

Intergenerational Fairness in the EU: a path forward

Because the long-term starts today.

February 2025

Table of contents

Introduction	2
A proposed Work Plan structure	2
Within this five-year mandate	3
Strategy for Intergenerational Fairness	4
Developing a framework for intergenerational fairness	5
Intergenerational Fairness across the Commission	6
Intergenerational Fairness and the European Parliament	7
Annex 1. The responsibility to change common practices across the Commission.....	8
Role of Foresight.....	8
Long-view impact assessments	9
Impact assessment methodology	9
Macroeconomic models for understanding impacts	10
Regulatory Scrutiny Board	11
Annex 2. The responsibility to build a cross-institutional approach	11
Annex 3. Who can help.....	12

Introduction

A new college of European Commissioners took up office in December 2024 under the stewardship of President Ursula von der Leyen in her second term as Commission President. For the first time, the college includes a commissioner with the role of ensuring intergenerational fairness. Malta's Glenn Micallef was appointed European Commissioner for Intergenerational Fairness, Youth, Culture and Sport. The creation of this role is a positive first step – now it is time to ensure it can deliver its full potential.

The unpredictability of current and future challenges necessitates a more systematic use of strategic foresight and long-term thinking in agenda-setting, policymaking, investments, budget allocation, and impact assessment across all policy areas to build a future-fit Europe.

Decisions made today will shape the EU's position and the lives of people in Europe for decades. While many issues require immediate responses, the Commission also needs to consistently consider the long term in policymaking and how decisions will impact the future of the EU. This is the only way to ensure true strategic autonomy and future competitiveness of the Union and its Member States.

The new Commission will need to balance long-term planning with crisis response, and for this strong leadership is needed.

International momentum to improve intergenerational solidarity in governance multiplied over the course of 2024, with the UN Summit of the Future culminating in a Declaration for Future Generations. If the EU wants to continue to be a force for peace and prosperity in the world, a role which focuses on the long term has become essential. The promotion of 'solidarity between generations', as set out in the EU Treaties, requires policymaking to plan for generations-yet-to-come, so that they can inherit a thriving, stable, future-fit Europe.

With the introduction of a political role dedicated to intergenerational fairness and long-view decision-making, the EU can now show global leadership on governance and future orientation and join a growing number of governments and bodies around the world formalising long-term thinking in decision making.

In 2024-29, with a new Commissioner mandated to enshrine intergenerational fairness horizontally across policy areas, the European Commission has the opportunity to:

- Integrate and embed intergenerational fairness in the policy cycle to build towards a positive future in line with EU values and goals;
- Safeguard future generations' wellbeing across the Commission's body of work;
- Review and monitor progress towards the EU's vision of the future of Europe in collaboration with citizens.

A proposed Work Plan structure

The Commissioner for Intergenerational Fairness, Youth, Culture and Sport builds on previous work on culture, sport, youth and strategic foresight within the European Commission, but also a new and unprecedented aspect of intergenerational fairness. The role will bring long-term thinking and care for the future more deeply into policymaking, planning, investment and decisions at a time when the Commission needs to shift out of crisis mode.

Given that it is such a new remit, there is understandable uncertainty about the meaning of intergenerational fairness and how it is combined with the other aspects. Intergenerational fairness is the idea that there should be fairness between generations of people, and specifically in the quality, options, and access to resources, experiences, and many other things that make up our quality of life. The question now is how this looks in practice in the context of the work of the European Commission.

In addition to intergenerational fairness playing a cross-cutting role across all policy areas, it is important that this principle is one all Commissioners in the College feel responsible for delivering. This is essential not only because it is in the EU Treaties, but also because the specific ask of the Strategy on Intergenerational Fairness, one of the key tasks of the new Commissioner, is to “ensure that interests of present and future generations are respected throughout our policy and law making”.

This task necessitates this role to work in a cross-cutting way. This has never been done before in the Commission, and the Commissioner needs to rise to this challenge by embracing the cross-cutting nature of intergenerational fairness, rather than minimising it by putting it in its own policy silo. This is outlined in more detail later in this document in the section on the framework for intergenerational fairness.

Within this five-year mandate

The [Mission Letter](#) from President von der Leyen to Commissioner Micallef outlines what his key responsibilities will be in his new role. With regard to the intergenerational fairness aspect of his role, this is the preparation of the Strategy on Intergenerational Fairness as mentioned above, and taking forward the Commission’s work on strategic foresight. The Mission Letter thus leaves a lot open to reach the full potential of such a role. As such, here we outline some of what this Commissioner could do with the five years of his mandate.

Intergenerational Fairness

- Outline a process for developing a Strategy on Intergenerational Fairness, including who will be engaged in the process, what participatory elements will be included, what is the intended goal of the strategy, when it will be delivered and what will happen after. Define Intergenerational Fairness in the context of the EU with stakeholder input as part of the Strategy.
- Exhibit global leadership by engaging with the UN process that follows the Summit of the Future, including building a collaborative relationship with the (anticipated) newly appointed UN Special Envoy for Future Generations and UN Group of Friends for Future Generations.
- Revamp the Ministers of the Future network with ministers from Member States and hold the first meeting with this group.
- Hold a pan-European ‘future we want’ participatory visioning process that builds on the outcomes of the Conference of the Future of Europe and lays the foundation for the Intergenerational Fairness Strategy.
- Improve the mainstreaming of foresight in policymaking, including collaboration with the Joint Research Centre and Secretariat General. Develop revised and clear guidance for how impact assessments should incorporate the long term including how to incorporate different kinds of modelling and assessments, and how to incorporate foresight.
- Conduct a youth policy dialogue on the Intergenerational Fairness Strategy. This dialogue should serve as a template for other Commissioners to demonstrate the methodology used, but also the level and timing of when to engage young people in these dialogues.
- Connect with the European Commission’s youth network of youth correspondents across DGs and set up a regular exchange with them.
- Seek advice from other regions and countries on their high-level youth advisory boards and establish the President’s Youth Advisory Board in the European Commission.

Establishing the leadership area of this Commissioner

- Establish relationships with ALL other Commissioners and begin to build expectations that they feel a sense of accountability to this Commissioner for future-oriented and future-fit policymaking.

- As part of the Ministers for the Future network, establish regular peer-support and learning, and strategic leadership for the national-level implementation of long-term thinking in Member States.
- Continue to build the Foresight Network internal to the Commission's various DGs so that it gives guidance on the policy process and supports internal capacity building across the Commission.
- Establish a new coordination mechanism with the European Ombudsperson to receive citizen inputs and complaints about EU policies that they believe are harming the interests of future generations. In this process complaints could come to both offices, and the Commissioner has the mandate to take up the complaint with the relevant DG(s).

Accomplishments after five years of this role:

- Intergenerational fairness is a core guiding principle for policymaking, codified in key guiding documents, such as the Better Regulation Guidelines, and with clear guidance about how to deliver in this in the policymaking process.
- Foresight and long-term thinking are being used in every policy process to ensure all policies are aligned with the long-term goals and 'future we want'.
- A citizen-led future vision has helped to set goals and targets that allow for prosperity and progress to be measured and valued by a range of indicators which reflect those goals.
- The Commissioner can point to clear examples of how this approach to policymaking has helped make better policy and improve decisions.

Strategy for Intergenerational Fairness

The Strategy for Intergenerational Fairness is a cornerstone deliverable of the remit of the Commissioner. This is a particularly difficult task because the Commission doesn't have a history of working on this principle or an established knowledge base to draw from. Therefore, the below offers advice and input about how to approach and structure this strategy.

The process of developing the Strategy [has kicked-off](#) and this team aims to listen and co-create this strategy inside the Commission and outside, involving stakeholders and citizens. It is promising to see this team's dedication to an inclusive process to develop the Strategy.

As defined by the President of the Commission, the Intergenerational Fairness Strategy should:

- *"map out how we can strengthen communication between generations";*
- *"ensure that the interests of present and future generations are respected in our policy and law making".*

But, what does this mean?...

→ *"map out how we can strengthen communication between generations"*

This will require reflection on and definition of intergenerational solidarity in the context of the EU. Strengthening ties between generations will also require present generations to consider their relationship to the future. This can be done through participative visioning exercises.

Crucially, this is not just about relationships between youth and older generations, but about a mix of generations present now and also generations to come. This does not require us to gaze into a crystal ball and guess, but rather to engage with current generations about what they want in the future.

→ *"ensure that the interests of present and future generations are respected in our policy and law making"*

This topic should be the core of what is defined in the Intergenerational Fairness Strategy, which is outlined below.

The Strategy itself should include the following sections:

1. **A definition of what intergenerational fairness means in the context of the EU.**
 - The Commissioner should use some of the new structures related to youth engagement, and some of the previous structure of the last cycle to ensure a participatory process for defining what intergenerational fairness means, and also what are the core aspects of intergenerational fairness for different policy areas.
 - The new Youth Advisory Board could be a sounding board throughout the strategy process, providing regular input and feedback.
 - The first youth policy dialogue could be focused on co-creating core aspects of the Intergenerational Fairness Strategy.
 - Experts in the field should also be consulted in targeted dialogues.
2. **An overarching framework**
 - Other commissioners should be asked to collaboratively come up with a description of how intergenerational fairness is delivered through their portfolio. What comes out of this exercise can then inform what policy areas are defined in the framework.
 - Experts in the field should also be consulted in targeted dialogues to give input and feedback on the definition process.
 - The outcomes of the Conference of the Future of Europe could also be used in defining intergenerational fairness for particular policy areas as well as citizen input collected in the process of defining intergenerational fairness.
 - The outcome of this process should provide a guide for responsibility within the commission for policy areas where action is needed to deliver on intergenerational fairness comprehensively.
3. **An analysis and corresponding action plan of what intergenerational fairness in the context of the above policy areas look like.**
 - Using the policy areas defined in the framework, a corresponding action plan defines what should be done in each area.
 - This process could make use of the youth policy dialogues to engage young people to give input per policy area on what intergenerational fairness looks like for them in the context of that topic.
4. **A process proposal for integrating intergenerational fairness in the policy cycle.**
 - There are a number of ongoing reflections internal to the Commission on adjustments to the policy cycle to be able to better account for the long term. This proposal can build on these conversations within the Secretariat General and Joint Research Centre.
 - This process proposal should include using the “youth check” as part of an adjusted policy process which takes into account intergenerational fairness. The “youth check” can be a key instrument to check for intergenerational fairness in decision-making.
 - Experts in the field should also be consulted in targeted dialogues, such as ZOE Institute, who has [a large body of work on this topic](#).

Developing a framework for intergenerational fairness

The framework for intergenerational fairness, mentioned in step two above, will require input from policymakers working in different DGs within the Commission, with their expertise focused on different topics. To develop this framework to form part of the strategy, these policymakers could come together to discuss what questions would be relevant to ask themselves in their work area when considering

how their work could impact intergenerational fairness. Following this exercise, common themes could be clustered (e.g., “how the costs and benefits are shared over time,” or “creating preparedness for the future”) to create a set of lenses through which to examine the intergenerational fairness of new policies.

Intergenerational Fairness across the Commission

The Commissioner-level role for intergenerational fairness is an opportunity to make the EU a world leader on long-view policymaking for a positive future in line with EU values and goals.

Integrating and embedding intergenerational, long-view thinking in the policy cycle to build towards this vision is essential to this new mandate.

Below are some of the ways that this could happen:

Governance and new ways of working:

- Formalise the integration of the assessment of long-term impacts into the impact assessment process within the policy cycle¹.
- Deepen and normalise the use of existing strategic foresight work and methodologies of the Commission into the policy cycle so that it feeds into the annual work plan and budget, including learning from future models and scenarios for better long-term decision-making.
- Develop and implement new processes to enable closer coordination across policy areas to identify potential interactions and long-term impacts of policies on one another.

Monitoring and evaluation:

- The European Semester process can include reporting against defined criteria and metrics for future-fitness. This is used as input into country specific recommendations for future-fit economic policy of Member States. The Commissioner’s office would define and enforce binding targets using socio-economic and environmental (in addition to economic) metrics for use in the Semester.
- Monitor progress towards the renewed vision of Europe using relevant indicators and ensure that resourcing aligns with the vision.
- Use holistic Integrated Assessment Models in the impact assessment process to better integrate long-term environmental and social impacts into current macroeconomic simulation models and policy assessment and evaluation so that long-term impacts can be better understood.

Safeguard future generations’ wellbeing, ensure intergenerational fairness, and act as a conduit for their concerns, through scrutiny of policies, reforms, and investments

- Regular horizontal scrutiny of policies and investments to ensure they are future-fit
 - This could be inspired by the model of the Lithuanian parliament’s committee for the future, where each piece of legislation is scrutinised for its long-term impact, or follow the model many countries used in embedding scrutiny for the SDGs.
 - Future-fitness could also be added to the remit of the Regulatory Scrutiny Board. Whilst the RSB sits outside of the remit of Commissioners, defining this and supporting the institutionalisation of this could be an early task of the Commissioner’s team.

¹ ZOE Institute recently [published a report](#) offering recommendations on the impact assessment process.

- Ensure budgetary resources are allocated based on progress towards long-term targets both within the EU institutions and among Member States, by assessing the MFF, annual EU budgets, and Member States' budgets through the Semester process, for whether they are future-fit.
- Receive direct input from citizens concerned about the long-term implication of EU actions and inactions, working in collaboration with the Ombudsperson through a new collaborative process to ensure scrutiny and safeguarding.

Review and monitor progress towards the EU's vision of the future of Europe in collaboration with citizens

- Build bridges between the European institutions and the public by maintaining regular dialogue for envisioning a Europe fit for the future.
- Make ongoing use of citizen participation processes, such as visioning processes and deliberative mechanisms like citizen assemblies or futuring techniques to ensure citizen engagement with, and support for, a planned transition towards that future.
- Build on the outcomes and learning of the Conference on the Future of Europe to establish more meaningful mechanisms for citizens to participate in the long-term vision of the EU.

These proposals are outlined in more detail in the Annexes.

Intergenerational Fairness and the European Parliament

The European Parliament also holds a responsibility for ensuring intergenerational fairness in its scrutiny and legislative process. The work of the Commission can help spark momentum for this, and the other way around, allowing both institutions to create synergies that ensure consideration of intergenerational impacts throughout the entire policy- and decision-making process. This could entail the following:

The role of the Culture Committee (CULT) in the European Parliament:²

- As the committee that has been responsible for scrutinising the confirmation of Commissioner Micallef, CULT could also continue to take on a role of scrutinising the Commission and Commissioner in their implementation of the Intergenerational Fairness Strategy, and other dimensions of their work.

Cross-cutting capacity for MEPs and their assistants and advisors

- Guidance about what intergenerational fairness within legislation looks like, specifically for each different committee and their respective remits.

A strategy group for Intergenerational Fairness

- Some MEPs have already begun to discuss the idea of an informal strategy group which focuses on ensuring intergenerational fairness. This could work similar to the Committee for Future Generations in the Lithuanian parliament, where they scrutinise all legislation for its impact on future generations.

² The Committee on Culture and Education (CULT) was the Committee that questioned Commissioner-designate Micallef in his [hearing](#).

- This strategy group could develop a framework for how each committee relates to Intergenerational Fairness with clear guidance about how to do so, so that all legislation can be scrutinised from this perspective.

Annex 1. The responsibility to change common practices across the Commission

Role of Foresight

Through the new role of a Commissioner for Intergenerational Fairness the EU institutions can build on the innovation and progress made in strategic foresight over the 2019-2024 Commission term and become a world leader in foresight for better policymaking.

The European Commission has declared foresight a strategic priority since 2019, and it has been integrated in the Better Regulations Guidelines and Toolbox since 2021. These developments are important foundations, but more is needed: the [European Parliamentary Research Service \(EPRS\) analysis on foresight](#) shows that despite important progress, clarity and consistency are still missing.

This is particularly vital given the geopolitical and sustainability challenges facing the next Commission.

One of the main missions of the Commissioner would be to mainstream the use of existing strategic foresight and methodologies into the policy cycle so that it feeds into the annual work plan and budget to deliver better long-term decision-making.

So, what does this look like in practice? How can the Commission build on the important work of former Executive Vice-President Šefčovič, the Joint Research Centre, and the Secretariat General's team in the next cycle?

The next step of embedding foresight should work towards completeness of integration in the policy cycle. This would require ex-ante, ex-durante, and ex-post integration and would entail a focus on:

- a) Impact Assessments (ex-ante);
- b) the EU Semester, planning the annual work programme, cross-DG coordination (ex-durante);
- c) monitoring & evaluation (ex-post).

Ex-Ante

Foresight [in impact assessments](#):

Recent [EPRS analysis](#) finds that while the Better Regulations Guidelines and Tool #20 of the Toolbox call for “a more systematic use of foresight”, there is a lack of clarity about what that should entail. In the impact assessments' process, foresight is generally used at the problem definition stage and almost exclusively for policies related to climate, environment and energy. The next step to progress on foresight in the ex-ante stage of the policy cycle is consistency across policy areas and clear guidelines and instructions for good practice.

Ex-Durante

Foresight in the EU Semester:

Foresight could be integrated into the EU Semester process to ensure a mid- to longer-term perspective is taken in the context of economic development and stability within each Member State through the following innovations:

1. Use the Annual Strategic Foresight Report to reflect on whether Member States are investing enough in their preparedness for future challenges.
2. Use mega-trends to report in the Country Specific Recommendations whether Member States' investments relate to the megatrends we see.

Foresight in the Annual Work Programme:

Foresight could be integrated into the exercise of operationalising the annual work programme. After the annual work programme is announced, each unit responsible for leading a new initiative would first undertake an exercise to reflect on how long-term developments (foresight report, or megatrends) impact on the pieces of their work programme that year. This could make use of the JRC's EU policy lab or foresight lab process and EU Foresight Network by facilitating or supporting this process.

Foresight in cross-DG Coordination:

While an EU foresight network was kick-started by EVP Šefčovič, to bring this to the next stage of integration, at least one contact should be appointed from within each DG to be the focal point for foresight. This focal point would ensure foresight is well-integrated, would support capacity-building within their DG, and ensure efficient coordination across the multiple policy domains. The existing foresight network could then offer the infrastructure for coordinating on foresight, ensuring capacity, consistency, and strengthening the use of foresight.

Ex-Post

Monitoring & evaluation

Using foresight in monitoring and evaluation can help understand the impact of a policy's outcomes on other trends or policy areas. Connecting indicators and monitoring frameworks with evaluation of the extended future trajectory of the policy's implementation outcome can help understand unintended consequences and think upstream. Lessons learned through this exercise could encourage ownership of past decisions and improve anticipatory capacities for better policymaking in future decisions.

Long-view impact assessments

Future-proof policymaking necessitates a reflection on the long-term impacts of policies and a new approach to impact assessments within the policy cycle. The Commissioner for Intergenerational Fairness could oversee and coordinate this reflection and the development of new ways to approach assessing impacts, in coordination with the Regulatory Scrutiny Board and the Secretariat General. This role could support the formalisation of integrating the long term into the impact assessment process within the policy cycle.

In the [2020 Strategic Foresight Report](#), the European Commission set out plans to integrate foresight more strategically in future-proofing EU policymaking and to ensure that all major initiatives are grounded in a longer-term outlook. Since their last update in 2021, the Better Regulation Guidelines and Toolbox have encouraged policymakers to think about the long-term impacts of policies. While this is an important step, European Parliament Research Service (ERPS) analysis demonstrates that this has been taking place inconsistently, without clear guidance, or sometimes not at all. It is also the case that in different policy areas, the practice of thinking long-term about policy impacts is much more deeply embedded.

The Commission needs the strong leadership of a Commissioner to balance long-term planning with short-term actions. The Commissioner for Intergenerational Fairness would oversee the development of new methodologies, guidance, and scrutiny on impact assessments to ensure their long-term perspective across the policy cycle.

Making impact assessments sufficiently consider the long term requires changes in three areas:

- a) in the standard impact assessment methodology itself,
- b) in models which support assessing policy impacts,
- c) in the role of the Regulatory Scrutiny Board.

Impact assessment methodology

Bringing the long term into impact assessments involves two things: first, the timeline of how far into the future cross-sectoral impacts are assessed; second, how foresight techniques can be brought in.

Extending and marrying the time horizons of different policy areas:

The duration of ‘long term’ means different things in different DGs. For some, long term is 2-3 years, for others 10-20 years. Some look until the end of the current multi-annual financial framework (MFF) or the current institutional cycle, and for others it is oriented around long-term goals and targets (e.g., 2030 for the SDGs or 2050 for net-zero emissions).

While not always the case, there is a trend in environmental policy, or policies connected to environmental goals, wherein longer timelines tend to be considered because of the direct relationship with longer-term goals and targets which are often set in the environmental policy domain. Policy areas which tend to focus on issues with short-term objectives or goals tend to also think shorter term in the instruments to address them. To ensure consistency and long-view in the timelines of impact assessments, the following adjustments could be made:

- **A minimum duration** could be set for how long into the future impact assessments should consider the impact of the policy at hand. Ten years could then come to be considered an absolute minimum.
- Impact assessments consider **the duration or length of impact** of the other policy areas that it relates to. For example, if legislation is being developed that clearly has a relationship with the 2050 climate targets, then it should also consider impacts into 2050.

Strategic foresight in impact assessments:

The section above on ex-ante assessments outlines some key takeaways for integrating strategic foresight in Commission impact assessments. An illustration of how this could look can be found in ZOE Institute’s report on [EU impact assessments](#).

Macroeconomic models for understanding impacts

Macroeconomic models are essential tools often used for comparing policy options and assessing policy impacts. Currently, the European Commission mainly relies on General Equilibrium (GE) models, e.g. QUEST, grounded in equilibrium thinking and GDP-centric metrics. While these models have been important for policymaking due to their analytical tractability and mathematical rigour, they are limited in their capacities to adequately take into account complex, changing realities and the interests of future generations.

The current models being used do not allow for future-fit policymaking because:

1. GE models tend to focus on assessing policy impacts with respect to economic indicators, in particular Gross Domestic Product (GDP), and wellbeing- and sustainability-centred variables are often insufficiently taken into account.
2. Because of this, GE models tend to favour policy options that enhance economic determinants of wellbeing, while environmental or social indicators, crucial for understanding the wellbeing of future generations, are not properly integrated or considered.
3. Additionally, GE models are not designed to model non-linearities and feedback processes that exist in our real-world system dynamics. This means that the existing models underestimate the long-term risks and wellbeing ramifications associated with transgressing planetary boundaries or reaching environmental tipping points. This further implies that these models are not adequately prepared to deal with unexpected changes and shocks that disrupt the economic system and the adjustment path that follows such events.
4. Finally, the construction of GE models often lacks participatory elements, such as public involvement and stakeholder co-creation, and this way lack the democratic legitimacy that is needed for shaping the future through policy interventions.

Integrated Assessment Models (IAMs)

Using holistic Integrated Assessment Models (IAMs) in the impact assessment process can help better integrate long-term and horizontal considerations into policymaking decision-making processes. To safeguard and care for future generation’s such models are necessary to:

- allow for a balanced consideration of economic, social, and environmental issues to clearly delineate the intricate trade-offs and synergies of economic policies with social outcomes and environmental sustainability.
- transcend regular policy silos in order to help policymakers reconcile short-term crisis responses with long-term social and environmental targets.
- allow for a more diverse integration of different modelling methodologies that provide a structured set of tools for policymakers to properly assess complex challenges of today.
- allow for and respond to active public engagement when it comes to conducting model-based impact assessment to increase the democratic legitimacy of corollary policies.

The alternative macroeconomic models are used or are currently being developed in Horizon Europe research projects such as LOCOMOTION, [WISE Horizons](#), and [MAPS](#). These models provide valuable starting points for future-fit impact assessments in line with the interests of future generations.

Regulatory Scrutiny Board

At the beginning of 2020, the Commission mandated the Regulatory Scrutiny Board to observe the integration of the foresight dimension when assessing the quality of the submitted impact assessment and evaluation reports. In addition to this, the Board has been carrying out the upstream support to the Commission services preparing IAs and continues to provide advice on the points in the policy development process at which foresight insights would be the most relevant and impactful.

The scrutiny of the future-fitness of impact assessments could also be strengthened through sharing good practices and operational guidance on foresight methodology. Soft approaches such as the RSB upstream advice to the services in the preparatory steps of impact assessment are very important to learning and building capability. Whilst the RSB sits outside of the remit of Commissioners, defining and supporting the institutionalisation of this could be an early task of the Commissioner's team.

Annex 2. The responsibility to build a cross-institutional approach

Embedding long-term thinking into governance in the EU requires a holistic and comprehensive approach to ensure the right measures in the right places. The most successful examples³ that have been working to take long-term thinking into policymaking have brought four principles into the process: **Capacity, Collaboration, Leadership and Accountability**⁴.

Capacity: Across different teams within institutions, staff have the skills to embed long-term thinking, including using foresight tools, taking a long-term approach to impact assessments, etc. Policymakers have the time to be able to apply these skills, as well as to do effective collaboration.

Collaboration: There is horizontal coordination across different sectoral teams to ensure long-term trends and impacts of one area are understood by another, and vice-versa. Collaboration also includes citizens as partners and collaborators, rather than with a consultative relationship.

Leadership: There is a person in a leadership position who guides the development of the above two principles and ensures the quality, rigour, embeddedness and prioritisation of long-term thinking. This leadership figure is needed to combat the natural tendency to de-prioritise the long-term in high-level

³ ZOE Institute's report 'Building Our Common Future' explores numerous global examples: <https://zoeinstitute.de/en/publication/building-our-common-future/>

⁴ This conceptualisation builds on Elizabeth Dirth's Processes for Just Future Making: https://publications.rifs-potsdam.de/rest/items/item_4869890_3/component/file_4869892/content; and the SOIF Triangle: <https://soif.org.uk/blog/ten-years-on/>

decision processes. Its presence in these discussions is representational, as well as technical, in the same way that a Commissioner or Minister for Equality ensures this is taken into account in decisions.

Accountability: Having accountability mechanisms in the process is important to ensure that scrutiny of policymaking and decisions, including leadership, takes place. This could be through citizen panels, a citizen complaint process, or through parliamentary scrutiny through a committee or rapporteur.

"We must also ensure that decisions taken today do not harm to future generations and that there is increased solidarity and engagement between people of different ages. To lead this work, I will appoint a Commissioner whose responsibilities will include ensuring intergenerational fairness."

Ursula von der Leyen, Political Guidelines, July 2024

Annex 3. Who can help

There are a wide range of leaders and institutions around the world who have been doing pioneering work on the challenges this role faces.

The list below offers some initial examples of where experience, mentorship, knowledge and collaboration can come from. ZOE Institute can provide introductions to examples in this list as well as further recommendations.

The [Future Generations Commissioner](#) for Wales

- This institution established the [Well-being of Future Generations Act](#), informed by a national conversation, [The Wales We Want](#).

The [Network of Institutions and Leaders for Future Generations \(NiFG\)](#)

- This network convenes leaders from around the world focused on future generations governance for shared learning.

The [Committee for the Future of the Seimas of the Republic of Lithuania](#)

- This national parliamentary committee scrutinises legislation for its impact on future generations and could serve as a model for some parts of the Commissioner's work

The [Committee for the Future in the Parliament of Finland](#)

- This national parliamentary committee services as a think tank for futures, science, and technology policy in Finland.

[The School of International Futures](#)

- A UK-based not for profit organisation which builds capacities on foresight and futures governance.

[Copenhagen Institute for Futures Studies](#)

- A Denmark-based nonprofit think tank which builds capacities on foresight and futures governance.

[Generation Climate Europe](#)

- A coalition of European youth organisations focused on climate and environmental issues.

For more information please contact: Christiny.miller@zoe-institut.de