OFFICE OF THE
OMBUDSMAN
TRINIDAD AND TOBAGO

Special Report #2 of 2025

Cases 202400198 et al

Administrative Injustice by the National Maintenance Training and Security Company Limited

Delay in payment of Retirement Benefits

November 19, 2025

Table of Contents

Delay in Payment of Retirement Benefits

EXECUTIVE SUMMARY

1. This Special Report addresses the recurring failure of the National Maintenance Training and Security Company Limited (MTS) to pay retirement benefits to former employees within the period required under the Collective Agreement. The delays have caused financial, medical, and emotional hardship among retirees, many of whom depend on these funds for daily living.

2. Despite repeated interventions and recommendations by the Office of the Ombudsman under Section 96(2) of the Constitution of the Republic of Trinidad and Tobago, sufficient corrective action has not been taken. Several retirees have waited more than two years for payments lawfully owed to them.

3. Given the persistence of these delays and the insufficiency of the Company's response, this matter is submitted to Parliament for decisive intervention.

Purpose of the Report

4. This Special Report brings to Parliament a matter of clear public importance: *the failure of a state enterprise to honour contractual obligations owed to retirees.* It outlines the findings of this Office's investigations and the steps required to protect current and future retirees.

Constitutional and Legal Framework

5. The provisions listed below establish the constitutional and statutory framework governing the Ombudsman's investigative powers, the process for addressing administrative injustice, and the circumstances that require the submission of a Special Report to Parliament. They explain the legal authority under which these investigations proceeded and the obligations placed upon the Ombudsman when efforts to secure administrative redress have not produced sufficient action.

i. Section 93 of the Constitution – Jurisdiction of the Ombudsman;
ii. Section 96(2) of the Constitution – Recommendations to remedy injustice;
iii. Section 96(4) of the Constitution – Special Report to Parliament;
iv. The Ombudsman Act, Chap. 2:52.

Profile of the MTS and its Obligations

6. The National Maintenance Training and Security Company Limited (MTS) is a wholly owned state enterprise established to provide a wide range of essential support services to Government Ministries, Departments and Public Agencies throughout Trinidad and Tobago. The Company plays a significant role in the day-to-day functioning of public institutions by delivering integrated services that allow Ministries and agencies to maintain safe, secure and properly functioning facilities across the public sector.

7. The MTS's core operations include the provision of security services, building and grounds maintenance, janitorial and custodial services, and general facility management. These services extend to schools, hospitals, government administrative offices, courts, police facilities and other public buildings. In several Ministries, MTS personnel form the backbone of the daily operational environment, ensuring that buildings are kept secure, clean and fully functional.

8. In addition to its on-the-ground operational responsibilities, the Company manages a large and diverse workforce distributed across multiple geographic regions. This requires substantial internal systems for scheduling, payroll administration and contract management. As a consequence, the MTS interacts with virtually every major arm of the State and depends heavily on timely payments from Government entities to meet its operational and employment-related obligations.

9. Given the scale of its operations, its extensive engagement across the public service and the essential nature of its functions, the MTS is expected to maintain strong internal governance, sound financial planning and effective administrative systems. Its ability to deliver services to the State depends not only on the performance of its frontline workers, but also on the strength and reliability of its financial and managerial systems, including those that affect employees, such as the proper processing and timely payment of retirement benefits.

10. The Collective Agreement (Bargaining Unit 2) between the MTS and the Transport and Industrial Workers' Union (TIWU) dated 20 December 2017, at Article 39, Section 5 states:

> "The Company shall pay to a worker who becomes eligible for benefits under Section 1 thereof, all monies due thereunder within thirty (30) days of the worker's last day of employment with the Company."

11. Section 1(b) of the Agreement provides that employees retiring at age sixty or over must be paid compensation for service in accordance with the prescribed formula. It states -

> "The Company shall also pay to a worker who has retired from the service of the Company, compensation for his service in accordance with the formula contained in Section 2 hereof, provided that the worker retires from the service of the Company on or after the age of sixty (60)."

Scale and Nature of the Issue

12. Between 2022 and 2025, the Ombudsman received sixty-eight (68) complaints of unpaid or delayed payment of retirement benefits. To date, thirty-nine (39) of these complaints received have been successfully resolved, the majority only after repeated and persistent intervention by this Office. The remaining retirees are still awaiting payment of their retirement benefits, and regrettably, nine (9) of them have been waiting for more than two years. Therefore, of those who lodged complaints, twenty-nine (29) retirees are still awaiting their lawful entitlements. This Office has since been informed that sixteen (16) have received partial payments; however, substantial balances remain outstanding. All the retirees reported that they had submitted the required documentation well before their final day of employment, yet payments remain outstanding for a prolonged period of time after retirement.

Figure 1: Duration of Payment Delays experienced by all Complainants from 2022 to present.

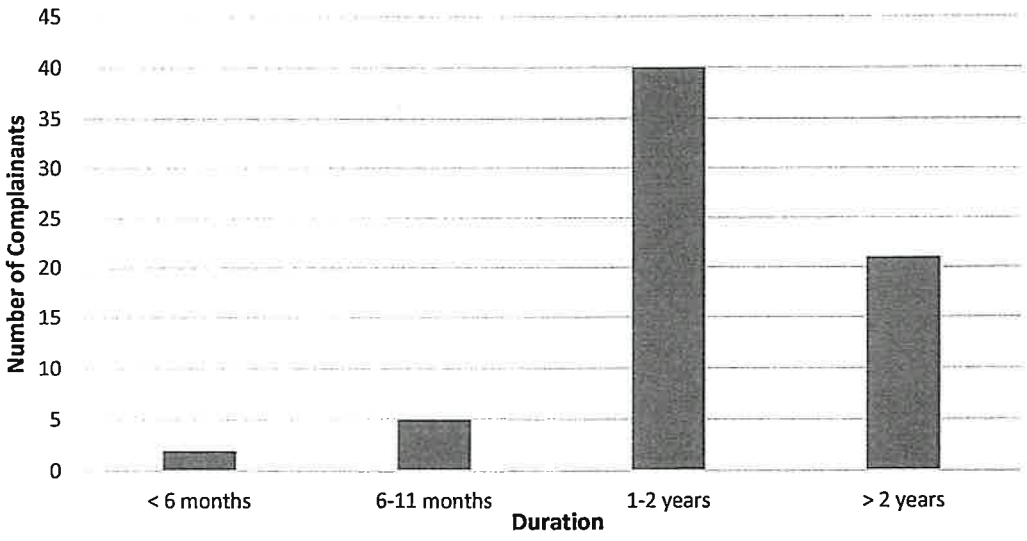
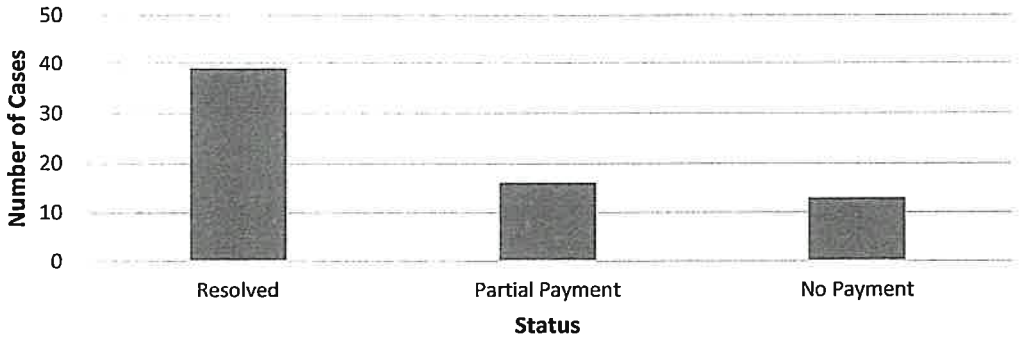


Figure 2: Status of Retirement Benefit Cases.



13. Given the prevailing pattern and current circumstances of the MTS, the Ombudsman anticipates that additional complaints are likely to be lodged and that the number of persons affected is significantly higher than those who have sought this Office's intervention.

Human Impact on Retirees

Financial Hardship

14. Retirees reported that the absence of their benefits left them unable to meet essential monthly living expenses. These included rent, mortgage instalments, utility bills, and basic household needs such as food and transportation. A number of retirees had planned their post-retirement finances on the reasonable expectation that their benefits would be paid promptly. When this did not occur, some were forced to rely on short-term loans, credit arrangements, or informal borrowing from family members. In some cases, interest-bearing debt quickly accumulated, creating a burden that should never have arisen had the Company complied with its obligations.

Medical and Health Consequences

15. A few complainants indicated that the delay had a direct and harmful impact on their physical health. Retirees living with chronic illnesses such as hypertension, diabetes, and asthma reported difficulty purchasing medication or accessing medical care. One retiree stated that she resorted to using expired medication due to the high cost of her prescriptions. Others delayed routine medical appointments or diagnostic tests because they could not afford the associated expenses. At this stage of life, such compromises pose real threats to health and longevity.

Psychological and Emotional Stress

16. Beyond financial and medical difficulties, many retirees described the experience as emotionally distressing. Their repeated attempts to obtain information from the Company, often without acknowledgment or response, left individuals feeling ignored, anxious, and distressed. Several described feeling "humiliated," "forgotten," or "treated as though they no longer mattered," sentiments that reflect not only personal hardship but also a broader erosion of trust in public institutions. For persons who have dedicated decades of service to the State, such experiences diminish dignity and can create lasting emotional harm.

Loss of Stability at a Vulnerable Stage of Life

17. Retirement is a period when individuals transition from active employment to fixed income. Any disruption to expected income during this period is more than an administrative inconvenience, it undermines personal stability, security, and the ability to plan meaningfully for the future. The delays at issue here have disrupted that transition and placed a disproportionate strain on individuals, who should have been able to rely on predictable and lawful payments.

Findings

18. These investigations established a pattern of administrative conduct that, taken as a whole, amounted to unjust, unreasonable, and improper administration. The following findings are set out in expanded form:

Unreasonable and Unjust Administrative Delay

19. Although the Collective Agreement clearly requires that all retirement benefits be paid within thirty days of an employee's last day of service, the Company repeatedly failed to meet this requirement. Delays ranged from several months to more than two years. Such prolonged delays cannot be justified by reference to internal processes or financial constraints. The extent and consistency of these delays over several years amount to a systemic administrative failure rather than isolated errors.

Breach of Mandatory Contractual Obligations

20. The Company's obligation to pay compensation for service is not discretionary. It is a binding contractual entitlement that forms part of the remuneration package of all employees. Failure to comply with this obligation deprives retirees of earnings lawfully due to them. The Company's breach is particularly serious given that the affected individuals are at a vulnerable stage of life and dependent on these funds. Contractual obligations owed to employees must be honoured with equal seriousness as those owed to external creditors or suppliers.

Weaknesses in Financial Governance and Forecasting

21. The Company attributed its delays to significant cash flow constraints resulting from outstanding receivables from Ministries and other Government agencies. While these constraints may be genuine, they reveal weaknesses in financial governance, forecasting, and risk mitigation. A responsible public enterprise must anticipate liabilities, particularly predictable liabilities such as annual retiree payments, and plan adequately for them. The Company's reliance on uncertain reimbursements points to inadequate long-term financial strategy and a failure to implement timely escalation or contingency measures.

Prioritisation of Operational Expenditure over Legal Liabilities

22. Evidence suggests that the Company continues to meet other operational expenses and "essential" financial obligations while deferring payments to retirees. This choice indicates that retirement benefits are not treated as priority liabilities despite their contractual nature. Such prioritisation is inconsistent with fair and just public administration.

Failures in Communication and Stakeholder Engagement

23. A recurring theme in the complaints received was the lack of meaningful communication from the Company. Retirees frequently reported unanswered calls, unreturned messages, and an absence of clear timelines or updates on when payments could be expected. This lack of engagement caused prolonged uncertainty and deepened the hardship experienced. Administrative bodies have a duty to communicate clearly and promptly with affected individuals, particularly when delays arise, and the failure to do so reflects a serious weakness in customer service and internal accountability.

24. Compounding this issue is the impact on the ability of representative bodies to intervene. Several retirees reported that, by the time they realised no progress was being made or that assurances from the Company were unreliable, the six-month window within which the Union is permitted to report trade disputes had already expired. The Company's lack of timely communication therefore not only disadvantaged retirees directly but also deprived them of external avenues of support that may have otherwise been available had they been properly informed.

Failure to Act on Prior Recommendations under Section 96(2) of the Constitution

25. The Ombudsman issued recommendations urging the Company to expedite payments and improve its internal processes. While some payments were made after intervention, the broader pattern of delay persisted. The Company's limited response to formal recommendations demonstrates a failure to take sufficient corrective action. Section 96(4) of the Constitution is therefore triggered not only by the public importance of the matter but also by the Company's lack of adequate action in response to earlier recommendations.

Systemic and Governance Failures

26. As indicated above, the MTS has attributed the delays in these matters to serious cash flow challenges. As a state-owned enterprise, the MTS relies on revenue derived mainly from government contracts. Payment cycles within Ministries, Departments and Agencies of the State (MDAs) may be lengthy at times, due to internal bureaucratic processes, and this Office was informed that this has contributed to growing accounts receivable.

27. In September 2025, the MTS informed this Office that its receivables from MDAs exceeded Eight Hundred and Fifty million dollars ($850,000,000). While this Office accepts the Company's representation and appreciates that, from time to time, the State may owe sums to its enterprises as part of normal business arrangements, it becomes a matter of concern when those receivables accumulate to the point where they affect the Company's ability to meet its obligations when due. When citizens begin lodging complaints with this Office that, upon investigation, are found to be valid, the issue then becomes a matter of concern to this Office and, ultimately, to the Parliament of Trinidad and Tobago.

28. The Company has also explained that approximately 200 employees retire annually, creating an average annual liability of $20 million for retirement benefits alone. With a workforce of approximately 6,500 employees, and other operating costs, the Company has informed this Office that its financial position has become strained resulting in its inability to honour its commitments to retirees when due.

29. Most of the affected retirees were not senior officials; they were mainly non-administrative operational staff such as security officers and maintenance personnel, with only a few holding supervisory positions. Given their modest earnings, many of these workers would not have accumulated substantial savings to sustain themselves after retirement, and therefore relied heavily on the timely payment of their retirement benefits.

30. The MTS has outlined the steps which are being undertaken internally such as strengthened debt-collection mechanisms, improved financial management practices, and increased engagement with client MDAs on payment status. Despite the steps taken to date, these efforts have clearly not been sufficient to provide meaningful relief to vulnerable retirees.

31. The company has indicated that, if it receives a significant payment toward its outstanding receivables, it will be in a position to clear the arrears owed to retirees.

Cash Flow Constraints as a Symptom of Broader Financial Weakness

32. Interestingly, in correspondence to this Office, the Company appeared to hold the view that this Office ought to appreciate the magnitude of the constraints imposed upon it by the State through the failure of MDAs to pay outstanding sums in a timely manner, and that this appreciation should in turn temper the volume of our enquiries and the repeated recommendations issued with each new complaint. This Office cannot accept that reasoning. The fact that complaints continue to reach this Office shows that the problem remains unresolved and points to deeper weaknesses in the Company's financial planning and oversight. It also reflects deficiencies in internal controls, inadequate risk management, and gaps in corporate governance that should have been identified and addressed long before the situation reached this stage.

33. While the accumulation of receivables to a level exceeding $850 million is, on its own, a serious matter, it is not the primary concern of this Office. The core issue is that this volume of outstanding debt has now reached a point where the Company is unable to pay retirees what is due to them, elevating the matter to one of maladministration and administrative injustice. This consequence has necessarily drawn this Office's attention to the underlying systemic weaknesses that gave rise to the problem. It raises serious questions about the vigour and effectiveness of the Company's debt-recovery procedures and whether those processes were adequate to prevent such a substantial build-up. It also calls into question whether concerns about outstanding receivables were escalated to the Board and the line Ministry with the urgency and frequency required by the magnitude of the issue. In these

circumstances, cash-flow constraints that inhibit the Company's ability to meet its lawful commitments cannot be viewed as routine operational challenges, but may instead reflect deeper shortcomings in financial strategy and risk management.

Inadequate Financial Forecasting and Absence of Contingency Planning

34. The Company did not appear to maintain any reserve or contingency plan for predictable liabilities related to retirement benefits. Given that approximately 200 employees retire each year, and that, based on the Company's own estimate, the annual retirement benefit pay-out is roughly $20 million, this obligation should have been incorporated into its medium and long-term financial plans. Failure to do so reflects a lack of adequate forecasting and poor adherence to public sector financial management standards.

Prioritization Failures and Misallocation of Financial Risk

35. By continuing to meet other operational expenses while delaying payments owed to retirees, the Company effectively transferred financial risk onto former employees. This approach is inconsistent with fair administration and contradicts public sector principles requiring that the State, and its enterprises, treat vulnerable individuals with dignity and due regard for their rights.

Weak Internal Accountability and Communication Failures

36. Public institutions must maintain standards of responsiveness and transparency; the Company's handling of retiree enquiries fell short of these expectations.

The Role of the Board

37. The governance duties of the Board of Directors of a state enterprise are clearly articulated across several key instruments. The *State Enterprises Performance Monitoring Manual* provides the clearest statement of these responsibilities. Section 2.2.6 states that the Board is responsible for planning, monitoring, and controlling the activities of the company to ensure the optimal use of its resources and the achievement of its corporate objectives. The Board is also responsible for ensuring that policies and decisions taken at Board level are implemented by management.

38. In addition, the Companies Act, Chap 81:01 places the Board in charge of directing the management of the business and affairs of the company. This includes the obligation to establish and maintain systems to monitor and manage risk across the enterprise, and to ensure that the company is operated with due regard for sound financial practice. Taken together, these provisions establish a fiduciary responsibility to act in the best interests of the company, to safeguard its assets, and to exercise proper oversight over its financial operations.

39. All of the principal governance instruments for state enterprises in Trinidad and Tobago reinforce this duty. They make clear that a Board must ensure that the

entity operates in a financially responsible manner by prudently managing its assets and liabilities, by maintaining adequate internal controls, and by protecting the company's long-term financial viability. These duties are not aspirational; they reflect the minimum standards expected of public bodies entrusted with public resources.

Why Board Oversight Matters

40. The failure to pay retirement benefits does not stem solely from administrative lapses. When financial pressures affect the Company's ability to meet essential obligations, the Board is required to escalate these risks promptly and consistently to the line Ministry, the Ministry of Finance, and other relevant oversight bodies. A failure to escalate denies the government the opportunity to intervene early and stabilise the enterprise. It also reflects weak public administration, as it undermines the systems of accountability and oversight that are intended to protect public resources and ensure the reliable delivery of services.

41. The Board is also responsible for holding senior executives accountable for operational performance, particularly as it relates to financial management. This includes ensuring that management maintains an effective system for debt recovery, that accounts with Ministries and other public agencies are regularly reconciled, and that there are no undue or lengthy lapses in the pursuit of outstanding sums. Weaknesses in these areas can directly affect cash flow and, as occurred in these cases, result in delays in the payment of retirement benefits.

42. Board oversight in this area is therefore particularly important because:
    a) retirement benefits are predictable liabilities that require planned, structured financial management rather than ad hoc responses;
    b) prolonged delays expose the State to reputational, financial, and potential legal risks; and
    c) safeguarding vulnerable groups, including elderly retirees, is consistent with public sector values and the duty of care expected of state enterprises.

43. Further, section 2.2 of the State Enterprises Performance Monitoring Manual outlines the specific governance responsibilities of Board committees and senior management. The Finance and Investment Committee is required to advise and make recommendations on the company's overall risk management strategies and to review regularly the level of risk to which the enterprise is exposed. The Audit Committee has a parallel responsibility to reassess, on a continuing basis, the company's risk exposure, its risk tolerance, and the effectiveness of the strategies established to control those risks. In addition to these oversight functions, the Manual makes clear that the management team, led by the Chief Executive Officer, is responsible for executing the company's strategic objectives and is accountable to the Board for achieving the organisation's performance targets and operational goals.

Engagement with the MTS

44. The Ombudsman made repeated enquiries between 2022 and 2025. A detailed case example is included in Appendix A.

Main recommendations under Section 96(2) of the Constitution

45. The following are the key Recommendations made to MTS under Section 96(2) of the Constitution:

a) Completion of Outstanding Payments to Complainants:

Ensure that all outstanding payments owed to the complainants are finalised within three months of receipt of this Office's final [Section 96(2)] letter.

b) Strategy to Resolve Cash Flow Constraints:

Develop and implement appropriate financial and debt-recovery strategies to address recurring cash flow challenges and prioritise obligations to retirees.

c) Timely Processing of Retirement Benefits/Compensation for Service:

The MTS should ensure that all Retirement Benefits/Compensation for Service are processed and disbursed within a reasonable timeframe following an employee's separation from the Company.

Conclusion and Parliamentary Call for Action

46. Section 96(4) of the Constitution states:

> "Where any such matter is, in the opinion of the Ombudsman, of sufficient public importance, or where the Ombudsman has made a recommendation under subsection (2) and within the time specified by him no sufficient action has been taken to remedy the injustice, then subject to such provision as may be made by Parliament, the Ombudsman may lay a special report on the case to Parliament."

47. As explained above, the prolonged non-payment of retirement benefits has caused significant hardship to former workers of the MTS. The failures identified are systemic and require coordinated intervention.

48. Parliamentary action is therefore required to bring this matter to resolution. The Ombudsman has exhausted the mechanisms available under Sections 96(2) and no further administrative steps remain open to this Office. Parliamentary intervention is now necessary to:

a) support and encourage the development of a corrective action plan for the MTS, in collaboration with the line Ministry and the Ministry of Finance, to address the systemic issues identified in this Report;

b) ensure that the Board exercises effective oversight in accordance with the governance arrangements that apply to state enterprises, including the proper management of receivables, risk, and financial obligations;

c) facilitate the financial and administrative reforms needed to prevent a recurrence of these delays, thereby reducing the likelihood of similar complaints reaching the Ombudsman or Parliament in the future; and

d) assist affected retirees in finally receiving the benefits that are lawfully owed to them, in a manner that restores fairness, dignity, and confidence in public administration.

Investigative Process of the Ombudsman

49. During the course of these investigations, the MTS questioned the procedure adopted by this Office, suggesting that the investigations were conducted contrary to Section 3(1) of the Ombudsman Act, Chap. 2:52. This assertion appears to have arisen in response to the heightened investigative activity undertaken during 2024 to 2025, as this Office sought to resolve a number of open cases that had remained dormant for years without meaningful progress.

50. Our records do not support the claim made by the MTS. It is likely that the Company may have overlooked some of the earlier matters that originated in 2022/2023 and remained active. This Office therefore reminded the MTS of the process followed by this Office and referenced correspondence issued to MTS over time. It must be emphasised that in every instance, this Office adheres to the procedure required under the Ombudsman Act, Chap. 2:52.

51. Upon receipt of a complaint, and once it is determined that the Ombudsman has jurisdiction pursuant to the Constitution, a first letter is issued to the principal officer of the MDA concerned. The letter invites the MDA to provide a substantive response to the complainant's claims within a specified timeframe, in accordance with Section 3(1) of the Ombudsman Act. At the end of the specified timeframe, and having considered the response of the MDA, if any, this Office may initiate an investigation in accordance with Section 3 of the Ombudsman Act and Section 97 of the Constitution.

52. In conducting an investigation, the Ombudsman remains impartial and independent and does not act on behalf of either party.

53. Throughout the investigation, this Office maintains communication with the MDA and conducts both written and verbal enquiries. Where necessary, hearings are conducted pursuant to Section 97(1) of the Constitution, or on-site examinations are undertaken in accordance with Section 97(2). Each enquiry provides the MDA with ample opportunity to make representations before any findings are made. The responses of the MDA on each occasion that queries are made are therefore of particular significance, as they assist in determining whether the complaint is of merit.

54. Upon the conclusion of the investigation, and pursuant to Section 96(2) of the Constitution, the Ombudsman informs the Head of the MDA concerned of her findings and, where applicable, the reasons for her opinion that the complainant has suffered an administrative injustice. Under the same constitutional authority, the Ombudsman may issue general or specific recommendations to the MDA, together with a stipulated timeframe for their implementation, in order to resolve the injustice. Although recommended timeframes are provided, this Office exercises considerable forbearance, recognising that, even where there is willingness, a Permanent Secretary or Head of an MDA may, for good reason, be unable to meet the suggested deadlines. This forbearance, even in the face of apparent tardiness, is exercised in the hope that voluntary compliance will spare both Parliament and the citizen the burden of further escalation.

55. After the conclusion of the investigation, this Office monitors the MDA's compliance with the relevant recommendations made. Where the matter is of sufficient public importance, or where insufficient efforts are being made to resolve the matter within the specified timeframe, the Ombudsman is mandated to lay a Special Report to Parliament on the particular case, pursuant to Section 96(4) of the Constitution. The decision to escalate a matter is not taken lightly: the parliamentary agenda should not be burdened with matters that fall squarely within the competence of an MDA to resolve, particularly where the steps required for resolution are already well-defined and do not warrant parliamentary intervention. This Office therefore refrains from issuing Special Reports unless it becomes evident that continued delay would deny the citizen justice and undermine the standards of sound public administration that are expected to be upheld.

Respectfully submitted,

(Original signed)
Jacqui Sampson-Meiguel
Ombudsman
November 19, 2025

Appendix A: Timeline of Events - Case: 202400198 Complaint of Ms. X

Date	Event/Action	Remarks
On or around January 2023	Ms. X retired as a Building Supervisor, MTS.	Subsequent to her retirement, Ms. X made several enquiries with the MTS as to when she could expect payment of her retirement benefits, but no substantive response was received.
January 30, 2024	Ms. X submitted a complaint to the Ombudsman.	
February 14, 2024	The investigation into Ms. X's complaint was initiated pursuant to **Section 93(2)(a) of the Constitution of the Republic of Trinidad and Tobago**. The then Ombudsman wrote to the MTS in accordance with **Section 3 of the Ombudsman Act, Chap 2:52** outlining the complaint and requesting a response.	
March 22, 2024	The MTS responded to this Office's first letter, indicating that Ms. X's compensation for service was calculated and had to be processed through their Internal Audit Department. The MTS also informed this Office that an overpayment sheet for Ms. X had to be completed and forwarded to the Finance Division for the processing of payment.	The assigned Investigator continued to monitor the case and made verbal enquiries regarding the status of the payment to Ms. X.

October 11, 2024	The MTS was contacted via telephone for an update on the matter, and the assigned Investigator was informed that the computation of Ms. X's compensation for service was finalized and in a queue to be paid. However, the MTS disclosed that cash flow challenges were being experienced, and therefore payment to Ms. X was delayed.	
January 9, 2025	This Office received confirmation from the MTS that Ms. X was paid in the amount of fifty thousand dollars ($50,000.00) on December 9, 2024. The MTS admitted that this was only a partial payment.	
February 12, 2025	The investigation into this matter was closed, and a closing letter was issued to the MTS, pursuant to **Section 96(2) of the Constitution.** In this correspondence, reasons were given for the conclusion that Ms. X sustained an injustice due to administrative fault. The case was transferred from Investigations to the Monitoring and Compliance Unit of the Office of the Ombudsman for periodic review.	Recommendations were issued for the timely processing of similar matters, the formulation of strategies to address the Company's cash flow issues, and the finalisation of payment to Ms. X within three (3) months of the date of the letter. The MTS was advised that should the matter remain unresolved upon the expiration of the specified timeframe, a Special Report on the issue would be submitted to Parliament in accordance with **Section 96(4) of the Constitution.**

February 21, 2025	MTS provided a response, within which the view was expressed that this Office's investigation was conducted contrary to **Section 3(1) of the Ombudsman Act, Chap 2:52**, essentially claiming that it was not given an opportunity to be heard. This letter was signed by the then Legal Adviser of the MTS who was likely unaware of earlier correspondence (February 14, 2024) issued to the CEO of the Company inviting his response to the complaint, as well as this Office's periodic enquiries for updates.	
March 18, 2025	This Office responded to MTS's concerns. In its response, this Office outlined the history of the case, noting that the initial correspondence, issued in accordance with the relevant law, had been sent well over a year prior.	
April 4, 2025	This Office was informed by the MTS that a meeting was held with the Ministry of Public Utilities as their line Ministry, the Ministry of Finance, as well as representatives from Debt Management, with a view to addressing the Company's financial constraints and ensuring their Clients received the required releases to be able to satisfy their debts to the MTS.	

June 26, 2025	The MTS issued correspondence to this Office reiterating its challenges regarding cash flow and acknowledged the outstanding payments to their retirees and the importance of meeting their obligations promptly.	
July 3, 2025	This Office urged the MTS once more to take all necessary and immediate steps to ensure that full and final payment of all outstanding benefits be provided to the remaining complainants within two (2) months of the date of the correspondence.	The MTS was again informed that failure to comply with this timeframe would compel this Office to submit a Special Report to Parliament on this issue pursuant to Section 96(4) of the Constitution.
November 3, 2025	To date, Ms. X is still awaiting the balance of her retirement benefits.	