

ANNUAL REPORT

2025



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About this report

This is the annual report of the Foundation for Tomorrow’s Schools (FTS) for the year 2025. This report provides an overview of the progress of projects and the main administrative functions of the FTS in the year under review.

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Foundation for Tomorrow’s Schools (FTS)

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Cover



The design of the front cover of this Annual Report is inspired by the architectural steel and concrete footbridge with planters designed and constructed at the new primary school in Victoria, Gozo. The architect responsible for the design of this school won the Commercial and Public Buildings Award at the Malta Architecture and Spatial Planning Awards (MASP Awards) in 2025.

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Message from the Chairperson

The year 2025 marks another important chapter for the Foundation for Tomorrow's Schools, characterised by steady progress, renewed momentum, and a continued commitment to strengthening Malta's educational infrastructure. Over the past months, we have advanced a number of major initiatives that reflect both our longterm vision and the evolving needs of the communities we serve.

During this period, FTS continued to implement the school construction, refurbishment, and improvement projects entrusted to us by Government as part of the Ministry responsible for education's programme of works. These projects – ranging from new educational facilities to targeted upgrades in existing schools – are designed to ensure that learning environments remain modern, safe, and conducive to high quality education. Our focus remains firmly on delivering each project efficiently, responsibly, and to the standards expected of a national institution.

The Board sustained its active oversight role, working closely with the executive team to guide strategic direction and uphold robust governance practices. We continued

to prioritise the importance of internal frameworks for procurement, administration, and financial control, supported by rigorous internal and external auditing. Health and safety remained a central priority, with continuous monitoring and risk assessment across project sites to safeguard the wellbeing of all involved.

Our commitment to human resources remains fundamental to the organisation's progress. Throughout 2025, FTS continued to prioritise the development of its workforce by ensuring that employees have access to the training and support necessary to carry out their responsibilities effectively. By maintaining a strong focus on equipping our team with the skills required for their roles, we are reinforcing the foundations that enable

As we look ahead, 2026 will see the culmination of several major projects, including the opening of new or upgraded schools that will welcome students into improved learning spaces

FTS Chairperson,
Dr Cory Greenland.



the organisation to deliver its mission with confidence and professionalism.

As we look ahead, 2026 will see the culmination of several major projects, including the opening of new or upgraded schools that will welcome students into improved learning spaces. Each completed project represents years of coordinated effort – from initial planning and design to construction, commissioning, and handover. Seeing these facilities come to life remains one of the most rewarding aspects of our work, as they stand as tangible contributions to Malta's future.

The achievements of FTS are the result of collective dedication. I extend my sincere appreciation to the Minister and the Ministry's leadership team, to

our Board members for their guidance, and to our employees for their professionalism and commitment under the direction of our Chief Executive Officer.

As we move forward, may Malta continue to recognise the importance of sustained investment in educational infrastructure. Strengthening the foundations of our schools is, ultimately, an investment in the country's longterm social and economic wellbeing.

Dr Cory Greenland
Chairperson

Message from the Chief Executive Officer

It is my privilege to present the 2025 Annual Report of the Foundation for Tomorrow's Schools. During a year marked by the delivery of a strong and resilient performance in the planning and execution of both new and ongoing major educational infrastructure initiatives, we have secured €136 million in Government guaranteed funds as well as EU co-financing and successfully met our EU funds disbursement milestones in relation to the construction of the new Naxxar primary school.

Underpinning this performance has been a clear strategic vision: whilst critically engineered as pedagogical engines, our projects underpin a non-negotiable commitment to sustainability and stewardship. What is becoming increasingly obvious is that demand today is no longer for isolated educational facilities. Educational facilities must adapt as programs and needs evolve, ensure meaningful accessibility for as many as possible, and reduce environmental and operational pressures over generations. Planning design and materials must harmonise – just as sustainability, inclusion and long-term quality of use. The projects featured in this report speak directly to these ambitions.

Whilst our vision and commitment towards clean energy transition is to-date a growing reality on ground, our projects demonstrate that environmental responsibility is a core function, not an add-on. Through detailed analysis and diverse design approaches to space, each project seeks to address the pressing environmental challenges of our time – climate change, pollution, resource use, and sustainability in its fullest sense. During the year 2025 we were honored to receive the prestigious Green Public Leadership Award for Public Entities by the Environmental and Resources

Authority in recognition of our work on the new Msida Primary School project which was identified as a leading example of sustainable and environmentally responsible public infrastructure. This achievement is a testament to the hard work, vision, and unwavering commitment of the entire FTS team, who continue to lead by example in the field of environmental sustainability through forward-thinking and responsible green practices. In particular the Msida primary school highlights how ambitious energy performance targets can be integrated into educational infrastructure whilst embracing ESG principles holistically – from energy efficiency and biodiversity to waste reduction, water conservation, and all-inclusive design and aligning closely with Malta's National Strategy for the Environment.

It is also our corporate and social obligation to prioritize the identification and preservation of historical and archaeological remains during our works. We have thus approached two of our new major projects – Naxxar and Mellieha primary schools – with great sensitivity, resulting in architectural designs that support today's educational programme while giving due prominence to the historical backdrop and archaeological discoveries. In

FTS CEO,
Dr Neville Young.



both instances architectural layouts have been designed to respect and complement the modernist façades of the existing schools while in Naxxar several archaeological remains have been strategically integrated within the new proposed build structures. In this respect it is inspiring to witness the talent, creativity, and determination to forge a new, vibrant and engaging architectural language – one that brings together engineering, urban fabric, landscape design, and cultural heritage.

Over the past 12 months we have also maintained a strong emphasis on robust project governance and financial oversight, reinforcing our commitment to the highest standards of corporate governance and accountability.

I extend my sincere appreciation to the Chairperson, Dr. Cory Greenland, Board of Directors, our Minister, stakeholders, management, and most importantly our employees who contributed to making 2025 another year of success.

Looking ahead towards 2026, we will continue to build on our strong foundations, guided by a deep sense of purpose and strategic priorities and look with optimism to the milestones yet to be achieved.

Dr Neville Young
Chief Executive Officer

PROJECTS & INITIATIVES



This initiative underscores the Government's determination to provide safe, modern, and inspiring learning environments for every pupil

Architect's render of the new Naxxar Primary School.

Strategic Management of a €100 Million Investment

In a landmark commitment to the future of Malta's education, the Government has entrusted the **Foundation for Tomorrow's Schools** with the management and delivery of a €100 million investment dedicated to enhancing the nation's educational infrastructure. This initiative underscores the Government's determination to provide safe, modern, and inspiring learning environments for every pupil.

Scope of the Investment

This €100 million investment is strategically deployed to modernise Malta's schools. It includes the construction of new primary schools at Naxxar and Mellieħa, the construction of a sensory-hydrotherapy pool at San Miguel Primary Education Resource Centre, the full refurbishment at Hal Qormi (San Ġorġ) Primary School, major refurbishment works at three primary schools in Gozo, at Kerċem, Żebbuġ, and Għarb, and major investments in sports facilities, which include the construction of a football ground with facilities at Giovanni Curmi Higher Secondary School at Naxxar, the installation of a motorised retractable canopy at Dingli Secondary School, and the installation of new synthetic turf grounds at various schools.

During 2025, FTS initiated the implementation phase of these projects, following years of careful planning, stakeholder consultation, permit applications, and public procurement processes.

This investment is guided by the following principles:

- **Renovation and modernisation:** Upgrading existing school buildings to meet the highest standards of safety, sustainability, and accessibility.
- **New construction:** Developing additional classrooms, laboratories, libraries, and sports facilities to respond to growing pupil populations and evolving educational needs.
- **Technology integration:** Equipping schools with state-of-the-art digital tools, interactive learning platforms, and advanced STEM resources.
- **Community-centred spaces:** Creating multipurpose areas that foster collaborative learning, creativity, and extracurricular engagement.

Impact on Pupils, Teachers, and Communities

This transformative investment will directly benefit thousands of pupils and educators across Malta. Modern, well-equipped classrooms will enhance learning outcomes, reduce overcrowding, and provide inclusive environments where every child can thrive. Teachers will be empowered with the facilities and tools necessary to deliver innovative and engaging education. Beyond the classroom, these upgraded schools will serve as vibrant hubs for local communities, strengthening connections and fostering social cohesion.

Strategic Vision

The Foundation for Tomorrow's Schools is committed to delivering this investment with the highest standards of quality, efficiency, and accountability. By transforming the educational infrastructure today, FTS is helping Malta prepare its next generation for the challenges and opportunities ahead. This initiative reflects a forward-looking vision where learning environments are not just functional spaces, but catalysts for innovation, creativity, and lifelong success.

A Milestone for Malta's Education Sector

At €100 million, this investment represents one of the largest single commitments to school infrastructure in recent history. It exemplifies a shared dedication by the Government and FTS to place education at the heart of national development, ensuring that Malta's pupils are equipped, inspired, and supported to build a brighter tomorrow.



Architect's render of the new Mellieha Primary School.



Architect's render of the new sensory-hydrotherapy aquatic complex at San Miguel Primary Education Resource Centre.



The ERA Awards 2025 trophies.



Winning organisations of the ERA Awards organised by the Environment and Resources Authority (ERA) under the patronage of the President of Malta, Her Excellency Dr Miriam Spiteri Debono. FTS CEO Dr Neville Young is fourth from the right.



FTS CEO Dr Neville Young being presented with the ERA 'Green Public Leadership Award for Public Entities' in August 2025.



FTS CEO Dr Neville Young speaking during the ERA Awards upon receiving the 'Green Public Leadership Award for Public Entities'.

The new Msida Primary School.

An Award-Winning Organisation

During the year under review, FTS received two prestigious national awards in recognition of its commitment to environmental sustainability and excellence in urban design and architecture.

The Green Public Leadership Award for Public Entities (Environment and Resources Authority – ERA)

In August 2025, FTS was honoured with *The Green Public Leadership Award for Public Entities*, organised by the Environment and Resources Authority (ERA).

This prestigious award recognises FTS's commitment to leading by example in the field of environmental sustainability through the development of the new Msida Primary School. The project establishes new environmental benchmarks for public educational facilities in Malta and serves as a pilot initiative for

future investments aimed at optimising indoor health, air quality, energy efficiency, low carbon emissions, and the extensive use of renewable energy systems.

The new Msida Primary School reflects FTS's unwavering commitment to building healthier and more sustainable learning environments for future generations. The project goes beyond the statutory requirements established under the EU Energy Performance of Buildings Directive (EU 2018/844).

The school achieved net-zero CO₂ emissions and obtained an Energy Performance Certificate (EPC) rating of -9, together with an A+ classification

Indeed, the school achieved net-zero CO₂ emissions and obtained an Energy Performance Certificate (EPC) rating of -9, together with an A+ classification, thereby qualifying as a positive net renewable energy producer. This exceptional achievement makes it the first educational facility of its kind in the Maltese Islands.

Furthermore, the design and construction of the school incorporate climate adaptation measures through waste reduction, reuse and recycling practices, as well as a range of sustainable initiatives. The school also makes extensive use of renewable energy systems, including a rooftop solar photovoltaic installation with a capacity of 300 kWp.

The ERA Awards were held under the patronage of the President of Malta, Her Excellency Dr Miriam Spiteri Debono, at Verdala Palace on Wednesday, 27 August 2025. FTS was represented by its Chairperson, Dr Cory Greenland, and its Chief Executive Officer, Dr Neville Young.

The Msida Primary School project was financed through the NextGenerationEU Programmes under Malta's Recovery and Resilience Fund.

Commercial and Public Buildings Award (Malta Architecture and Spatial Planning Awards – MASP)

Perit Nicholas Mallia, who was commissioned by FTS to design, manage, and act as Architect in Charge of the new Victoria Primary School, won the *Commercial and Public Buildings Award* at the Malta Architecture and Spatial Planning Awards (MASP Awards) for the design of the school.

Launched in 2019 by the Planning Authority, the MASP Awards, held under the patronage of the President of Malta, have become a highly regarded benchmark of excellence. The awards recognise outstanding achievements in architecture, spatial planning, interior design, research, education, and the built environment by Periti, designers, researchers, and students.

The Victoria Primary School project exemplifies how a holistic and people-centred approach to public building design can elevate the quality of contemporary architecture. The project also stands as a best practice example in the integration of architecturally significant historic buildings and traditional Maltese craftsmanship within a modern educational environment.

FTS is proud to be associated with such a distinguished architectural achievement and congratulates Perit Nicholas Mallia on this important recognition, which reflects positively on all those involved in the project.



Architectural
Details of the
new Victoria
Primary School.



FTS CEO Dr Neville Young and Perit Nicholas Mallia with the
MASP Award - 'Commercial and Public Buildings Award'.





Aerial shots of the site of the new Naxxar Primary School as at the end of 2025.



Naxxar Primary School
façade reinforcement.

Progress Report on Ongoing Projects

Construction of a New Primary School at Naxxar

Project Brief

This project involves the rebuilding of Naxxar primary school, which forms part of Maria Regina College. The new school will have a total of 46 classrooms, including 20 classrooms for kindergarten, as well as classrooms for specific subjects such as art, music, and drama. It will have sports facilities, as well as recreational spaces, a multi-sensory room, a multipurpose hall and a library which can be open to the community after school hours.

The circulation spaces that lead you from one place to another are designed in such a way as to create spaces where pupils can spend recreational time or otherwise be used by educators for more informal learning. In this way we are maximizing the use of every space in the school. On the roof we will create a space for green

fingers where pupils can have direct experience on the care of trees and plants.

The new school will be spread over approximately 13,000 square meters on five levels, with 3,000 square meters of them dedicated to activities that take place in open spaces. Three levels will be above ground, and the remaining two at basement levels. The school will be able to accommodate around 1,000 children, both in the primary school and in the kindergarten.

This major project is being done with a capital investment of approximately €21.5 million. It is being co-funded by the European Union under the European Regional Development Fund (ERDF). The EU funds project title is: 'ERDF.03.280 Enhancing educational facilities in Naxxar through the construction and setting up of a new primary school'.

Integrating the Old Modernist Façade into the New Project

Built in 1948 using War Damage Reconstruction Funds, the original Naxxar Primary School featured a notable modernist style inspired by British military architecture. The original intention of the Foundation was to completely demolish the building, however after various stakeholder consultations, including with the Superintendence of Cultural Heritage (SCH), it was decided to keep the three facades overlooking three different streets, in this style. The additional floor that will be constructed above the building will complement the modernist design.

The project is designed to meet modern educational needs while honouring the building's historical, modernist roots. The new construction will feature contemporary materials like hardstone and cladding, aiming for a unified, yet distinct, blend of old and new.

Works Carried Out in 2025

During 2025, the project's first phase involved stripping the existing school building of materials such as windows and doors, furniture, soffits, and electrical and plumbing fixtures. These materials were carefully sorted and sent for recycling.

As previously noted, a decision was made to preserve three of the school's historic façades. To ensure their protection during demolition, a temporary support structure of concrete blocks and timber shuttering was erected around these façades.

Demolition of the old building began in the third quarter of 2025 and was approximately halfway complete by year-end. Completion of demolition is scheduled for the end of the first quarter of 2026.

Archaeological Discoveries

During these works, a tomb was uncovered which dates back to the Punic period. As reported in the Museum Annual report for 1949–50, pg. 219, this tomb was originally discovered in May 1949 when trenches were being dug for the original school building. The report describes the tomb as containing various items, including a decorated amphora with red lines and a potter’s mark featuring a dolphin and a palm leaf, three aryballi (small spherical bottles), an unguentarium (miniature flask), a bowl, a plate, as well as two copper needles and a copper earring.

Following this recent discovery, the archaeologist commissioned to monitor the works and FTS promptly halted all work in the affected area so that the archaeologist could conduct a thorough assessment and documentation of the tomb. In a bid to protect the site, FTS readjusted the architectural layout of the new school aimed at integrating and preserving the tomb in its original state for future generations.

In addition to the tomb, other significant archaeological features have been found at the site, including a historic water reservoir and a World War II shelter.

Throughout the entire process, FTS has worked in close collaboration with the Superintendence for Cultural Heritage (SCH), who have provided invaluable support and guidance to ensure both the preservation of heritage and the successful completion of the project.

Factsheet:

- Old school built in the late 1940s demolished but old facades in the Modernist style were kept and are being integrated into the new design.
- From a two-storey school, the new school will be spread on five floors, with a total floor area of approximately 13,000 square metres.
- The new school will be able to take up to 1,000 pupils.
- It will have 66 classrooms – 46 for Years 1 – 6 and 20 for kindergarten.
- A tomb dating to the Punic period was uncovered. The school was redesigned to preserve this archaeological feature.
- An old water reservoir and a WWII shelter were also found on site.
- Demolition works at halfway through by the end of 2025.
- Project estimated to cost approximately €21.5 million, which will be co-financed by the ERDF of the European Union.



Aerial shots of the site of the new Mellieħa Primary School as at the end of 2025.



Construction of a New Primary School at Mellieħa

Project Brief

The Mellieħa Primary School, which forms part of Maria Regina College, was originally constructed in the 1940s to serve the needs of what was then a small village. Over the decades, Mellieħa has experienced significant growth, accompanied by a steady increase in population.

This project involves the redevelopment of the existing school to provide modern facilities capable of accommodating the locality’s growing educational needs. The new school will be constructed on the site of the current building as well as on an adjacent parcel of land and will cater for approximately 600 pupils.

Given that the area is archaeologically sensitive due to the presence of underground shelters and rock-cut features associated with past military activities, demolition and excavation works will be kept to a minimum and will be carried out under the supervision of the SCH.

The existing school building is an example of Modernist architectural design and contains elements that merit preservation. The proposed development will therefore integrate key components of the existing structure, including its Modernist façades and hall, within a contemporary architectural intervention. This approach seeks to highlight the historical value of pedagogical architecture in Malta while clearly distinguishing between the historic and the new elements of the complex.

The project will be implemented in two phases. The first phase will involve the excavation and development of the site adjacent to the current school building. The second phase will include the demolition of the existing school and the construction of the remaining parts of the new facility.

The new school will be developed across four floors above street level, including a recessed level at third-floor level. The building will accommodate 36 primary school classrooms and 22 kindergarten classrooms.

The design adopts an outward-looking approach that promotes community engagement. Several facilities will continue to be accessible to the public outside school hours, including a childcare centre, a community library, a multipurpose hall that can function both as a theatre and a gymnasium, a community roof garden, and a public car park within the school capable of accommodating 171 vehicles, together with an additional 33 parking spaces on the surrounding streets. These facilities will have independent access points to allow use outside school hours without interfering with school operations.

The building will also incorporate a number of sustainable measures, including the use of renewable energy systems, with the aim of achieving near carbon-neutral operation.

The total estimated cost of the project is approximately €20 million and will be financed through national funds.



View of the Punic tomb discovered at the site of the new Naxxar Primary School.

Cultural Heritage Context

Given that parts of the existing school complex predate 1968 and exhibit architectural characteristics associated with the Modernist period, FTS, in ongoing consultation with the SCH, explored design proposals aimed at integrating the new school development with the retained elements of the existing complex. Particular attention was given to the preservation of the Modernist pavilion, which housed the school hall, as well as the external façades facing the surrounding public roads. The Modernist pavilion will therefore be retained in its external massing and form, with the project proposing its conservation, adaptive alterations, and integration within the new school building.

The original school building will be replaced by a contemporary educational facility designed to better address present-day educational and spatial requirements for the locality.

In developing the design for the new school, careful consideration has been given to the architectural significance of the retained elements. The proposal seeks to sensitively preserve the historically significant external façades overlooking the public streets together with the adjacent Modernist pavilion, while introducing new structures that respond to contemporary educational needs.

The redevelopment of Mellieħa Primary School adopts a considered juxtaposition of old and new. The architectural approach references the local idiom of stone masonry construction while employing a contemporary design

language that allows clear legibility between different architectural periods. This approach ensures that the new intervention remains respectful of the site's historical character while establishing an architectural expression reflective of its time.

The proposed classroom layout along the street edges maintains the rhythm and proportions of the original façades and apertures. At the same time, the internal spatial organisation has been reconfigured to introduce additional classrooms overlooking the internal playground. This arrangement responds to contemporary pedagogical requirements while creating a fully accessible environment that benefits from natural lighting and ventilation, strengthening the relationship between the retained heritage elements, the new structures, and the internal and external school environments.

In addition to its Modernist architectural features, the site is situated in an area of high archaeological sensitivity, with several important discoveries documented in the surrounding vicinity. At the rear of the school playground, rock-cut chambers are embedded within the rock face. These structures are historically associated with military use, including wartime shelters, and may also have served as burial spaces in earlier periods.

A Second World War public air-raid shelter has also been identified on the site. FTS, in close collaboration with the SCH, is implementing all necessary measures to ensure that construction activities are carried out carefully, safeguarding these invaluable archaeological structures from any inadvertent damage.

Temporary School in Selmun

Until the completion of the new school, teaching is taking place at the Selmun Family Park in a temporary complex of prefabricated classrooms. This approach was implemented to ensure the health and safety of all pupils and staff, while allowing the school community to remain within the same locality.

During the year under review, between February and August, FTS constructed this temporary school which comprises of nine prefabricated units, each containing four classrooms along with sanitary facilities, providing a total of 36 classrooms. Each classroom measures 45 square meters (6 m × 7.5 m) and can accommodate up to 24 children.

All classrooms are equipped with two air-conditioning units, double-glazed windows with safety glass, a fire alarm system, and an intrusion alarm system, ensuring a safe and comfortable learning environment. The complex also includes open spaces for recreation, with tents provided to protect pupils from the elements.

This project was carried out in just six months, and the school was fully functional by the beginning of the scholastic year in September 2025.

FTS has taken careful measures to preserve public access to the Selmun Family Park. In fact, all facilities at the Selmun Family Park, including the Selmun Sports Club and the public playground remained fully accessible to the community.

Works Carried Out in 2025

Excavation work on the large parcel of land adjacent to the existing school building commenced in September 2025, with works on this area nearing by the end of the year under review. This area will provide space for the planned expansion of the school. During the same period, the existing school was systematically stripped of materials such as windows and doors, furniture, soffits, and electrical and plumbing fixtures. These materials were carefully sorted and sent for recycling.

Excavation work is scheduled for completion in 2026, after which the demolition of the old school building will commence.

Factsheet:

- Old school built in the late 1940s will be demolished but old facades in the Modernist will be kept and integrated into the new design.
- Modernist pavilion will be kept in its entirety as recommended by the SCH.
- The new school will be able to take up to 600 pupils.
- It will have 58 classrooms – 38 for Years 1 – 6 and 22 for kindergarten.
- The building will have a parking space for 171 vehicles, with an additional 33 spaces on the surrounding streets.
- Rock-cut chambers, used for past military purposes, will be integrated into the new school.
- A WWII shelter was also found on site.
- Demolition works moving at a steady pace by the end of 2025.
- Project estimated to cost approximately €20 million, which will be financed through national funds.





Architect's render of the new sensory-hydrotherapy aquatic complex at San Miguel Primary Education Resource Centre.

Construction of a New Sensory-Hydrotherapy Pool Complex at San Miguel Primary Education Resource Centre at Pembroke

Project Brief

The San Miguel Primary Education Resource Centre provides full-time education to over 20 pupils aged between 3 and 11 years. In addition, it offers specialised services to approximately 60 pupils attending state, church, and private schools. All pupils attending the centre have specific educational needs, and therefore the learning process is designed to be highly sensory-based and experiential. The centre is strongly committed to the principle of inclusive education and regularly organises activities where its pupils can learn and interact with peers from mainstream primary schools in an engaging and supportive environment.

FTS is currently constructing an aquatic complex adjacent to the school, which will include a sensory-hydrotherapy pool and a jacuzzi. The project involves the development of a new building with a footprint of approximately 557 square metres. The facility will be accessible both through the existing school building and via a separate external entrance, allowing the complex to operate independently and be used outside school hours.

The sensory-hydrotherapy pool and jacuzzi will accommodate up to 16 users at any one time. The complex will also include supporting facilities such as showers, a first aid room, storage areas, a pump room, and two multipurpose rooms, each capable of accommodating up to 30 persons.

FTS estimates that the project will require a capital investment of approximately €5.7 million and will be financed through national funds.

Architectural Historical Context and Modern Adaptation

The San Miguel Primary Education Resource Centre is housed within a former military complex located in Pembroke. The building is classified as a Grade 2 protected structure, indicating that it holds significant historical and architectural value and therefore cannot be substantially altered without careful consideration of conservation guidelines.



Aerial shot of the site of the new sensory-hydrotherapy aquatic complex at San Miguel Primary Education Resource Centre.



The military origins of the complex strongly influence its architectural character, reflecting the British military architecture typical of the former barracks area in Pembroke. The existing structure incorporates several traditional Maltese and military architectural elements, including limestone construction, arches, balustraded features, classical detailing, and symmetrical solid masonry forms commonly found in historic institutional buildings.

These architectural characteristics contribute to the building's robust and historic appearance, while also reinforcing a strong sense of local architectural identity.

FTS designed the new extension to respect and complement the character of the existing historic structure. Given that the centre forms part of a Grade 2 listed military complex, the architectural design of the new sensory-hydrotherapy aquatic facility carefully references the original building's distinctive features, particularly its limestone arches and balustraded elements. By incorporating these traditional architectural details into the new construction, FTS ensures that the contemporary extension integrates visually and stylistically with the historic fabric, while simultaneously providing modern educational and therapeutic facilities.

Works Carried Out in 2025

During the year under review, excavation works at the project site were successfully completed, marking an important milestone in the development of the aquatic complex. Following the conclusion of these preliminary works, the construction phase of the project commenced, with structural works progressing steadily throughout the year. By the end of the reporting period, the project had reached an advanced stage of construction. Completion of the building and its associated facilities is currently projected for the first half of 2026, after which mechanical and electrical installations, along with interior finishes, will be carried out. Once fully completed, the complex will be equipped to support the specialised educational and therapeutic services offered at the centre.

Factsheet:

- New aquatic complex equipped with a sensory-hydrotherapy pool and a jacuzzi for pupils with particular educational needs.
- FTS designed the new extension to respect and complement the character of the existing historic structure.
- The new aquatic complex will cater not only for the pupils who attend this government school, but also for those attending church and private schools.
- Demolition works moving at a steady pace by the end of 2025.
- Project estimated to cost approximately €5.7 million, which will be financed through national funds.



Preparatory works at Hal Qormi (San Ġorġ) Primary School as at the end of 2025.

The façade of Hal Qormi (San Ġorġ) Primary School, originally designed and built in the 1920s.

Extensive Refurbishment and Construction Works at Hal Qormi (San Ġorġ) Primary School

Project Brief

This project involves the extensive refurbishment of the existing building at Hal Qormi Primary School in the San Ġorġ area, along with the construction of a receded floor. The scope of work also includes the careful dismantling of old roofs and their replacement with new structures.

The redeveloped school will feature over thirty classrooms, including facilities for kindergarten and specialised subjects such as art and music. It will also include a nurture room, multi-sensory rooms, a psycho-social room, and a classroom dedicated to personal and social development. An adjacent building, originally constructed in the 1980s, will be completely demolished and replaced with a new hall. This hall will have a separate entrance and will be designed for community use outside school hours. The project also includes the redevelopment of the schoolyards, which will be covered with artificial turf and incorporate shaded areas.

Several old roofs will be carefully dismantled and reconstructed, in addition to the construction of the new receded floor. The building will be fitted with modern services, including electricity, water, drainage,

CCTV, internet connectivity, intruder alarms, and comprehensive fire safety systems. Energy efficiency measures will also be incorporated to optimise the school's overall energy performance.

The redeveloped school will be able to accommodate approximately 700 pupils. The project will be carried out in carefully planned phases to ensure that the school remains fully operational throughout the works, allowing children to continue their education on site.

Although this is primarily a refurbishment project, it represents a major capital investment of approximately €12.6 million.

Respecting the Beautiful Architectural Features and Characteristics of the School

Hal Qormi (San Ġorġ) Primary School is a historic building originally constructed in the first half of the 20th century, making it around 100 years old. It forms part

of the historic educational fabric of the area and has served generations of pupils. The original school is a two-storey building typical of early 20th century Maltese educational architecture. It was designed pragmatically to suit its function, with classrooms organised in a linear or courtyard layout common to schools of that period. Like most Maltese public buildings from the early 1900s, it was constructed primarily of local globigerina limestone, a defining material in Maltese architecture that gives façades their warm, honeycoloured appearance.

Many primary schools built in Malta in the early 20th century reflect the architectural language of British colonial educational buildings, with somewhat formal yet understated elevations, symmetrical planning, high ceilings for natural ventilation, and large windows to maximise daylight in classrooms. According to Maltese architectural history of the time, primary schools often had spacious rooms with high ceilings and thick masonry walls reminiscent of British school design adapted to the local climate.

Typical schools from this era arranged classrooms around corridors or internal green spaces to facilitate circulation and light. These design principles would likely have influenced the original layout at Hal Qormi (San Ġorġ) Primary School.

In broader architectural terms, early Maltese primary schools, including the Hal Qormi (San Ġorġ) Primary School, represent a transitional phase between late 19th century schooling architecture and modern educational design: buildings that were solid and functional, using traditional materials and craftsmanship, yet gradually accommodating evolving pedagogical needs such as better lighting, ventilation, and internal organisation.

The FTS project aims to modernise the building while retaining its essential historical fabric. Rather than

demolishing it, the project involves upgrades, structural improvements and re-construction works, and receded extensions, which is an appreciation of the original building's architectural presence.

Progress in 2025

The project was initially planned to be carried out by FTS in conjunction with the Public Works Department. However, a later decision was made for the project to be fully managed by FTS.

During the year under review, the scope of the project was expanded to include the removal of the old ceilings and their replacement with new ones, which required updated architectural designs.

As a result, the tender had to be reviewed and re-published. The new tender adjudication process was completed in 2025, with construction works now scheduled to commence in the first quarter of 2026.

Factsheet:

- Major refurbishment of existing school in the village core of Hal Qormi.
- Refurbishment includes the removal of old ceilings and the construction of new ones.
- The project also includes the construction of a receded floor over the building.
- The old early 20th-century facades of the British era to be retained and fully restored.
- The new school will have over 30 classrooms for kindergarten and Years 1-6.
- The school hall built in the 1980s will be demolished and replaced with a new one.
- The new school will be able to take up to 700 pupils.
- Project estimated to cost approximately €12.6 million, which will be financed through national funds.



Architect's render of how the refurbished Żebbuġ Primary School will look like after completion of the project.



Architect's render of how the refurbished Għarb Primary School will look like after completion of the project.



Architect's render of how the refurbished Ta' Kerċem Primary School will look like after completion of the project.

Continued Investment in Educational Infrastructure in Gozo

The total investment in educational infrastructure managed by FTS in Gozo since 2013 represents a capital injection exceeding €40 million.

FTS has been entrusted by the Ministry for Gozo and Planning to undertake the planning application processes, the public procurement cycles, and the project management of various refurbishment works at various state primary schools in Gozo. FTS is currently undertaking an unprecedented number of

major refurbishment projects in Malta's sister island. This initiative has been made possible through the close collaboration between FTS and its line ministry, the Ministry for Education, Youth, Sport, Research and Innovation, as well as the Ministry for Gozo and Planning.

As part of this programme, FTS has been entrusted with the extensive refurbishment of three primary schools located in Ta' Kerċem, Żebbuġ, and Għarb.

Over the decades, the school has been part of the wider educational life of Ta' Kerċem. During World War II, for example, part of the premises was used to shelter refugees, and teaching continued on a reduced basis. The building has also undergone structural additions over time, including expansions in the mid 20th century.

The Żebbuġ Primary School represents an important example of post-war educational architecture in Gozo. The present school building was designed by Maltese architect Joseph Huntingford and officially inaugurated in 1958 by the then Education Minister Agatha Barbara. The construction of the school marked a significant step in improving formal education in the village, replacing earlier arrangements where classes were held in rented houses around the locality.

Architecturally, the school reflects the modernist design approach that became common in Malta during the 1950s, when many public buildings were being rebuilt or newly constructed following the Second World War. The building occupies a site of approximately 2,300 square metres and is arranged around open courtyards and playground spaces. Its design is characterised by a U-shaped layout with long open-air corridors supported by rows of concrete columns, allowing natural light and

ventilation to reach classrooms while creating shaded circulation spaces suited to the Mediterranean climate.

The architectural composition emphasises simplicity, repetition of structural elements, and functional planning. Classrooms are organised along verandas and connected through stairways and corridors, while open spaces between blocks create visual permeability and airflow. The structure was built primarily using reinforced concrete and plastered surfaces, reflecting the modernist shift away from the heavier masonry school buildings typical of the 19th century.

The campus includes several distinct wings accommodating classrooms, offices, a multipurpose hall, a library, a gymnasium, and recreational areas. Large playgrounds and gardens form an integral part of the layout, reinforcing the modern educational philosophy of combining learning spaces with outdoor activity areas. The elevated site also provides extensive views of the surrounding Gozitan countryside and coastline, which contributes to the openness and environmental integration of the design.

The Għarb Primary School reflects the development of public education in rural Gozo during the twentieth

Historical and Architectural Brief – Ta' Kerċem, Żebbuġ, and Għarb

Ta' Kerċem Primary School has been an important educational institution in the village of Ta' Kerċem for over a century. The school was originally established in 1921, shortly after the introduction of the 1921 Constitution, when educational provision began to expand across Malta and Gozo. Initially, classes were held in a temporary location before a dedicated school building was constructed between 1922 and 1923. The newly built school, designed to meet the educational needs of the growing community, was officially inaugurated in 1923.

Architecturally, the original school building is a two storey structure typical of early 20th century institutional architecture in Malta, covering approximately 1,200 square metres. It was constructed of local limestone, the traditional building material for Maltese buildings, and designed to provide robust, functional spaces for teaching and learning. Historic images show an elegant façade with arched windows and carved details, reflecting the pride placed in education at the time and borrowing from broader architectural trends of the era.

These projects form part of a broader investment programme aimed at modernising educational infrastructure across Gozo while preserving the architectural character of existing school buildings and improving the learning environment for pupils and educators

century. Education in the village dates back to the early nineteenth century, when local clergy supported the teaching of village children. By the mid-1800s formal schooling was already taking place in rented premises, where separate boys' and girls' schools were opened in 1859. As enrolment gradually increased, these facilities became inadequate and larger premises had to be leased during the early twentieth century.

A purpose-built school reflecting modern educational standards was eventually constructed in the village and officially inaugurated in 1961 by the Governor of Malta, Sir Guy Grantham. The building represented a shift toward contemporary school architecture, replacing earlier improvised facilities and providing a more organised environment for teaching and learning.

Architecturally, the school reflects the functional design principles commonly adopted for Maltese schools during the post-war period. The complex consists of two main blocks and a hall arranged around open spaces. The building was designed with spacious classrooms and outdoor circulation areas, providing natural light and ventilation suited to the Mediterranean climate. Several classrooms are connected to individual patios or outdoor spaces, creating a close relationship between indoor learning areas and recreational zones.

The architectural layout emphasises practicality and openness. The blocks are surrounded by playgrounds and green areas, including a five-a-side football ground with synthetic turf and landscaped spaces. This integration of open areas within the school grounds reflects modern educational planning principles that recognise the importance of outdoor activity and informal learning environments.

Over the years the school complex has served multiple community functions. At different times parts of the building were used for other local services, including administrative offices and community facilities, demonstrating the building's role as a central civic space within the village. Today the school continues to serve the local population as part of the Gozo College network, while retaining the spatial characteristics and architectural simplicity typical of mid-twentieth-century educational buildings in Malta and Gozo.

Projects Briefs

FTS is undertaking a programme of extensive refurbishment works at these primary schools. These projects form part of a broader investment programme aimed at modernising educational infrastructure across Gozo while preserving the architectural character of existing school buildings and improving the learning environment for pupils and educators. The three projects together represent a major investment of approximately €10.6 million in Gozitan educational infrastructure.

The refurbishment works are being carried out on existing school buildings that reflect different phases of twentieth-century educational architecture in Gozo. The primary school in Ta' Kerċem occupies a two-storey limestone building originally constructed in 1921, while the school in Żebbuġ was designed by architect Joseph Huntingford and inaugurated in 1958 as part of Malta's post-war expansion of public education. The school in Għarb similarly represents mid-twentieth-century institutional architecture and forms part of the educational network of Gozo College. The refurbishment

programme aims to preserve these historic structures while adapting them to meet contemporary educational standards.

The works include the comprehensive upgrading of both the internal and external fabric of the buildings. This involves the restoration of the historical facades of all schools, the refurbishment of classrooms and common areas, improvements to building services, and the introduction of modern infrastructure such as new electrical systems, water and drainage networks, high-speed internet connectivity, intruder alarm systems, and enhanced fire-safety installations. The projects also incorporate energy-efficient measures in line with current regulations in order to reduce energy consumption and improve the environmental performance of the buildings.

Another important component of the programme is the redesign and upgrading of outdoor and recreational spaces within the school campuses. Playgrounds and open areas are being reconfigured to provide safer and more functional environments for pupils, including the installation of non-slip surfaces, artificial turf, landscaped areas, and improved shading. These upgrades aim to create outdoor environments that support physical activity, recreation, and informal learning.

Accessibility is also a key objective of the refurbishment works. The buildings are being adapted to ensure full compliance with accessibility standards, allowing pupils and staff with mobility challenges to access all areas of the schools safely and comfortably. In addition, the projects provide improved spaces for extracurricular learning, including areas dedicated to creative and practical subjects.

To minimise disruption to the educational process, the projects are being implemented in carefully planned phases. Temporary teaching facilities are being provided so that pupils can continue their education within the school environment while works are underway.

Through these refurbishment projects, FTS aims to preserve the architectural heritage of these long-standing educational buildings while transforming them into modern, accessible, and sustainable learning environments that meet the needs of present and future generations of pupils in Gozo.

Works Carried Out in 2025

During the year under review, FTS commenced works at Ta' Kerċem Primary School. Over the summer months, a temporary complex of prefabricated classrooms was constructed within a designated section of the school playground. This area was safely segregated from the remainder of the premises, allowing refurbishment works on the main school building to proceed without disruption.

The temporary facility comprises three prefabricated units, each housing four classrooms and associated sanitary facilities, for a total of 12 classrooms. Each classroom measures 45 square metres (6 m × 7.5 m) and accommodates up to 24 pupils. All classrooms are equipped with two air-conditioning units, double-glazed safety windows, a fire alarm system, and an intrusion alarm system, ensuring a safe and comfortable learning environment. The complex also incorporates open recreational spaces.

With the commencement of the scholastic year in September, teaching activities were successfully relocated to this temporary facility. This arrangement ensured the health and safety of both pupils and staff, while enabling the school community to remain within the same locality.

Throughout 2025, the existing school building at Ta' Kerċem was stripped of furniture, soffits, and electrical and plumbing installations. Materials were carefully sorted, with the majority being recycled. Aluminium apertures in good condition were retained for reuse at the same school.

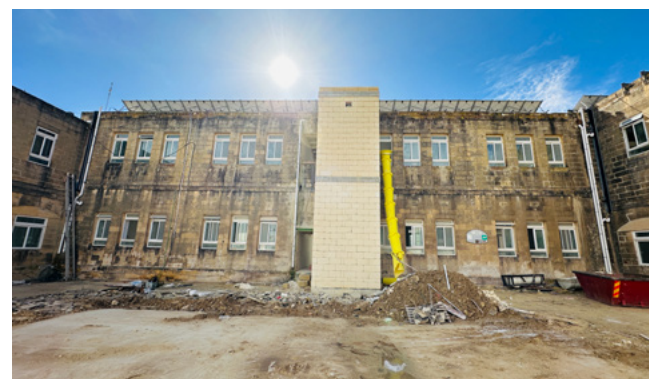
Construction works at the site included the development of a new lift shaft and access ramp to the main building,



The newly restored façade of Ta' Kercem Primary School, originally designed and built in the 1920s.



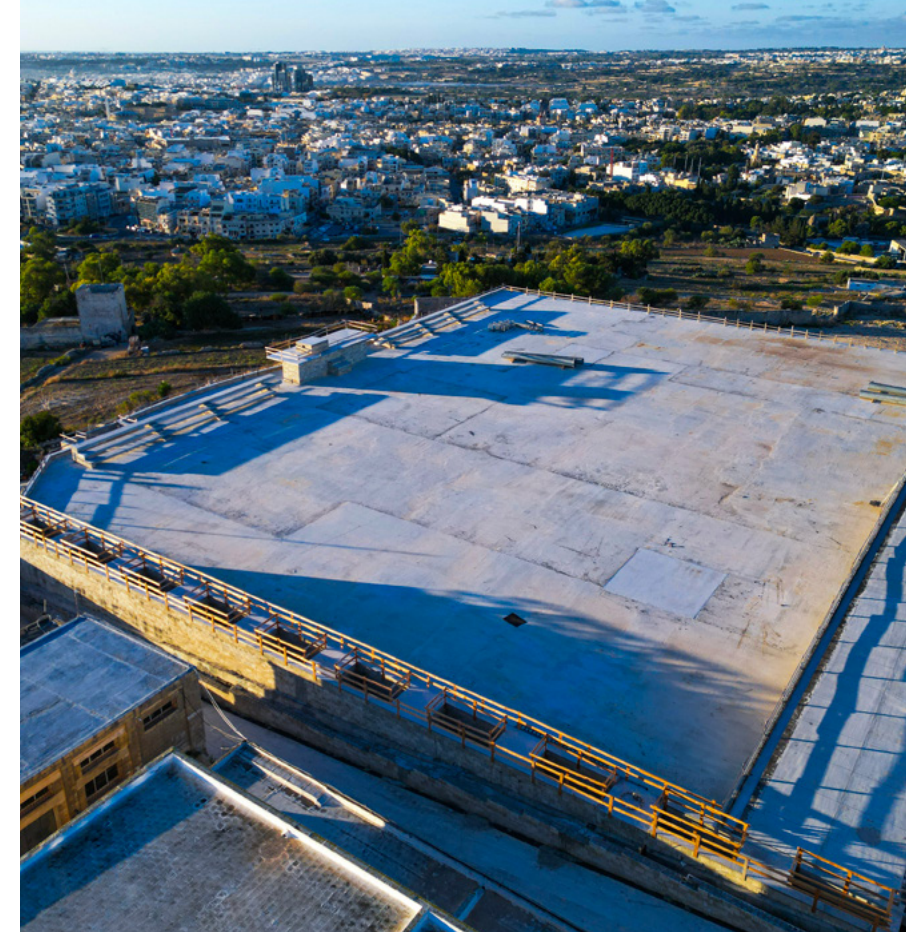
Internal refurbishment works at Ta' Kercem Primary School.



Works on the playground, including the installation of the new lift shaft, at Ta' Kercem Primary School.



Aerial shots of the site of the new football ground at Giovanni Curmi Higher Secondary School at Naxxar as at the end of 2025.



as well as the formation of an underground water reservoir beneath the playground. The playground's concrete flooring was also reconstructed in preparation for the installation of a new outdoor area upon project completion.

By the end of the reporting period, nearly 80% of all mechanical and electrical works, as well as tiling, had been completed. Approximately 50% of internal wall plastering and painting works were also finalised. Restoration of the school façades – an architectural gem of the early twentieth century – commenced in the final quarter of the year.

The project is scheduled for completion before the start of the next scholastic year commencing in September 2026.

With regard to the full refurbishment of Żebbuġ Primary School, the public tender was issued, evaluated, and awarded during 2025. The works contract was signed in September, with commencement scheduled for 2026.

Similarly, the public tender for the full refurbishment of Għarb Primary School was published in 2025. Evaluation and contract award are expected to be finalised in 2026.

Factsheet:

- FTS entrusted by the Ministry for Gozo and Planning to refurbish State owned schools in Gozo.
- Initiative is the result of positive collaboration between FTS its line ministry, the Ministry for Education, Youth, Sport, Research and Innovation, as well as the Ministry for Gozo and Planning.
- Currently, FTS is managing three major refurbishment projects: Ta' Kercem Primary School, Żebbuġ Primary School, and Għarb Primary School.
- Works are being carried out on the existing school buildings that reflect different phases of twentieth-century educational architecture in Gozo.
- The total capital investment of this initiative is in excess of €10 million, which will be financed through national funds.
- Schools to remain fully operational during works, while ensuring the health and safety of all pupils, workers, and visitors at the schools. Mobile classrooms are being used for this purpose.
- Schools will be transformed into modern, accessible, and welcoming educational spaces for all.

Construction of a New Football Ground at Giovanni Curmi Higher Secondary School Naxxar and the Pedestrianisation of the Naxxar Educational Campus

Project Brief

In Naxxar, we are currently undertaking two major projects: (i) the construction of a new football ground at Giovanni Curmi Higher Secondary School, and (ii) the pedestrianisation of the Naxxar educational campus.

The new football ground will cover approximately 9,800 square metres and will feature an 11-a-side pitch, a spectator stand, as well as supporting facilities including showers, changing rooms, and sanitary amenities.

This facility will complement the existing sports infrastructure within the educational campus, serving both Giovanni Curmi Higher Secondary School and Maria Regina Middle School, while also providing a valuable resource for the local community and the neighbouring football club.

Alongside the football ground, FTS has also constructed a multi-level car park and a vehicular tunnel connecting

the car park to the main entrance of the campus. These additions are designed to enhance campus safety by creating a vehicle-free environment within the educational grounds.

Both projects are being carried out with a capital investment of approximately €27 million and will be financed through national funds.

Works Carried Out in 2025

During 2025, construction was completed on the football ground and spectator stand, the underlying multi-storey car park, and the connecting vehicular tunnel. In 2026, the project will advance to the mechanical and electrical installations as well as finishing works, including the installation of high-quality synthetic turf on the football pitch.



The newly installed motorised retractable canopy at Had-Dingli Secondary School.

Installation of a Motorised Retractable Canopy at Had-Dingli Secondary School

Project Brief

This project involved the installation of a permanent motorised retractable canopy in the playground of the secondary school at Had-Dingli. The canopy, covering approximately 875 square metres, allows the school to hold outdoor activities regardless of weather conditions.

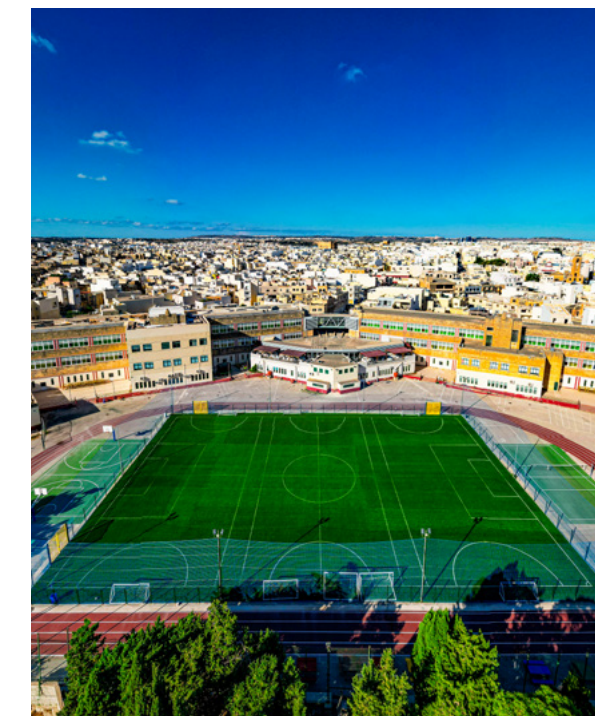
Works Carried Out in 2025

The project was fully executed in 2025, following the approval of the planning application at the beginning of the year. Construction began during the summer recess and was completed before the end of the year.

In the new year, after a tendering process, the school playground will be upgraded with synthetic turf. In the meantime, the playground remains fully safe and accessible for pupils.



Aerial shots of the new football ground at St. George Preca Hamrun Secondary School.



Significant Upgrades of Sports and Recreational Facilities

During 2025, FTS carried out a series of refurbishment projects in sports and recreational spaces across several schools. These works included plastering and painting of playgrounds, as well as the installation of new synthetic turf to enhance the usability and safety of the facilities.

The total investment for these projects amounted to approximately €1,341,535. The two largest projects were at the primary and middle schools in Rabat, Gozo, with a combined value of nearly €800,000, and at Hamrun Lyceum, valued at over €200,000. In these schools, existing pitches were upgraded with synthetic turf to provide high-quality playing surfaces.

The investment was distributed across the following schools:

- St. George Preca College Hamrun Primary School (Ġużè Pace Street) - €29,619
- St. George Preca College Valletta Primary School - €31,705

- St. Claire College Pembroke Primary School - €28,002
- St. Claire College St. Julian's Primary School - €133,344
- St. Ignatius College Haż-Żebbuġ Primary School - €44,798
- St. Thomas More College Żejtun Primary School - €78,836
- Gozo College Victoria Primary School and Middle School (total of 7 grounds) - €792,965
- St. George Preca College Hamrun Secondary School (Il-Liċeo) - €202,266

This investment complements other capital projects, including those at Giovanni Curmi Higher Secondary School and Maria Regina College Middle School in Naxxar, as well as St. Nicholas College Had-Dingli Secondary School, which are discussed separately in this annual report.



St. George Preca College
Hamrun Primary School



St. Ignatius College Haż-Żebbuġ
Primary School



St. Thomas More College
Żejtun Primary School



St. George Preca College
Valletta Primary School



St. Claire College
Pembroke
Primary School



Gozo College Victoria Primary
School and Middle School



St. Claire College Pembroke
Primary School



St. Claire College St. Julian's
Primary School



Gozo College Victoria Primary
School and Middle School



Aerial shots of the Msida Primary School.

Building On Past Success – Our Green Deal Initiative

During the year under review, FTS was carrying out an exercise with the aim of ensuring that the new primary schools at Naxxar and Mellieħa are carbon neutral projects. In previous years, FTS set new environment standards in Malta’s public educational facilities through the development and delivery of the Msida Primary School.

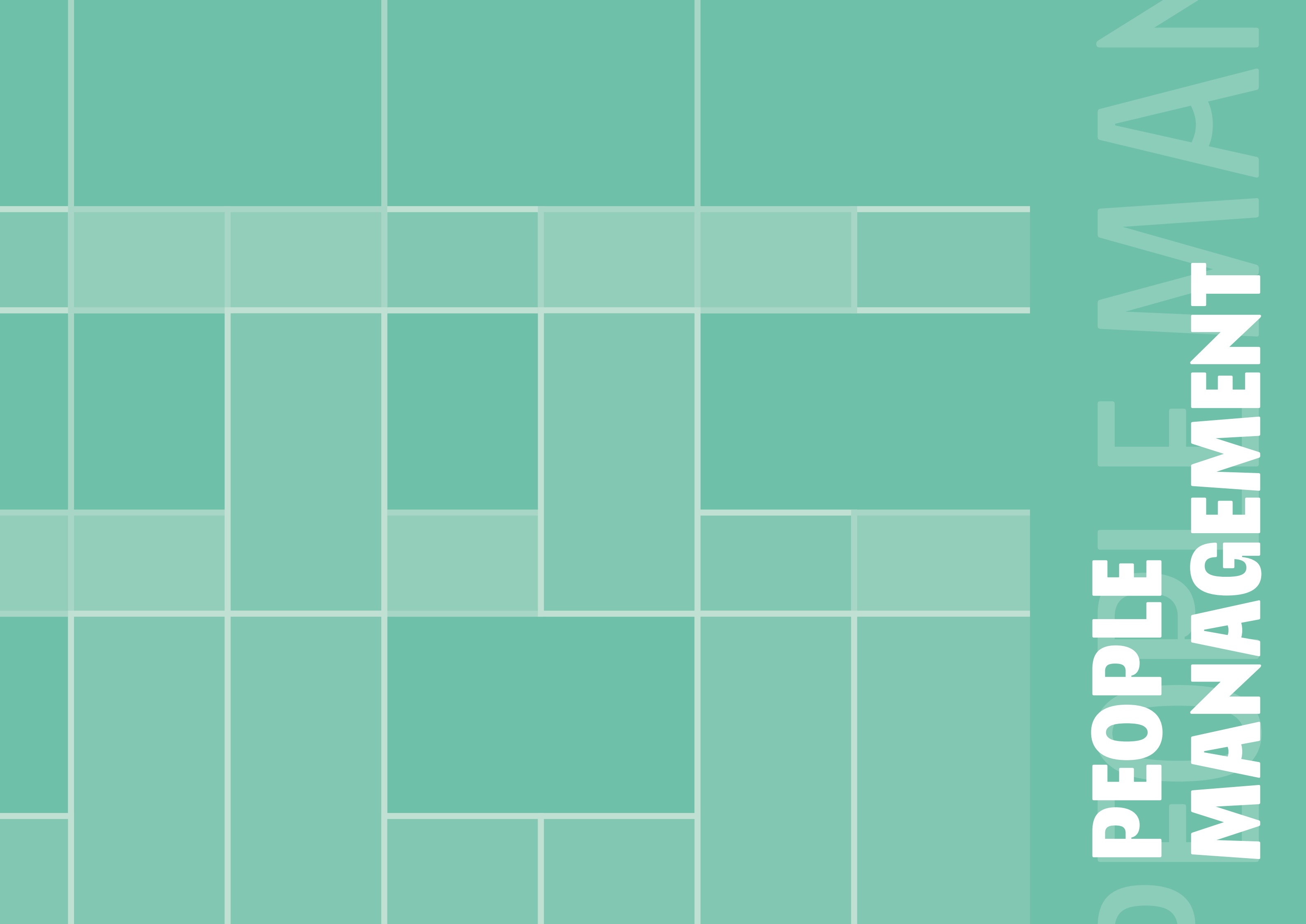
The new school in Msida served as a pilot project for future investments aimed to showcase the optimisation of indoor health, air quality, high energy efficiency, low carbon emissions and extensive use of renewable energy systems.

The design and construction of the new primary schools at Naxxar and Mellieħa considers climate adaptation measures. Whilst specific energy efficiency measures

include the use of low emissivity double-glazed windows and external envelope insulation; these schools will extensively utilise renewable energy systems, including rooftop solar photovoltaic installations. These measures will not only ensure energy efficiency but also contribute to the schools net positive renewable energy production. Resource efficiency will also be achieved through the adoption of other eco-friendly measures, including the recycling of rainwater for landscape irrigation and sanitary facilities.

FTS aims to continue on the success obtained on the Msida Primary School project by achieving a net zero CO₂ emission with an Energy Performance Certificate (EPC) rating of –9 and a classification rating of A+. It aims for both projects to be considered as positive net renewable energy producers.

The new school in Msida served as a pilot project for future investments



PEOPLE MANAGEMENT

People Management

At FTS, we recognise that our people are our greatest asset. In 2025, we continued to prioritize our workforce, fostering a culture that champions innovation, collaboration, and inclusivity.

Our human resources strategy was centered on four key pillars: talent acquisition, employee engagement, leadership development, and workplace wellbeing.

Through these initiatives, we aim to create an environment that supports our employees in achieving both personal fulfilment and professional excellence, ensuring that we remain a high-performing team dedicated to driving the success of our organisation.

Key Achievements in 2025

This year, we made significant strides in strengthening our learning and development programmes, as well as enhancing our diversity and inclusion efforts. These initiatives reflect our unwavering commitment

to nurturing a resilient and dynamic workforce. By investing in our people, we continue to build the foundation for sustained growth and success.

Workforce Demographics

As of the end of 2025, FTS employed 42 individuals, maintaining the same number as the previous year. Gender diversity remains a focal point, with two-thirds of our workforce being men and one-third women. We are particularly proud of the progress made in professional representation, with 50% of our warranted professionals being women.

A breakdown of our workforce includes:

- Technical/Supervisory Roles: 15 employees.
- Warranted Professionals: 12 employees.
- Management Team: 10 employees.

In terms of qualifications, 76% of our employees hold at least one qualification at MQF Level 5 or higher, reflecting our commitment to professional development. The average age of our workforce is 45 years, a testament to the depth of experience and expertise within our team.



FTS Staff Meeting held at Victoria Primary School in December 2025.

Work-Life Balance & Family-Friendly Initiatives

At FTS, we understand the importance of work-life balance and have actively implemented policies that support our employees’ wellbeing, particularly in balancing family responsibilities.

Key initiatives include:

- Flexible Work Arrangements: FTS offers flexible work schedules, with core hours during the day, allowing employees to better manage their work and personal commitments.
- Remote Work: By the end of 2025, 24% of our employees were working remotely due to family responsibilities. Among these, 70% were men and 30% were women. Additionally, 233 working days were completed remotely in response to ad hoc family-related needs.

- Reduced Work Hours: Two employees benefited from reduced working hours due to family obligations.
- Special Leave: Three employees took maternity leave, with one also utilising parental leave, supported by FTS in line with Legal Notice 201 of 2022. A male employee also took paid paternity leave.

FTS continues to provide various types of special leave, both paid and unpaid, in alignment with the provisions outlined in the law and the FTS Collective Agreement.

Training and Development

We are deeply committed to the continuous professional development of our employees. In 2025, FTS invested in over 100 hours of training, amounting to approximately €3,600. This investment reflects our belief that learning and development are crucial for enhancing employee engagement, skills, and career growth.

The following programmes were among those attended by our team:

Training Programme	Training Provider	Number of Employees Trained	Number of Training Hours Per Programme	Total Number of Training Hours
Updates to Employment Legislation	Foundation for Human Resources Development (FHRD)	1	6	6
Financial Statement Analysis	Ernst & Young	2	8	16
Interactive Workshop: Navigating Difficult People with Ease and Confidence: Understanding Challenging Behaviour at Work	Foundation for Human Resources Development (FHRD)	1	4	4
HVAC Technical and Informative Seminar	KENCAR	4	4	16
Raising the Bar – Malta’s Pioneering Step in OHS Professional Competence	Occupational Health and Safety Authority (OHSA)	2	4	8
Liquid Cooling and Facility Cooling Systems	ASHRAE	1	1.5	1.5
Building Facility and Chilled-Water Systems	ASHRAE	1	2	2
Airflow, Equipment Placement and Heat Release	ASHRAE	1	1	1
Computer Cooling Equipment	ASHRAE	1	1	1
Introduction to Mechanical & Electrical Building Services	Chartered Institution of Building Services Engineers (CIBSE)	2	7	14
Training on the Anti-Fraud Strategy and Cycle	Government of Malta – Ministry for European Funds and the Implementation of the Electoral Programme	1	4	4
Corporate Compliance Updates: Navigating the 2025 Regulatory Landscape	Zampa Partners	1	2	2
Budget Speech for 2026 – Impact on the Income Tax Act, the Income Tax Management Act, the VAT Act and the Duty on Documents and Transfers Act.	Society Education	1	3	3
Energy Auditor (MQF Level 6)	Nouv Academy (Nouv MT Holding Ltd.)	1	27	27
Management Accounts	Society Education	1	3	3
Total Number of Training Hours:				108.5

During the year under review, several FTS professionals attended the CPD-accredited Education Estates® conference in Manchester, UK. The event covered key topics such as funding, design, construction, management, and maintenance of educational institutions, including schools, colleges, and universities.

We plan to continue investing in innovative training solutions that align with both our employees’ professional aspirations and the organisation’s long-term goals.



FTS Staff Meeting held at Victoria Primary School in December 2025.

Internal Audit of the HR Function

In 2025, FTS engaged its internal auditors to conduct a comprehensive review of its HR function. The audit focused on:

- Compliance with internal procedures and the Collective Agreement
- Evaluation of payroll-related controls
- Security and accuracy of HR data
- Recruitment and termination procedures

The audit confirmed that FTS fully complies with all regulations and procedures, including recruitment, payroll, and employee data security. One minor recommendation was made concerning the application procedure for training sponsorships, which was swiftly implemented.

HR Metrics in 2025

Employees

42

Employees at 31/12/2025

Graduates

76%

of employees are graduates following tertiary level of education – with 38% being women

Our relationship with the union is built on mutual respect and open communication, ensuring that both the organisation and its employees continue to thrive

Employee Turnover Rate

7.14%

Average Age

45

Employees who made use of Maternity or Paternity Leave

4

Employees on a Remote Working Arrangement

24%

of employees are working on a remote working arrangement due to family responsibilities – with 70% being men

Management Team

40%

are women on the Management Team

Employees Working with Flexitime

100%

Collective Agreement Development

FTS remains committed to fostering a collaborative and productive work environment. Discussions regarding a new collective agreement with the Industrial Relations Unit (IRU) and the General Workers’ Union (GWU) have progressed positively. By the end of the year, the negotiations were still ongoing. We are optimistic that the new agreement will enhance our organisational culture and create a more harmonious workplace.

Our relationship with the union is built on mutual respect and open communication, ensuring that both the organisation and its employees continue to thrive.

FINANCE & PROCUREMENT

Finance & Procurement

Internal Controls Overview

The integrity of our financial reporting, operational efficiency and regulatory compliance remains a top priority at FTS. As part of our commitment to maintaining transparency, accountability and good governance, we continuously evaluate and strengthen our internal control systems. We continue to invest in employee training and the segregation of duties to mitigate the risks of fraud, error, and inefficiency.

The FTS Board provides oversight of the entity’s control environment mainly through internal audits carried out quarterly during the year as well as the annual financial audit. All members on the FTS Board are non-executive.

Audit Committee

The FTS Audit Committee plays a crucial role in overseeing the financial reporting process, internal controls and the audit functions of the entity. It reviews audit plans and observations of the external and

internal auditors and ensures that management takes the necessary action to improve control systems or reporting processes. The Audit Committee reports to the FTS Board and comprises of non-executive members.

Financing

Negotiations with financial institutions for the new loan financing were concluded, and bank loan facilities were increased by €115.8 million. Furthermore, the application for funding under the European Regional Development Fund and Cohesion Fund 2021 – 2027 was approved during 2025 and the amount of €20 million grant was awarded for the construction of the new Naxxar Primary School.

During 2025, FTS benefitted from EU funding for a total €5 million under two programmes, namely the European Regional Development Fund and Cohesion Fund 2021 – 2027 and the NextGenerationEU Programme by means of Malta’s Recovery and Resilience Plan.

Investments in projects increased during 2025 with the continuation of works at Giovanni Curmi Higher Secondary School football ground and underground parking at Naxxar, and the commencement of works at Ta’ Kerċem Primary School, Mellieħa Primary School, Naxxar Primary School, as well as the new specialised sensory hydrotherapy aquatic complex at San Miguel Primary Education Resource Centre at Pembroke, the motorised retractable canopy at Dingli Secondary School, and other small to medium scale projects, amongst which are outdoor play areas of a number of childcare centres.

Procurement

During 2025, the Procurement Unit remained firmly committed to the implementation of FTS’s procurement plan, ensuring full alignment with its five-year strategic objectives. Particular emphasis was placed on enhancing operational efficiency in the processing of procurement requests, thereby supporting the timely delivery of projects and strict adherence to established deadlines.

The Unit operates within a well-established framework of good governance, consistently complying with Public Procurement Regulations, as further outlined in FTS’s Manual of Procedures. This structured approach ensures transparency, accountability, and consistency across all procurement activities. In addition, procurement

processes are subject to regular scrutiny through both internal audits conducted by FTS’s outsourced auditors and independent external audits, reinforcing a strong culture of compliance and continuous improvement.

In terms of financial scope, the total value of tenders published during the year under review exceeded €51 million (excluding VAT), reflecting the significant scale of procurement activity undertaken and the Unit’s central role in supporting FTS’ operational and strategic objectives.

The following table illustrates our procurement behaviour during 2025:

Published Open Calls	Number of Calls	Estimated Value (excluding VAT)
FTS tenders published through the Department of Contracts.	6	€49,990,830
FTS tenders published through the Sectoral Procurement Directorate (SPD) within the Ministry for Finance.	11	€1,626,076
Departmental calls published directly by FTS.	1	€9,560

During the reporting period, employees within the Procurement Unit participated in a half-day online workshop organised in collaboration with personnel from Sectoral Procurement Directorate (SPD) within the Ministry for Finance. The session focused on reviewing and discussing various intra-departmental procurement processes, with the aim of streamlining tendering procedures in line with the directives issued by the Department of Contracts.

This workshop provided a valuable platform for the exchange of knowledge and best practices, enabling greater alignment between the two departments. It is expected to further strengthen the efficiency and effectiveness of the FTS Procurement Unit in their day-to-day operations, whilst enhancing coordination, communication, and collaborative working structures between SPD and FTS.

FTS also maintains regular communication with the Department of Contracts to provide updates on forthcoming projects and to further motivate collaborative efforts. The implementation of innovative procurement methodologies, designed to adapt to the evolving demands of the sector will ensure enhanced quality for clients and more effective project deliverables.



FTS.MT

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