

Intergenerational Fairness Strategy



Context:

In March 2026, EU Commissioner Glenn Micallef presented the Strategy on Intergenerational Fairness. This initiative puts greater weight on the long-term vision of EU policymaking, keeping in mind future generations and ensuring a balance of benefits and burdens across years. Building on the UN Declaration on Future Generations¹ and the 'Intergenerational Contract', the Strategy focuses on three aspects:

1. **Fair policymaking:** Applying a 'youth check' and foresight tools;
2. **Fair opportunities:** Addressing the risk of age discrimination;
3. **Fair places:** Ensuring an individual's birthplace does not dictate their future.

As new policy initiatives emerge, embedding intergenerational thinking into policy design is no longer optional. For Malta, this means placing youth at the centre of decision-making and anticipating the long-term impact of national and European policy choices. For businesses, integrating an intergenerational lens into operations, brand identity, and corporate values is equally essential. In an era defined by geopolitical and geoeconomic volatility, organisations that take seriously the needs and perspectives of younger generations and underrepresented groups such as people with disabilities or minority groups, will be better positioned to grow and remain relevant.

The Malta Business Bureau (MBB) presents this policy brief to outline how this Strategy links to businesses operating in a Maltese context.

Connecting Fairness and Business:

1. Raising The Bar on The Social Pillar

Europe's social pillar is gaining increased focus, as a new social package is announced by the European Commission, to help end poverty in the EU and strengthen the rights of persons with disabilities². With the housing crisis and fast-evolving labour market creating concern for many Europeans, the need for preparedness and security is higher than ever.

Fighting such challenges is addressed through quality jobs for all, effective access to quality services and income support and coordinated action. This is a wake-up call which proves the need for a more holistic approach, one which calls for stakeholder coordination and a more bottom-up approach.

Businesses, as key stakeholders in this ecosystem, are uniquely positioned to translate these policy ambitions into tangible action, whether through their hiring practices,

¹ <https://www.un.org/en/summit-of-the-future/declaration-on-future-generations>

² [Commission proposes new measures to fight poverty and improve lives of persons with disabilities - Employment, Social Affairs and Inclusion](#)

supply chain decisions, or community investment strategies. Through fairer wages, inclusive hiring practices, and the reskilling and upskilling of workers with training that is better tailored to the targeted sector and job requirements, businesses can strengthen their workplaces in the face of disruption. Social cohesion will allow for a more robust system, one which better responds to the demands of a rapidly evolving and unpredictable new norm. On a national level, such initiatives are already taking place, as sixty Malta-based organisations and businesses adopt the diversity and inclusion charter which allows for good practices in their operations³.

It is clear that Europe is placing greater emphasis on its social pillar, as it is increasingly viewed as crucial for strengthening competitiveness and building a more robust Single Market, both of which are essential for maintaining stability in an ever-evolving environment.

2. Finding Stability in Disruption

As the world faces change, transitions and uncertainty, the need for stability and certainty is stronger than ever. Adopting intergenerational fairness into business values seeks to ensure that decisions taken today are considerate for future generations, in turn equipping the business with resilience.

The green and digital transitions are currently happening, with disruption, both positive and negative, affecting many. However, these are taking place for a reason, as policymakers and businesses acknowledge the need to change the status quo and adapt to current realities. Transitioning to renewable energy, leveraging digitalisation, and adopting sustainable alternatives will help businesses avoid far greater long-term costs. For climate alone, inaction could cost the EU 7% to double-digit percentages of GDP by end of century⁴. Companies exposed to climate-related disruptions become more vulnerable to the financial consequences should they fail to act. Business leaders must therefore embrace the changes ahead, as the long-term cost of inaction is likely to outweigh the investment needed to adapt now.

However, a business prepared in the face of disruption is also one that has invested in the trust and cooperation of its wider stakeholder community.

3. Trust As a Catalyst for Change

In addition to providing stability, the consideration of intergenerational fairness allows for the building of trust and cooperation.

Recently, the Malta Council for the Voluntary Sector (MCVS) has announced the launch of a new scheme named the Intergenerational Voluntary Organisations Scheme (IVOS),

³ <https://tvmnews.mt/en/news/malta-makes-significant-steps-to-strengthen-diversity-and-inclusion/>

⁴ https://eur-lex.europa.eu/resource.html?uri=cellar:6c154426-c5a6-11ee-95d9-01aa75ed71a1.0001.02/DOC_2&format=PDF

worth almost €1 million⁵. This scheme, aimed at the development of projects which promote social cohesion, active ageing and youth empowerment, is also a reflection of the changing national priorities.

Businesses can embrace this momentum by realigning their operational frameworks to support these objectives. This will create a positive feedback loop by offering customers more purposeful goods and services that align with their evolving values and the twin transitions shaping today's landscape.

The Malta Case:

As Malta undergoes demographic change and growing emphasis on social wellbeing and youth participation, businesses of all sizes - from start-ups to micro enterprises-stand to gain from embedding intergenerational strategies into their operational frameworks. A recently published UN Youth Report highlights how intergenerational leadership unlocks innovation and sustainability in business⁶, evidence that such action is happening on a global level.

This does not require a restructuring of current systems. Rather, it is about the added weaving of inclusion, sustainability and generational participation in the current social and business fabric. Malta, through its most dominant sectors, such as iGaming and tourism, as well as its SME network, can harness intergenerational action by identifying gaps that internal decision-making can address. Local businesses can consider the following actions:

- Include youth and underrepresented groups as permanent guests or strategic advisors in day-to-day decision-making;
- Engage in ongoing dialogue with the wider community, through events and projects;
- Rethink corporate values and strategic aims, to better adapt to the digital and green transition;
- Collaborate with NGOs, youth groups and social enterprises for stronger stakeholder engagement.

The Intergenerational Fairness Strategy is not only a policy response to disruption, but also a call for businesses to embed long-term thinking into present decisions, recognising that how they operate today will directly shape the opportunities available tomorrow.

Malta's business landscape stands to benefit significantly from this Strategy, which fosters a more inclusive framework and greater preparedness in the face of uncertainty.

⁵ [IVOS scheme launched for projects by voluntary organisations in the community that strengthen generational ties | Live News Malta](#)

⁶ https://www.un.org/youthaffairs/sites/default/files/2025-05/UN%20Youth_CoR_SGS_2025_Intergenerational%20Leadership.pdf

Cross-generational collaboration is key to building more resilient business operations and impactful output, especially on the wider community.

The full EU Communication can be found [here](#).

Disclaimer: This is a policy brief to create awareness about the legislative proposal and for information purposes. It is not an official position of the Malta Business Bureau.

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