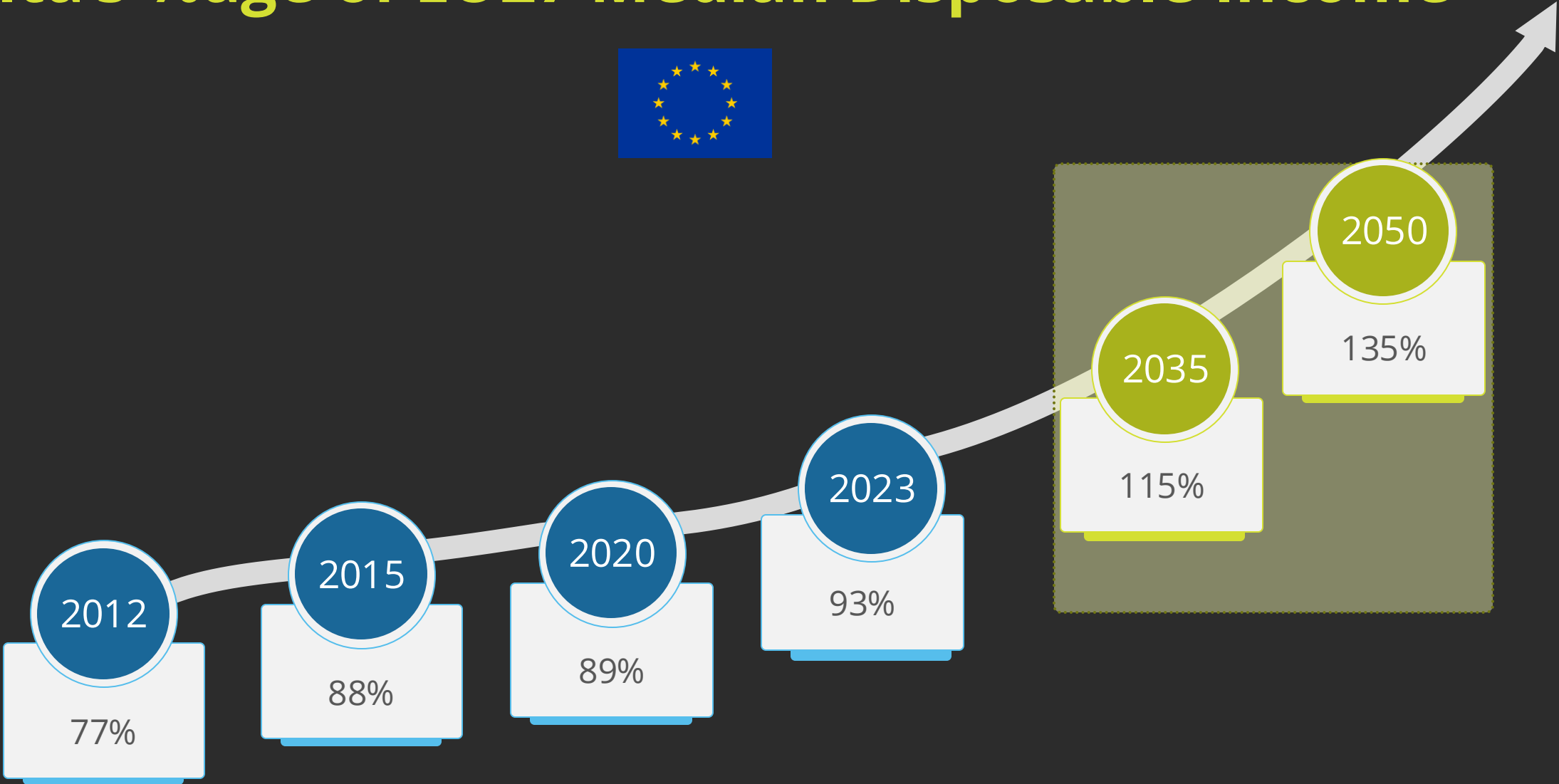
Note: year corresponds to Human Development report publication year. 1. 2012 and 2017 Reports are not available. 2. 2022 data is missing since 2021 represents data from 2021/2022 Report 3. 2024 data is missing since 2023 represents data from 2023/2024 Report  
Source: Human Development Reports, Team analysis

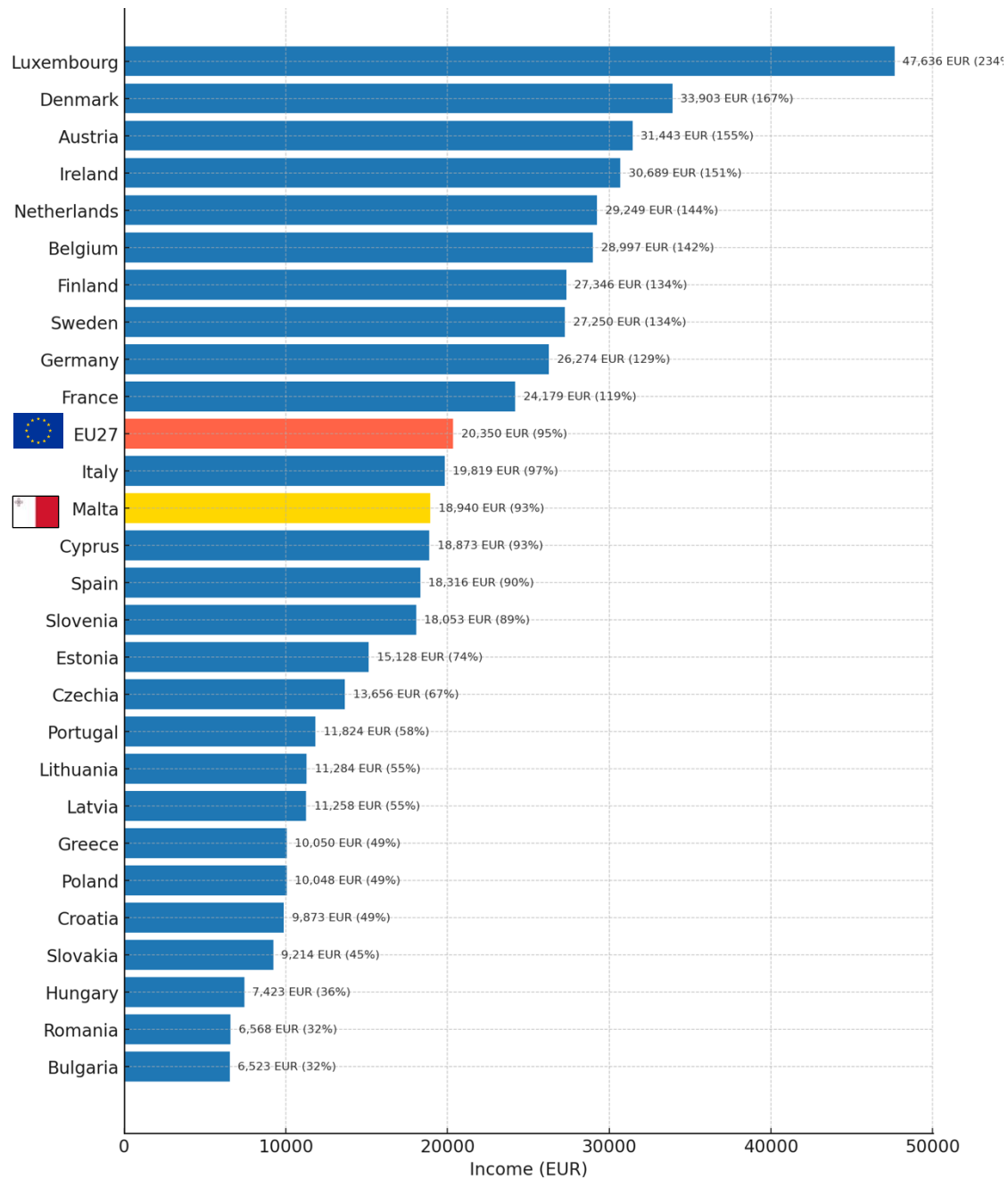
# Longevity, Education, Income per capita as the main drivers to improve the Human Development index



1. Ranked 193 countries, with scores from 0.38 (Somalia, 193th) to 0.97 (Switzerland, 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 4. Ex-aequo Source: Human Development Report 2023-24, team analysis

# Malta's %age of EU27 Median Disposable Income



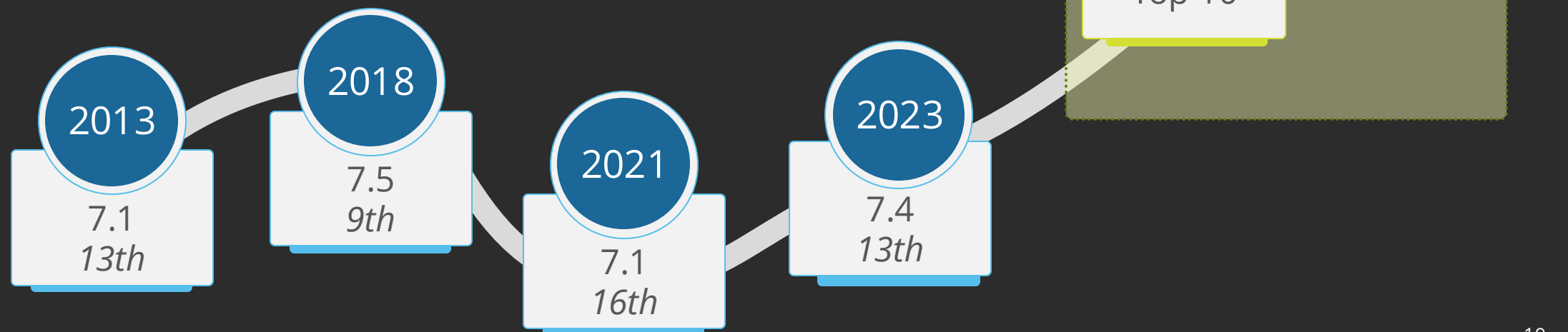


**Median disposable income** represents the middle point of the income distribution, where half of the population earns more and half earns less. It is less affected by outliers and often considered a better indicator of typical income.

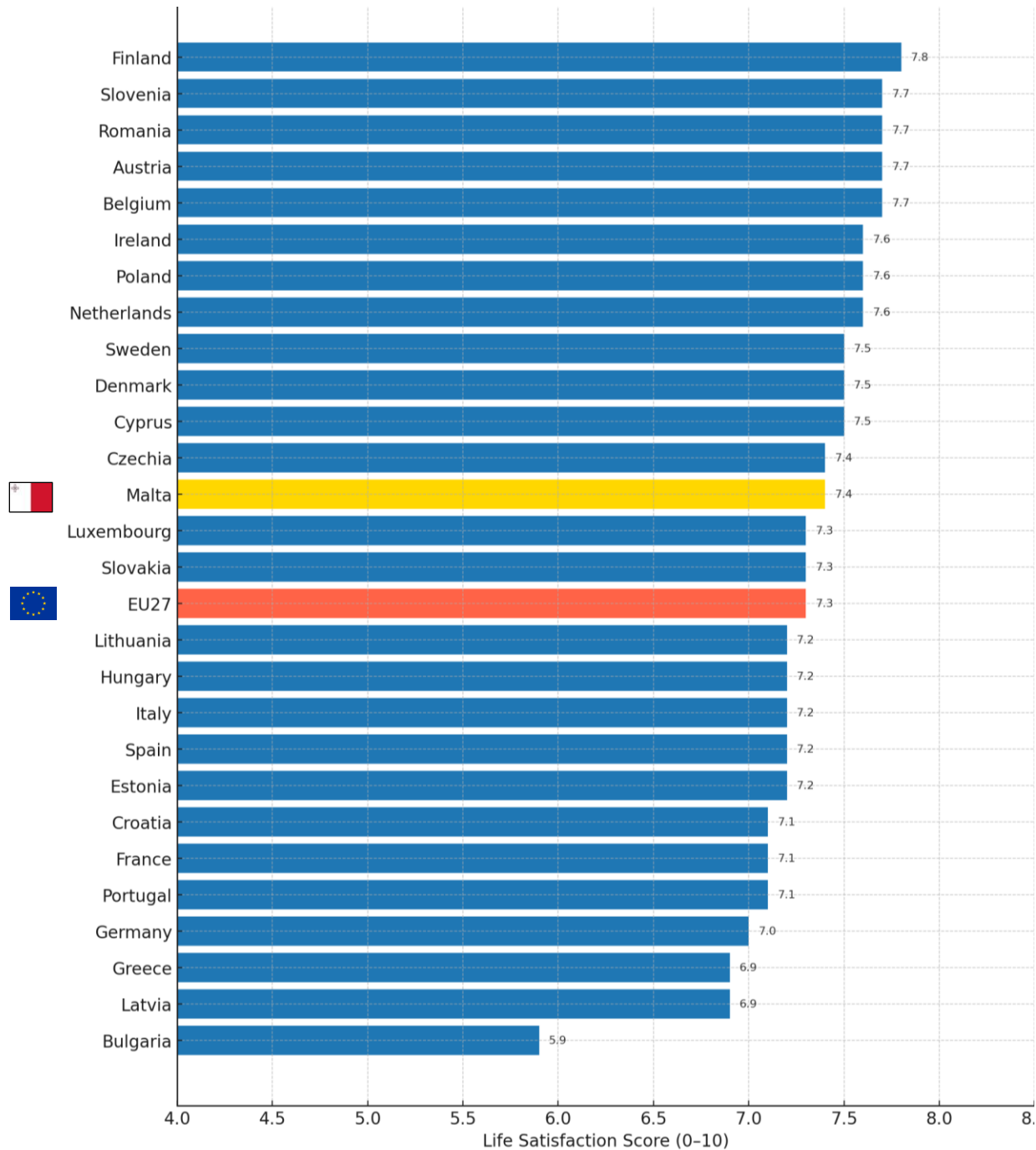
Higher average incomes generally indicate a more prosperous economy.

In 2023 Malta was just below the EU27 average.

# Overall experience of life







Quality of Life Indicators framework is structured around 9 dimensions that together provide a holistic view of well-being in the EU

Malta is in 13<sup>th</sup> place, just above EU27 average



HEALTHY QUALITY OF LIFE FOR ALL



SUSTAINABLE ECONOMIC GROWTH



ACCESSIBLE CITIZEN-CENTERED SERVICES



RESILIENT COUNTRY & MODERN EDUCATION SYSTEM



SMART LAND & SEA USAGE



ENABLERS

# SUSTAINABLE ECONOMIC GROWTH

Targeted resources allocation  
in **high-value added sectors**

Commitment on  
**quality over quantity** with  
focus on **blue and green  
economy**

## **Consolidate**

*a sustainable growth on mature strategic  
sectors: **Tourism, Gaming***

## **Accelerate**

*on high-potential sectors: **Shipping &  
Maritime, Financial services, Aviation***

## **Transform**

*entire manufacturing towards Industry 4.0  
and beyond, focus on: **Semiconductors,  
Pharma***

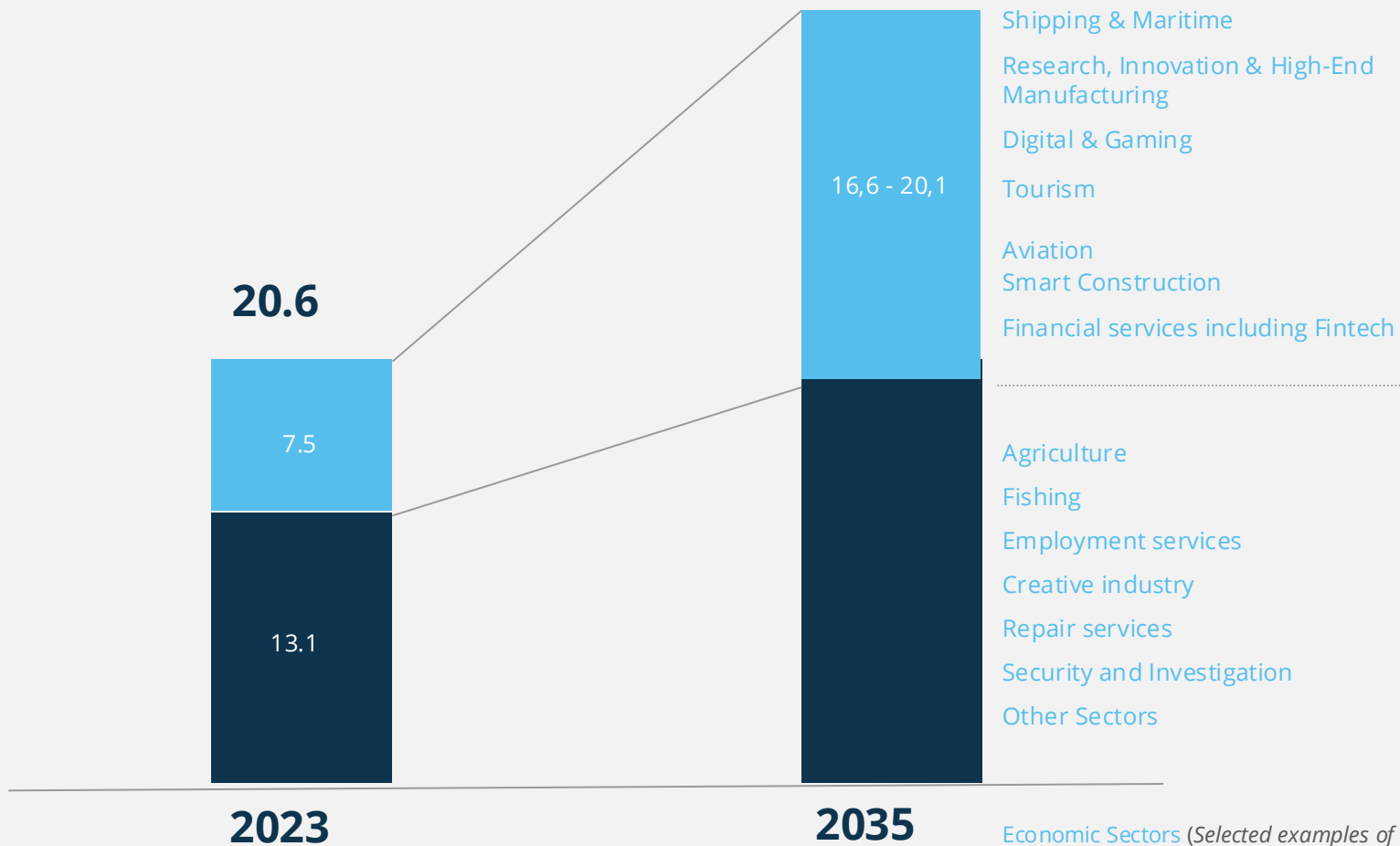
## **Manage**

*operational excellence from planning to  
execution in **Construction***



# 2035 GDP growth focused on 7 sectors

**GDP evolution by sectors' GVA**  
(2023-2035, nominal values, €Bn)



- Shipping & Maritime
- Research, Innovation & High-End Manufacturing
- Digital & Gaming
- Tourism
- Aviation
- Smart Construction
- Financial services including Fintech

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- Agriculture
- Fishing
- Employment services
- Creative industry
- Repair services
- Security and Investigation
- Other Sectors

## 2023-2035 Growth



(~7 €Bn vs. ~18 €Bn)



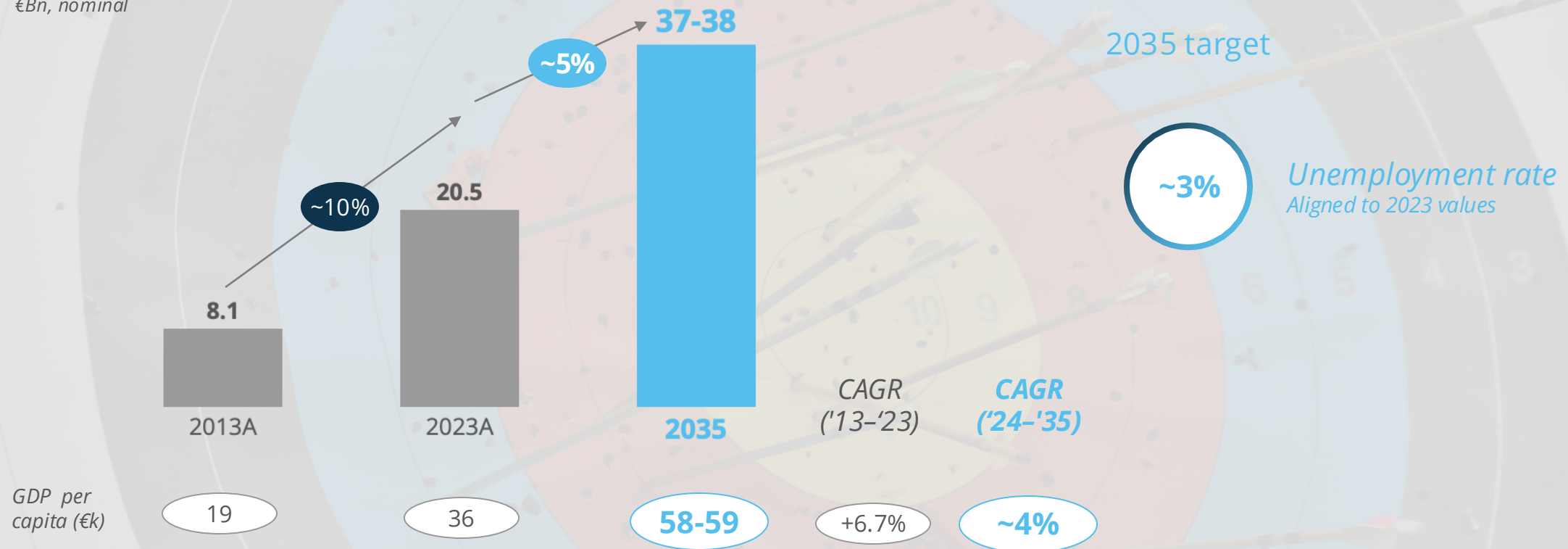
(~13 €Bn vs. ~up to 20 €Bn)

*Economic Sectors (Selected examples of Research & Innovation projects)*

# 2035 envisioned scenario foresees ~5% GDP CAGR

## GDP historical trend

€Bn, nominal



Note: Nominal figures

Source: Team analysis, NSO, Ministry of Finance, Bank of Malta

# 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*

**11**  
**Initiatives**  
**identified**  
*(Out of 90)*

# Green Economy



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

Sub-sectors:

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

**24**  
**Initiatives**  
**identified**  
*(Out of 90)*

# Tourism

# Shifting towards a Tourism **premium offering**, to ensure sustainable growth

Targets 2035



**Expenditure per night**  
**275-285€<sup>1</sup>**, vs 144 € actual, with  
 4.4- 4.5M of tourist in 2035 vs 3.6M in 2024



**Sector contribution<sup>2</sup>**  
**2.4-2.9 €Bn** vs ~1€ Bn actual  
**6-7% GVA<sup>3</sup> CAGR ('25-'35)**  
 vs previous ~8% CAGR ('14-'24)

A sustainable tourism sector growth fostering a more premium offering in order to **rebalance value vs. volumes**. Develop **attractions** (e.g. conferences, festival, exhibitions, ...), **accommodations** (e.g. 4-5\* hotels/resorts) and **services/product eco-system** (restaurants, shops, local tours, ...) to attract high-spending visitors, targeting an **average spending per night (leisure and business)** aligned with similar European destinations.

1. Nominal values. The real values, not taking inflation into account, is 220-230€ per night. 2. Excluded tax and subsidies. Total 2035 forecasted tourists' expenditure is 6.8 – 7.2 €Bn.

3. GVA calculated by summing values attributed to tourism of NACE categories H49, H50, I55, I56, N77, N79, R90, R91, R93 and excluding H51 (Air transport services)

Source: NSO, Malta Tourism Authority, expert calls, team analysis



# Tourism | Key potential macro-initiatives

## Macro-initiatives



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)



2

Build **touristic-oriented facilities** and develop **new attractions** to provide a comprehensive touristic offering (e.g., multi-purpose conference center, theme park)



3

Expand **premium accommodations** and **holiday - quality furnished premises**, with a particular focus on Gozo for the latter (e.g., Luxe Airbnb)



4

Provide an ecosystem **premium offering** of products and services (e.g., Michelin restaurants, high-end brands, premium local tours, VIP services)



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**



# Gaming

# Strengthen leadership in the Gaming industry, ensuring **transparency, player protection, and fair competition**

Targets 2035



**Growth 5-6% CAGR,**  
*consistent with actual 5-6%, mostly driven by gambling*



**Sector contribution<sup>1</sup>**  
**2.3-2.8 €Bn** vs actual 1.5€Bn,  
*representing 6-7% of 2035 projected GDP*

Consolidation of the **Gambling** sector by a strong regulatory framework to ensure transparency and fair competition. Growth of **digital content creation, SW development** and **video-gaming** through **technological innovation, talent development**

1. Excluding tax and subsidies, with gambling accounting for roughly 80-90% of the overall gaming sector  
Source: Finance Malta, Team analysis

# Gaming | Key potential macro-initiatives

## Macro-initiatives



Video  
game dev.  
e-sports &  
content  
creation  
(stream)



Casino &  
iGaming



6

Offer **fiscal incentives** to position Malta as the default jurisdiction for emerging studios



7

Establish Malta as a hub for interactive entertainment by fostering **innovation, talent, and global partnerships** in video game development & esports



8

Host annual **eSport Tier 1 and ongoing local grass-roots tournaments** to support local team development and teams relocation



9

Enhance apprenticeship programs in partnership with key industry players, ensuring **local talent development**



10

Mandate all licensed operators to shift to **100% renewable-powered data centers** by 2035, offering tax incentives for compliance



Blue economy



Green economy

# Shipping & Maritime

# Malta's Shipping & Maritime economy shows a clear potential to **double-down historical growth rate**

Targets 2035



**Growth 7% CAGR,**  
doubling historical value (4-5% '17-'23)



**Sector contribution<sup>1</sup>**  
**0.8-1.3 €Bn** vs actual 0.5€Bn,  
representing 2-3% of 2035 projected  
GDP

Enhance trade and port capacity by **increasing trade routes** and **expanding the Freeport** to handle more TEUs. Strengthen the maritime workforce through **dedicated apprenticeship programs** to address skill shortages, while **supporting ship registration** by streamlining processes and improving dedicated services.

# Shipping & Maritime | Key potential macro-initiatives

## Macro-initiatives



11

**Explore new trade routes in all ports** (both domestic and international) by 2035, assessing new international routes in the expanded Freeport (3<sup>rd</sup> terminal) and in the other major ports



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 3<sup>rd</sup> Terminal** through land reclamation



13

Educate professionals through **dedicated degree, vocational training and apprenticeship programs** with maritime institutes<sup>3</sup> to address skill shortages in the maritime sector



14

Sustain **ship registration** by streamlining process bureaucracy and enhancing dedicated services while providing robust regulatory framework and incentives to Malta's key operators



# Financial Services



# Financial Sector projected to increase its **impact on GDP**, enhancing Malta's relevance in the EU landscape

Targets 2035



**Sector CAGR 9-10%**,  
vs previous ~9% CAGR ('14-'23), mostly  
driven by **Investment Funds**, **Wealth mgmt.** & **Fintech**



**Sector contribution<sup>1</sup>**  
**4.8-5.3 €Bn** vs ~2 €Bn actual,  
representing ~ 13% of 2035 projected  
GDP

Financial Services growth mostly driven by attraction of: (i) **Investment Funds**, (ii) **Wealth mgmt.**, (iii) **Fintech**, (iv) **Multinationals' HQ<sup>2</sup>**.

Enabled by high quality corporate services, lean regulation, tax benefits, digitalization and skilled workforce

# Financial Services | Key potential macro-initiatives

## Macro-initiatives



15

Attract **investment funds**<sup>1</sup> by **streamlining regulations**, developing **fast-track licensing process** (e.g., adoption of AI) and leveraging international **promotion** to also boost **Wealth Management**



16

Attract and develop **Fintech companies** (e.g., Open-Banking, Crypto, etc.) through deployment of Fintech **sandbox** and international promotion



17

Attract **multinationals' HQs** by enhancing **corporate services** (e.g., legal firms, tax & compliance services, etc.), adopting a flexible **corporate governance** regulation and a **digital judicial system**



18

Enhance curricula and **Educational programs** (including reskilling) for finance & fintech, and create **residency and visa schemes** to attract global experts



19

Strengthen **aviation leasing regulation** to position Malta as an attractive host for **aircraft leasing** while providing robust regulatory framework



Financial Services acting as **catalyst for other sectors' growth** through investments and funding resources, enabled by key transformational initiatives (e.g., **Due Diligence Portal**, Digital Payments Hub Infrastructure)

1. To invest in both Maltese and international assets  
Source: Finance Malta, NSO, Team analysis

# Aviation

# Aviation industry growth is mostly driven by an increase of **commercial**, aircraft **registration** and **MRO activities**

Targets 2035



**Growth 13% CAGR,**  
overperforming the 11% CAGR over  
the past 7 years



**Sector contribution<sup>1</sup>**  
**2.8-3.3€Bn** vs actual 700  
€Mn, representing 8-9% of 2035  
projected GDP

**Long haul direct connectivity** to primary overseas airports and **a balanced share of LCCs vs. FSCs** for medium haul connections. Ensure competitiveness in **aircraft registration, MRO business and aviation cargo**, enhancing maritime trans-shipment and e-commerce growth, while **leveraging space economy** to further boost sectoral growth

# Aviation | Key potential macro-initiatives

## Macro-initiatives



### Airlines (LCC<sup>1</sup> & FSC<sup>2</sup>)

20

**Air Connectivity:** establish **long-haul direct connectivity** (i.e. North America, Middle-East, Asia)

21

**Quality of offering:** increase FSC share

22

Facilitate and support the **aircraft registration business**, by streamlined bureaucracy and dedicated services, and **provide incentives** for partial/significant business relocation (i.e. Airline HQ)



### MRO Activities

23

Increase **MRO activities turnover** by upgrading facilities (e.g. dedicated engine run bay) and establishing dedicated component repair shops (avionics, hydraulics, ...)



### Logistics and Cargo

24

Develop the **dedicated cargo terminal** at Malta International Airport (expand warehousing, cold storage, and high-security zones) to enhance trans-shipment volumes and e-commerce



### Space Economy

25

Harnessing **satellite technology** and **AI-driven airspace management** to enhance route efficiency and connectivity, while leveraging EU funds to boost sector R&D

# High-end Manufacturing

# Harnessing technological advancements while prioritizing high-value industries

## Targets 2035



**Sector CAGR 4-5%** in line with 5% '13-'23 CAGR, leveraging on new technologies

*Partially driven by<sup>2</sup>*



Semiconductor

**Industry CAGR**  
**6.5-7%**

*vs n.a. actual, driven by the adoption of Industry 4.0 and beyond*



Pharmaceutical

**Industry CAGR**  
**7.5-8%**

*vs n.a. actual, driven by the adoption of Industry 4.0 and beyond*



**Sector<sup>1</sup> contribution 1.9-2.4 €Bn** vs € ~1.3Bn actual, representing 5-6% of 2035 projected GDP

*Partially driven by<sup>2</sup>*



Semiconductor

**Ind. contribution**  
**€ 0.3-0.4Bn,**  
*representing ~1% of 2035 projected GDP*



Pharmaceutical

**Ind. contribution**  
**€ 0.2-0.3Bn,**  
*representing ~1% of 2035 projected GDP*

The Maltese manufacturing sector will undergo a transformation, embracing **Industry 4.0 and beyond** and advancing towards **high-value, technologically driven industries** like **pharmaceutical and semiconductors**

# High-end Manufacturing | Key potential macro-initiatives

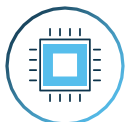
## Macro-initiatives



26

**Industry 4.0 and beyond Transition:** Integrate technologies like IoT, AI, robotics, and big data into manufacturing and supply chains to enhance efficiency, precision, scalability and to drive innovation and competitiveness

Semi  
conductors



27

**Production scale-up:** possibility to increase the production of the current manufacturing players operating in Malta and to attract new semiconductors manufacturers



28

**Research & Development:** Expand R&D activities, leveraging tools (e.g., Patent Box) establishing Malta as a research, testing and innovation center (e.g., OMCL<sup>1</sup>, clinical investigation hub), with focus on marine biotechnology



Pharma



27

**Production scale-up<sup>2</sup>:** Promote the growth of generic drug manufacturing and attract new biologic producers

1. Official Medicines Control Laboratory. 2. Initiative #27 includes both Semi-conductors and Pharma initiatives  
Source: Ministry for Economy, UN Comtrade, expert calls, team analysis





# Smart Construction

# Policies enforcement and coordination of relevant authorities will ensure a regulated growth in construction

Targets 2035



Sector CAGR 6-7%, vs  
previous ~10% of '13-'23 growth

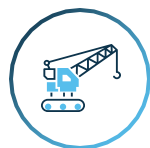


Sector contribution<sup>1</sup>  
1.6-2.1 €Bn vs 0.8 €Bn  
actual, representing ~5% of 2035  
projected GDP

A real estate development that prioritizes **renovation** while incorporating **vertical expansion** in strategic areas and **multi-purpose buildings** for new constructions, reducing land consumption, safeguarding urban historic areas, making them more livable and providing required utilities and transport infrastructures. An integrated approach between entities, creation of a digital infrastructure and real-time monitoring of building will **minimize** the **impact** of construction sites on citizens quality of life

# Construction | Key potential macro-initiatives

## Macro-initiatives



29

Meet the demand for **dwelling units**, through **renovation** and new buildings, while complying with building regulations and implementing **sustainable** and **smart construction** practices



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)



31

Develop an **integrated spatial data platform** to collect information from all relevant authorities, allowing for **building capacity assessment**, identification of **hot spots areas** and planning of **integrated transport system**, to ensure a good mix of social and environmental facilities in urban areas



32

Empower the local/regional authorities in monitoring and planning construction sites and works, increasing the **coordination** with relevant entities to **minimize** the **impact** of construction on **citizen's quality of life**



A family of five is walking away from the camera on a paved path in a park. The father is on the left, holding the hand of a young boy. The mother is in the center, holding the hand of a young girl. They are walking towards a large, modern, curved structure in the background. The scene is bright and sunny.

**HEALTHY QUALITY OF LIFE FOR ALL**

A modern building with a glass facade is illuminated at night. The building has a unique, curved design. The sky is dark, and the lights from the building create a warm glow. The overall scene is futuristic and urban.

**SUSTAINABLE ECONOMIC GROWTH**

A modern, sleek train is shown in motion, blurred to suggest speed. The train has a metallic, reflective surface. The background is a warm, golden-yellow color, possibly representing a sunset or a stylized background. The overall scene is dynamic and modern.

**ACCESSIBLE CITIZEN-CENTERED SERVICES**

A modern building with a curved, glass facade is shown. The building is illuminated from within, creating a warm glow. The sky is a light, hazy blue. The overall scene is clean and modern.

**RESILIENT COUNTRY & MODERN EDUCATION SYSTEM**

A modern building with a curved, glass facade is shown. The building is illuminated from within, creating a warm glow. The sky is a light, hazy blue. The overall scene is clean and modern.

**SMART LAND & SEA USAGE**

A modern cityscape is shown, featuring a large, circular, tiered structure in the foreground. The structure has a textured, metallic appearance. In the background, there are various modern buildings and structures, including a large, classical-style building. The overall scene is futuristic and urban.

**ENABLERS**

# ACCESSIBLE CITIZEN-CENTERED SERVICES

Accessible, sustainable services to foster an inclusive, thriving society with high living standards, premium healthcare, efficient mobility and transport infrastructures

## *Healthcare*

A **life-long** and **high-quality health system** which ensures timely access to advanced **medical technologies**  
**Digitalization & AI** enhancing **preventive care** and ensuring a resilient health workforce  
Strategic **financial empowerment** by the **private** sector to expand **service accessibility for all**

## *Social policies*

An **inclusive & equal Country**, by mean of affordable housing for young families, migration policy, initiatives to tackle youth **unemployment**  
Promotion of community cohesion and creation of **opportunities for everyone**

## *Mobility*

A **national green road transportation system** combining private, public and shared micro-mobility, orchestrated by a **Mobility As A Service platform**

An **international air connectivity** that balances service quality and affordability with **direct connections to short as well as long haul destinations**

An **innovative drone system** to streamline cargo deliveries within the island

# Healthcare | Key potential macro-initiatives

## Macro-initiatives



33

**Health infrastructures upgrade:** Improve current health infrastructures to enhance services, capacity and quality



34

**Public-Private Partnerships (PPPs):** Establish partnerships with private sector and improve Gov. capabilities in designing and managing PPPs



35

**Voluntary Health Insurance:** Promote private insurance to ensure high-quality services and reduce out-of-pocket expenses



36

**Non communicable diseases (NCDs) & palliative care:** Reduce NCDs burden and improve palliative care through prevention and tailored policies



37

**AI-driven health platform:** Identify diseases or hospitalization risks to improve treatment decisions and improve telemedicine services (e.g., virtual consultation, data-driven patient mgmt.)



38

**Healthcare workforce resilience:** Foster continuous learning through international networks and enhance workforce wellbeing through digital solutions



39

**Fertility rate:** Improve fertility outcomes of the Maltese population by subsidizing IVF treatments, promoting healthier lifestyles, reducing exposure to harmful substances and improving worklife balance



40

**Mental Health support:** Strengthen targeted mental health programs in schools to students and parents, including early identification of emotional problems and addictions (e.g., drug abuse, digital screen use)

# Social Policies | Key potential macro-initiatives

## Macro-initiatives



41

Enhance **social** and **affordable housing offering** thanks to specialized housing solutions to meet vulnerable groups demand

42

Reduce **waiting lists** and ensure that more eligible households **find housing faster and efficiently**, through optimized allocation, and diversified schemes



43

Introduce an optional **supplementary pension scheme** (Occupational Pension - Second Pillar) with employer matching contributions to boost retirement savings

44

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%)



45

Continue developing programs which provide job training, internships, and employer incentives to **hire people with disabilities and other underrepresented groups**

46

Collaborate with **voluntary organizations** to increase the **participation of older people** to volunteering programs to act as befrienders of peers who experience isolation and loneliness



47

Expand access to **broader family support**, extending services beyond childcare solutions and offering more flexible parental leave and work-life balance options such with improved working conditions

48

Continue developing the program that maps and strengthens services for **children** and **adolescents**, both during and beyond school hours.



49

Create a **blockchain-powered app** to incentivize citizens in **adopting sustainable actions** and behaviors, offering unique rewards for individuals, while tracking the impact of their efforts



# Social Policies – Migration | Key potential macro-initiatives

## Macro-initiatives

### Migration control

50

**Sector-specific labour needs fulfillment:** Increase the occupation composition of TCNs<sup>2</sup> more in the critical skilled categories<sup>3</sup>, thus reflecting a closer ratio to EU nationals



51

**Workforce application limit:** Control that the recruitment of third-country nationals is fully aligned with the labour market's needs and avoids saturation

### Working conditions enhancement

52

**Skills-Based Approach to Migration:** Lower the percentage of overqualified<sup>4</sup> TCNs to be at the same level or below the EU average



53

**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



# Mobility | Key potential macro-initiatives

## Macro-initiatives



54

**Shared mobility:** Expansion of the availability of shared bikes, e-scooters, and microcars



55

**Mass transportation systems:** Development of green public mass transportation systems



56

**EV adoption:** Deployment of subsidies on EV purchase and grants for home charging stations



57

**Sea routes expansion:** Increase of routes and ferry seats for inter-island and intra-island (Gozo & Comino) connectivity



58

**MaaS<sup>1</sup> platform:** Integration of public, private, and shared transportation modes into a real-time platform powered by Malta's digital twin



20

Air Connectivity<sup>4</sup>: **Long-haul direct connections** (i.e. North America, Middle-East, Asia)



20

Air connectivity<sup>4</sup>: **Balanced share of LCCs<sup>2</sup> vs. FSCs<sup>3</sup>** for medium haul connections



59

**Drones for Commercial Logistics:** Deployment of drones to ease road congestion and optimize delivery flows





HEALTHY QUALITY OF LIFE FOR ALL



SUSTAINABLE ECONOMIC GROWTH



ACCESSIBLE CITIZEN-CENTERED SERVICES



RESILIENT COUNTRY & MODERN EDUCATION SYSTEM



SMART LAND & SEA USAGE



ENABLERS

# RESILIENT COUNTRY & MODERN EDUCATION SYSTEM

Resilient management of strategic human and natural resources to ensure adaptability and preparedness for future challenges

## Education

Transform the educational system to build a **modern, future-proof skilled workforce** - high academic standards & strategic foresight to ensure lifelong education, aligned with workforce demand

## Energy

**Achieve a greener, affordable and enhanced energy supply** - Malta will reduce emissions through a greener energy mix, combat energy poverty, and enhance mainland connections for a more flexible and efficient supply system

## Environment

Fulfill **National Carbon Neutrality Milestone**, ensure **Biodiversity** Preservation, **Circular Economy** and **food supply chain resilience**, Improve **Waste, Water Management** and **Air Quality**. Develop **climate resilient infrastructures** and safeguard coastlines against erosion

## National Identity

**Strengthen Malta's cultural heritage** through strategic initiatives focused on site preservation and public engagement, while **enhancing national defense and cybersecurity** capabilities to address contemporary threats

# Education & Re-skilling | Key potential macro-initiatives

## Macro-initiatives



60

Improve the current **educational programs**, including both accredited and community<sup>1</sup>, while updating national curricula with a focus on **future-proof skills & STEM disciplines**



61

Develop **industry-specific skills frameworks** and **career pathways**, supported by sector analysis to identify, anticipate and **close** potential **skills gaps**



62

Offer **integrated learning** pathways (e.g., family community school programs) within compulsory education and expand access to **mental health services**



63

Facilitate the simplification and **reduction of administrative tasks** and offer more relevant **evidence - informed training** for educators

1. E.g., retired professionals mentoring and training younger generations by sharing their expertise and knowledge.  
Source : NSO, EC – Education and Training Monitor, OECD, CEDEFOP, team analysis

# Energy | Key potential macro-initiatives

## Macro-initiatives



### Greener Energy Production Mix

64

National target of **GHG emissions reduction** at National level



65

Increase Malta's ambition to a **renewable energy share of 25%** by 2030, mainly through **photovoltaic systems**

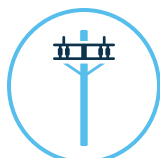


### Affordable Energy to Address Energy-Poverty

66

Improve **energy affordability** for all households, and especially for particularly vulnerable consumers, by promoting **affordable power supply mix**, expanding renewable power adoption and enhanced grid efficiency

In progress



### Mainland Interconnector(s) & hydrogen pipelines

67

Expand interconnectivity to Sicily and explore a 3rd **connection with EU and/or North Africa**, increasing interconnectivity within the EU energy market while surveying international **hydrogen pipelines' solutions** (in progress discussions with EU)env

In progress



# Environment | Key potential macro-initiatives

## Macro-initiatives



### National Carbon Neutrality Milestone

64

Implementing the **NECP** plan to guide transition towards carbon neutrality<sup>1</sup>

65

Promote incentives for residential, industrial and public buildings **renewable power** and storage systems<sup>2</sup>



### Biodiversity Preservation, Circular Economy and Food Supply Chain Resilience

68

Establish a **national restoration program** focusing on natural habitats and water management

69

Introduce **advanced recycling technologies** and enhanced waste separation programs

70

Establish **localized food storage hubs** for essential food items and partner with **local farmers** and **breeders** to allocate a portion of their production to these hubs



### Waste Management System and Air Quality Monitoring

71

Construct a **waste-to-energy plant** and expand organic waste collection and processing systems

72

Enhance **urban air quality monitoring systems** and restrict high-emission vehicles in urban areas

1. 'National Carbon Neutrality Milestone' initiatives include both Energy and Environment  
Source: developed according to Malta's National Energy and Climate Plan (NECP)



# National Identity | Key potential macro-initiatives

## Macro-initiatives



### Cultural and Heritage Preservation

73 Implement a nationwide initiative to **restore, preserve, and repurpose historical sites** and underutilized heritage buildings into cultural and community spaces 

74 Launch a long-term funding program to **support the film servicing industry, content creation and local artists** and creatives on expanding their market through collaborations and international opportunities

75 Create a **National Heritage Volunteer Network** to safeguarding cultural heritage and identity, through collaboration with local entities and organization of educational events



### People


76 Enhance indoor and outdoor **sports facilities**, encourage intra-school competitions, and provide comprehensive support for adopting a **healthy lifestyle** across all age groups

77 Ensure **elite athletes** have access to top-tier training facilities, expert coaching, a highly skilled support team, and financial support to optimize their development



### National Defense

78 **Upgrade Malta's law enforcement capabilities** with enhanced digital forensics, predictive policing, and inter-agency intelligence to improve crime prevention/response

79 **Strengthen Malta's maritime security** by investing more in surveillance capabilities systems, and regional defense collaborations 



### Cybersecurity

80 Establish a **dedicated Government Cyber Incident Response Unit (CIRU)** to handle cyber incidents, conduct risk assessments, and ensure rapid mitigation

81 Implement a **legal framework mandating cybersecurity standards** for government agencies and critical infrastructure operators with compliance audits





HEALTHY QUALITY OF LIFE FOR ALL



SUSTAINABLE ECONOMIC GROWTH



ACCESSIBLE CITIZEN-CENTERED SERVICES



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SMART LAND & SEA USAGE



ENABLERS



# SMART LAND & SEA USAGE

Strategic, efficient, sustainable management of natural assets to ensure ecological balance and long-term national prosperity

## **Industrial space allocation**

*Selective allocation of land and space for industrial development, aligned with the economic development priorities: (i) land allocation drivers by sector and investment size, (ii) policy making to allow for change destination of use*

## **Efficient urban planning**

*Sustainable master land development, ensuring the preservation of heritage and a balance with economic development goals. Urban planning citizens-centred by emphasizing a sustainable architecture*

## **Green Malta**

*Enhancement of green areas and protection of arable land. Conservation and restoring of natural habitats to safeguard biodiversity and ecosystems, supported by robust regulations to address land degradation and to counteract deforestation. Promotion of biofuel adoption to mitigate carbon footprint*

## **Land reclamation from the sea**

*Exploration of projects (i.e. reclaiming land from the sea) to respect & improve the environment, analysing best interventions to add value to the country*



Blue economy



Green economy

# Smart land & sea usage | Key potential macro-initiatives

## Macro-initiatives



### Industrial space allocation

82

Implement **strategic clustering** by locating complementary factories near each other or key infrastructure (e.g., placing finished product manufacturers close to airports or ports)



83

Enhance **industrial sites** with additional **employee-focused** amenities, such as childcare facilities, canteens and accommodations

84

Prioritize **space allocation** for **strategic sectors** (with defined drivers) and **optimize land use** by relocating manufacturers according to business needs



### Green Malta

85

Enhancement of **green space** and **transformation of urban areas** by creating and upgrading gardens, parks and open spaces



### Land reclamation from the sea

86

Exploration of **large land reclamation** initiatives to address limited land space and create additional space for the country's needs.



# Gozo | Key potential macro-initiatives

## Macro-initiatives



### Smart Land & Sea Usage

87

Encourage **efficient spatial planning** and **urban development** 

88

Provide incentives for **farmers** and **livestock breeders** to adopt sustainable practices (incl. animal welfare), in collaboration with Gozo Experimental Farm in Xewkija<sup>2</sup> 



### Sustainable economic growth

3

Expand **premium accommodations** and holiday - quality furnished premises (e.g., Luxe Airbnb)<sup>1</sup>

57

Increase of **sea routes** and **ferry seats** for inter-island and intra-island connectivity<sup>2</sup>



### Resilient Country & Modern Education System

89

Develop initiatives to attract **high-value workers, start-ups** and **entrepreneurs**, diversifying sectors (e.g., agri-tech)<sup>2</sup>

90

Promote Gozo's **identity, talent** and **cultural assets**

1. Premium accommodations expansion initiative includes both Tourism and Gozo initiatives (ref pg. 28) 2. Sea routes and ferry seats increase includes both Mobility and Gozo initiatives (ref. pg. 52)



Blue economy



Green economy



**HEALTHY QUALITY OF LIFE FOR ALL**



**SUSTAINABLE ECONOMIC GROWTH**



**ACCESSIBLE CITIZEN-CENTERED SERVICES**



**RESILIENT COUNTRY & MODERN EDUCATION SYSTEM**



**SMART LAND & SEA USAGE**



**ENABLERS**

# Digital

Leveraging cutting-edge digital technologies to enhance efficiency, connectivity, and sector-wide competitiveness

## Digitalization of Public Sector

**Integration** between **public** and **private** through tailored services (e.g., eID as a secure authentication mechanism) as enabler to lower bureaucratic hurdles

## Interoperability & Digital Infrastructure

Boost in **AI adoption** across sectors by leveraging ecosystem enablers and regulatory frameworks (e.g., Tech Sandbox) to establish a **Common Data Center Repository**

## CoE for Conformity Assessment

Positioning as a hub for **Conformity Assessment Bodies** (CABs), 3<sup>rd</sup> party entities conducting conformity assessments on digital and AI products. Investing in a **specialized workforce** is expected to attract HW and SW manufacturers, generating a direct economic return for Malta's economy

## Promote sustainability

Adoption of a **blockchain technology** to track and measure the impact of sustainable action, through a suite of apps to reward eco-friendly behaviors

# Brand

Bringing together existing Malta brands under a cohesive and holistic national identity

## Brand strategy

Develop a **national branding strategy** to communicate Malta's 2050 vision, targeting key audiences with strategic KPIs and key messages. Design an **impactful campaign** highlighting Malta's natural beauty, culture, exclusivity, and sustainability.

## Unified brand message

Create a clear, compelling **brand message** that unites Malta's identity and sector-specific entities under a unique umbrella, with a cohesive **verbal and visual identity** reflecting Malta's Vision 2050 through an inspiring slogan, logo, and narrative.

## Premium sustainable positioning

Enhance Malta's **premium positioning** by promoting exclusivity and high-quality experiences. Prioritize **sustainability** by encouraging eco-friendly travel and conservation efforts, attracting high-value visitors while preserving Malta's heritage.

## Media strategy

Activate a **strategic mix of media channels**—social media, digital platforms, influencers, and traditional media—to amplify Malta's brand message. Tailor content to each platform, ensuring maximum reach, engagement, and meaningful connections with diverse audiences.

# Policy making & Governance

Crafting forward-looking, robust, inclusive, and adaptable policies to align national goals

## **Flexible, adaptable and innovative legal framework**

Leverage Malta's legal framework to attract and retain **talents** (e.g., repatriation of skilled expatriates), **financial operators** and **strategic sectors investors** (e.g. Gaming, Biotech).

Craft policies to align to **best practices**, enabling adaptation to **emerging technologies** and **market trends** (e.g., Fintech, blockchain) balancing investor protection with incentives for growth

## **Enforcement of regulations**

Foster a **clear legal framework**, well-equipped **regulatory bodies** (e.g., MFSA<sup>1</sup>, ERA<sup>2</sup>) and **robust monitoring** (e.g., audits, data-driven reporting tools leveraging on full-digitized process) supported by proportional penalties for non-compliance, law enforcement collaboration and a commitment to transparency and adaptability

## **Reduction of bureaucratic hurdles**

Invest in **bureaucracy simplification** and **regulations streamlining** (e.g., UCITS<sup>3</sup>, AIFMD<sup>4</sup>) to improve easiness of doing business (e.g., reduce time necessary for property registration, address insolvency resolution) and mitigate potential risks (e.g., control of corruption)

## **Active contribution to EU Policy Making**

Leverage on **distinctive capabilities** in selected sectors (e.g., Gaming, Fintech/Cryptocurrency, Cybersec) to provide **active contribution to Policy Making** within EU regulatory framework

# Centralized Program Management Office

accountable for the Vision execution

ensuring a cross-Ministerial orchestration

## PMO<sup>1</sup> responsibilities



### Coordination

Dedicated task force to orchestrate cross-ministerial implementation of initiatives



### Support

Provision of resources with critical skills to support initiatives implementation



### Monitoring

Centralized data tracking to measure impact and ensure transparent communication



# Key next 9-12 months milestones to launch the execution of *Vision2050*

1

## Set-up and launch PMO

- (i) Governance, (ii) Resources, (iii) Processes, (iv) Tools

2

## Harmonize the **evolutionary initiatives (1 800+)** from the sectoral strategies

- (i) assess existing ones, (ii) incorporate new ones (from updated strategies)

3

## Build measurement process and related monitoring dashboard

- e.g. KPIs, frequency of assessment, data collection, ...

An aerial photograph of a coastal city, likely Valletta, Malta. The city is built on a rocky peninsula with a large, prominent dome and a tall spire. The sea is a vibrant blue, and the sky is clear. A semi-transparent blue rectangle is overlaid on the left side of the image, containing the text "Thank you".

Thank you