

 **OTIB, JA.**



OTIB, JA.

SOCIAL CAPITAL



- Transparency & Fairness
- Relationship Building

BUSINESS MODEL



- Investment Management
- Relationship Building

ESG REPORT
2024-2025

HUMAN CAPITAL



- Motivation & Engagement
- Satisfaction & Equity

LEADERSHIP & GOVERNANCE



- Business Ethics
- International Training



Data Security

Motivation & Engagement

Investment Management

Business Ethics



JAMAICAN ESG

MISSION

Continually empower individuals and firms to drive sustainable growth and development.

VISION

Be a prominent catalyst for sustainable growth and development in the Caribbean, owning the impact blueprint and maintaining a global standard of excellence.

CORE VALUES

Respectful. Fair. Ethical.

Jamaican Strength,
Global Impact,
Sustainable Growth!

#PositiveImpactJA



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Executive Abstract

The 2024–2025 Biennial ESG Disclosure Report for OTIB, JA. Limited demonstrates resilience, continuity, and leadership in embedding environmental, social, and governance (ESG) practices across industries. Anchored in Jamaican identity and aligned with international standards (ISSB, SASB, GRI), the report highlights how OTIB, JA. empowers businesses to thrive at a global standard while remaining culturally authentic.

Key Highlights:

- **Framework of Integrity:** ESG discipline was embedded in OTIB, JA.'s restructuring, service delivery, and governance, ensuring transparency and accountability.
- **Environmental Stewardship:** Climate resilience initiatives included emissions reduction, with practical solutions such as solar battery systems and safer standby generators.
- **Social Responsibility:** Client empowerment, community engagement, cultural preservation, and healthcare partnerships reinforced inclusivity and trust.
- **Governance with Purpose:** Leadership transition, ethical governance, and risk disclosure strengthened permanence and independence.
- **Sectoral Impact:** ESG integration was advanced across food, clothing, and retail pharmaceutical industries, with scalable models rooted in Jamaican identity and lessons for global resonance.
- **Resilience and Continuity:** Operational strength, adaptive strategies, and permanence were demonstrated through measurable outcomes, including reduced reliance on gas generators, improved stakeholder satisfaction, and diversification into new industries.
- **Challenges and Adaptive Responses:** OTIB, JA. met restructuring pressures, climate disruption to growth continuity, cultural framework clashes, and resource constraints with adaptive strategies that reinforced resilience and stakeholder confidence.
- **Forward Commitments:** Targets for 2026–2027 include expanding into primary production services, deepening cultural stewardship through media platforms, reducing carbon footprint, and securing recognition in international ESG benchmarking reports.

Closing Note:

This report affirms that OTIB, JA. is not merely a participant in the ESG movement but a co-architect of its future. By integrating innovation, cultural stewardship, and resilience, OTIB, JA. demonstrates that Jamaican leadership can shape global sustainability with authority and authenticity.

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Message from OTIB

At OTIB, JA., we empower Jamaican businesses to thrive at a global standard. No company is too big or too small to aim for this, and no company is too strong or too weak to need this. We deliver ESG-driven growth to boost revenue and prosperity while advancing environmental stewardship, social equity, and business resilience. Our expertise accelerates sustainable success, attracting green investors and driving measurable impact.

We encourage our clients to chart their own courses. Do not be too eager to follow trends—be intent on setting them. ESG is not a passing fashion; it is our collective corporate destiny, the compass by which we steer.

Throughout the period covered by this biennial disclosure, our proverbial ship sailed with conviction. Jamaican identity was anchored firmly in global sustainability, guiding every initiative and decision. We believe that true leadership is not measured by imitation but by integrity, resilience, and vision. In every undertaking—from environmental stewardship to social responsibility and governance—we acted with purpose, not persuasion.

We stand as leaders, not followers. Our work and that of our clients reflect Jamaica’s heritage and future woven into practices that resonate globally yet remain authentically ours. This disclosure is a declaration of continuity, resilience, and progress.

The 2024–2025 Biennial ESG Disclosure Report is our testament: OTIB, JA. will stay the course, steering forward with clarity, candor, and conviction. We are committed to building permanence in a volatile world, reaffirming that sustainability is not a borrowed idea but a lived reality.

We are not merely participants in the ESG movement—we are co-architects of its future. By integrating innovation, cultural stewardship, and resilience, OTIB, JA. demonstrates that Jamaican leadership can shape global sustainability with authority and authenticity.

OTIB, JA.

Framework of Integrity

Alignment with ISSB, SASB, and GRI Standards

In earlier Environment Social Governance (ESG) reports, OTIB, JA. Limited aligned disclosures primarily with the International Sustainability Standards Board (ISSB) and the Sustainability Accounting Standards Board (SASB) frameworks. For this 2024–2025 disclosure, and for all reports to follow, we also adopt the Global Reporting Initiative (GRI) standards as guiding principles. This integration strengthens our biennial reports, enhances transparency, and improves inclusivity by ensuring that our disclosures reflect both global investor expectations and community-centered accountability.

By embedding UN Sustainable Development Goal 17 (Partnerships for the Goals [Table 1]) into our practices, we demonstrate that Jamaican leadership can resonate globally while remaining authentically ours. These standards are not external impositions—they are instruments we wield to show that our work meets the highest benchmarks of sustainability.



Table 1: UN SDGs

Relevant SASB Disclosure Areas

Social Capital

- Data Security & Transparency: Strict protocols safeguard client information, ensuring clarity in how data is used and protected.
- Fairness: ESG programs deliver equitable outcomes, ensuring communities and clients benefit without bias.

Human Capital

- Motivation & Engagement: We foster environments where clients and partners are empowered to pursue sustainable growth with confidence.
- Satisfaction & Equity: Our initiatives emphasize inclusivity, ensuring prosperity is shared across diverse groups and communities.

Business Model & Innovation

- Investment Management: ESG principles guide operational models, ensuring resources are allocated responsibly and sustainably.
- Relationship Building: OTIB, JA. strengthens ties with local communities and global partners, proving that sustainability is rooted in trust and collaboration.

Leadership & Governance

- Business Ethics: Integrity is our compass. We disclose risks candidly and act with transparency in all governance practices.
- International Training: We invest in capacity-building, ensuring our teams and partners are equipped with global ESG knowledge while remaining grounded in Jamaican identity.

Relevant GRI Disclosure Areas

- General Disclosure: Transparency in organizational profiles, ethics, and governance.
- Economic Performance: Demonstrating how ESG initiatives contribute to long-term resilience and prosperity.
- Energy & Emissions: Reporting energy efficiency and emissions reduction in operations.
- Occupational Health & Safety: Ensuring client welfare and safe practices in all engagements.
- Local Communities: Highlighting community engagement and cultural stewardship as central to ESG impact.

SOCIAL	HUMAN	BUSINESS	GOVERNANCE
<p>Upholding strong data security and client privacy practices.</p> <p>Giving transparent information and fair advice to clients.</p>	<p>Ensuring diversity, engagement and inclusion in a broad base of valued, respected and supported employees.</p>	<p>Incorporating ESG factors in our investment management.</p> <p>Monitoring, measuring and managing financed emissions.</p>	<p>Maintaining highest professional standards of ethics, performance and conduct.</p>

Why We Lead, Not Follow

Leadership in ESG is about conviction. OTIB, JA. leads because we act with integrity, resilience, and vision. We do not wait for others to define sustainability; we define it ourselves in ways that honor Jamaica's identity and maintains a standard for the Caribbean and beyond.

As a private equity firm, we have not always done what is expected of us. We did not, for example, increase our raising activity in the aftermath of Hurricane Melissa in 2025. Additionally, we have never opened a single door with money; because not every investment for us is monetary. We act based on our moral scruples, internal assessments of past and prospective impact, as well as our true evaluations of suitability. This affirms our intellectual integrity and independence, which inadvertently position us as leaders.

Our independence is our strength. We chart our own course, proving that ESG is not a borrowed idea but a lived reality. By integrating global standards with local stewardship, and by making decisions rooted in principle rather than pressure, OTIB, JA. demonstrates that true leadership is measured not by imitation but by conviction.

Environmental Stewardship

Climate Resilience in Jamaica

OTIB, JA. recognizes that climate resilience is not optional—it is existential. Jamaica faces rising temperatures, increasingly frequent earthquakes, unpredictable rainfall, and coastal vulnerabilities. Our ESG strategy responds with proactive adaptation: supporting businesses in flood-resistant infrastructure, water conservation, energy continuity and heat-resilient operations. We do not wait for government mandates; we encourage proactivity because our environment demands it.

Jamaica’s vulnerability to climate shocks was laid bare by Hurricane Melissa, which made landfall in October 2025 with 185 mph winds. The hurricane caused US\$8.8 billion in damage, which the World Bank Group says is the highest in recorded history. Melissa disrupted agriculture, tourism, and infrastructure leading to a 7.1% contraction in the fourth quarter of 2025. Beyond physical damage, it triggered widespread mental health strain, prompting deployment of international aid and mobile medical units.

Many of the businesses that were negatively impacted by climate risks during the disclosure period were not on the coast. So, we promoted climate literacy among clients, ensuring that resilience is not just technical but cultural. By embedding climate awareness into business models, we help Jamaican enterprises become stewards of their own survival.

Energy Efficiency and Emissions Reduction

Efficiency is not a cost-cutting measure—it is a sustainability imperative. OTIB, JA. visited and consulted with several retail pharmaceutical companies throughout the disclosure period who were most receptive to the need for energy efficiency and continuity. Discussions around their transition to low-energy systems, solar integration, and emissions tracking were well received. We, wherever possible, helped clients identify energy leaks, optimize usage, and report reductions transparently.

ENVIRONMENTAL STEWARDSHIP
OTIB, JA.

Climate Resilience

- Adapting to Climate Challenges.
- Flood & Storm Defenses.

Energy Efficiency

- Cutting Emissions.
- Solar & Low-Energy Solutions.

Sustainable Innovation

- Eco-Friendly Materials.
- Circular Economy Practices.

Our own operations reflect this ethos: from digital workflows to reduced travel footprints, we model what we recommend. Emissions reduction is not a checkbox—it is a discipline, and one we practice with conviction.

Sustainable Materials and Innovation

We believe that sustainability begins with what you touch. OTIB, JA. prioritizes the use of durable, climate-appropriate, and ethically sourced materials—especially in uniform design, packaging, and procurement. We had the privilege of playing an important role in identifying sustainability weaknesses and strengths in the foods, clothing, and retail pharmaceutical industries.

Foods Industry

- **Weaknesses:** Heavy reliance on imported packaging materials, limited cold-chain resilience, and inconsistent waste management practices.
- **Strengths:** Strong cultural emphasis on local sourcing, growing adoption of farm-to-table models, and community-driven food security initiatives.

Clothing Industry

- **Weaknesses:** Overdependence on synthetic fabrics unsuited for Jamaica’s climate, limited recycling infrastructure, and high carbon footprints from imports.
- **Strengths:** Rising interest in locally sourced, climate-appropriate textiles, and opportunities for innovation in moisture-wicking, stain-resistant, and antimicrobial fabrics.

Retail Pharmaceutical Industry

- **Weaknesses:** Vulnerability in cold-chain storage, single-use plastics in packaging, and limited recycling of expired products.
- **Strengths:** Strong regulatory framework, growing interest in digital health integration, and opportunities for AI-driven inventory management to reduce waste.

Our Role as Leaders

Identifying these sector-specific strengths and weaknesses gave OTIB, JA. opportunities to make positive impacts. We diagnosed, adapted, and encouraged innovations based on Jamaica’s realities. These innovations were not limited to artificial intelligence and other technology; they included textile science, circular design, and plans for local sourcing. We also encouraged clients to explore product lifecycle thinking, ensuring that what they produce, wear, or distribute reflects long-term environmental responsibility.

Social Responsibility

Client Empowerment



At OTIB, JA., we believe that sustainability must begin with people. We, during the disclosure period, shifted heavily into greater client care. We started giving each client more attention, more value for money, and with an upscaled information technology system we were able to incorporate more artificial intelligence in serving them. As a result, our clients are not passive recipients of ESG practices—they are active participants in shaping them.

We empower businesses of all sizes to thrive at a global standard by:

- Empowering their people.
- Providing transparent ESG guidance tailored to their needs and industry.
- Ensuring equitable access to sustainable opportunities.
- Supporting initiatives that strengthen resilience and prosperity.

Client Empowerment at OTIB, JA. extends far beyond financial growth. It is about equipping our clients with the tools, knowledge, and confidence to chart their own course in sustainability. During the disclosure period, our emphasis on knowledge transfer significantly strengthened client compliance practices and operational efficiency. The demands of the ESG framework are no longer external requirements—they are becoming embedded in the very thinking and fabric of our clients' business models. This evolution represents a marked improvement in positive impact, affirming OTIB, JA.'s role as a catalyst for sustainable transformation.

Community Engagement and Cultural Preservation

The ESG framework is most effective when it is adjusted to align with local culture. A big part of our social responsibility as ESG leaders is to ensure that we engage meaningfully with the community and that our implementations allow companies to keep their cultural identity. Our engagement with the community in this regard was strategic during the disclosure period.

Different community members were engaged in different ways, reflecting our commitment to inclusivity and stewardship. OTIB, JA. provided free consultations to retail pharmacies, educating them on key ESG areas within their sector and strengthening compliance awareness. We also built relationships with Jamaican recycling companies and engaged with the Inter-American Development Bank (IDB) Jamaica to align with others committed to sustainability and national development. These dialogues extended to major ESG concerns such as landfill management and waste reduction. In addition, we held consultations and teleconferences with Pitchbook, resulting in OTIB, JA. being listed in their preeminent private capital market database. Each of these engagements reinforced our role as a connector—linking clients, communities, and institutions in pursuit of sustainable progress.

To complement the efforts, we continued our partnership with the Universal Media Company (Newstalk 93FM). They were committed partners who allowed us to use radio shows such as the Preke Town Book Club to promote sustainability and corporate stewardship to stakeholders weekly. This radio presence coupled with our enhanced engagement through social media, amplified ESG dialogue for OTIB, JA. and its clients, and embedded sustainability into public discourse.

Other successful collaborations included those with the Kiwanis Club of Downtown Kingston and the Ministry of Health and Wellness to support recovery efforts after Hurricane Melissa, ensuring resilience was addressed both practically and socially.

Community engagement is not a side initiative—it is central to our ESG mission. By preserving culture while fostering resilience, we ensure that sustainability resonates both locally and globally.

Healthcare and Education Partnerships

Social responsibility extends to the most vital sectors: healthcare and education. OTIB, JA. collaborates with partners to:

- Strengthen healthcare systems through sustainable supply chains, cold-chain resilience, and digital integration.
- Support education initiatives that build climate literacy, ESG awareness, and professional capacity.
- Invest in training programs that prepare the next generation of leaders to act with integrity and vision.

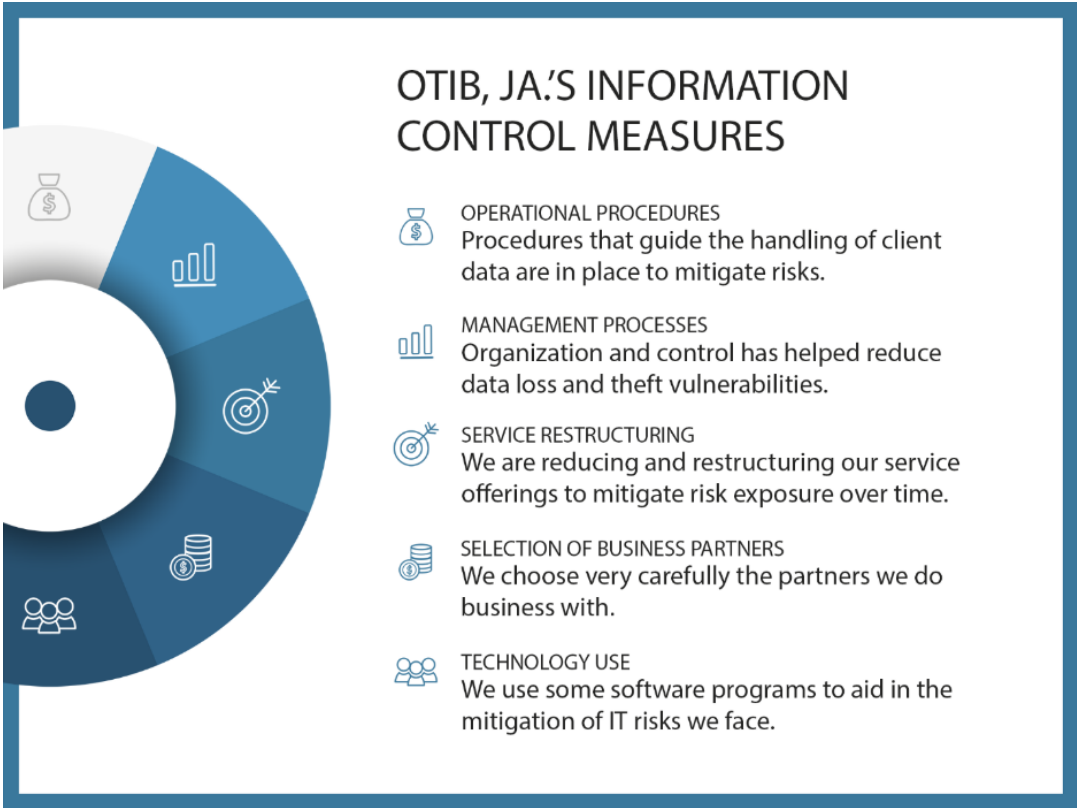
These partnerships ensure that sustainability is not abstract—it is lived daily in the health and knowledge of Jamaica’s people.

Data Security

During the disclosure period, we were entrusted with client data from a few Jamaican individuals and firms. Some of this included sensitive information that had to be stored and sometimes shared with external entities. This may always be the case for OTIB, JA. Limited given the nature of our business. There are always, therefore, significant risks associated with the exposure of sensitive client information through cybersecurity breaches and other malicious activities. We remained committed throughout the disclosure period, to upholding strong data security practices that helped us reduce such risks.

Our Approach to Identifying and Addressing Data Security Risks

OTIB, JA. Limited does a biennial posture test to assess risks associated with its information security system. This is done by an external IT consultant. The biennial tests involve the testing of internal controls, as well as risk assessment exercises and external vulnerabilities testing. We do an internal audit each year, to ensure that there were no breaches and to satisfy ourselves that our controls were effective. No posture test was done during this disclosure period.



As it stands, the firm has several information technology control measures in place that remained effective throughout the disclosure period.

Phishing attacks on our e-mail accounts (@gmail.com and @otibja.com) have continued. These have had no meaningful impact on our data security due to internal controls. Many of them were stopped by Gmail and McAfee. They did not seem targeted but instead seemed broad-based and general.

Our internal organization around the management of our information security is similar to that required by the ISO/IEC 27001 ISMS. Our managerial commitment, our authorization processes, our confidentiality agreements, and our independent security reviews are a few such areas. So, though the firm has not yet fully adopted the ISMS standard, we have found value in its tenets.

We have not experienced a data security breach in this disclosure period.

Policies and Practices

Our policies and practices relating to client privacy begin with a standard contract that includes a confidentiality clause for both us and our clients to adhere to. We collect client information via an in-house scan or, if necessary, by using an encrypted electronic data transfer mechanism. We do not collect, use or store client information without explicit consent and/or delivery by our signed clients. The information we collect is used as needed and immediately stored in a secure cloud storage area. We then keep the data for seven years in accordance with anti-money laundering and counter-terrorism statutes. Stored documents are only downloaded from the cloud for usage when clients request additional services. Documents are then returned to secure cloud storage immediately thereafter.

We store and use client information, including communications (records and content), demographic data, personally identifiable information and confidential business information. We use demographic data to confirm the communities we serve, as is required to meet our ESG goals. We use confidential business information only to produce work product for clients as must be requested by said clients. This may include business plans, patent applications, social media posts, compliance filings, fundraising documents and so on. Additionally, we use personal data to confirm identity as required by anti-money laundering and counter-terrorism laws. We never sell this information, and we only share with third parties as explicitly agreed by clients; unless the law dictates otherwise. All outbound electronic transfers of information are done using an encrypted electronic data transfer mechanism.

No independent data protection impact assessments were done during the disclosure period. No data breaches were identified during the disclosure period. If we were to experience a data

breach, our storage equipment would be taken offline, and all stakeholders would be immediately informed.

Transparency

Our provision of transparent information to partners and clients limits conflicts of interest. To ensure fairness, we maintain a culture of providing adequate, clear information about our regulatory records, professional integrity, and services.

We go further by:

- Disclosing governance practices that highlight independence in decision-making and accountability to stakeholders.
- Clarifying methodologies used in sector analysis to ensure that data sources, assumptions, and limitations are openly communicated.
- Publishing performance metrics that demonstrate both achievements and areas for improvement, reinforcing credibility and trust.
- Engaging stakeholders through dialogue and feedback loops, so that disclosures are not one-way but part of a participatory process.
- Aligning with global standards (ISSB, SASB, GRI) while contextualizing them to Jamaica's realities, ensuring disclosures are both internationally credible and locally authentic.

This commitment to transparency strengthens our integrity, promotes informed decision-making, and ensures that our ESG disclosures serve as a reliable foundation for sustainable partnerships.

Regulatory Transparency

OTIB, JA. Limited is a private equity company that operates in Jamaica. Regulatory records for the company are held by the Tax Authority Jamaica, the Companies Office of Jamaica, and by the Jamaica Financial Services Commission (as per Revised Exempt Distribution Guidelines).

Nobody from OTIB, JA.'s human resource team was under investment-related investigation, client-initiated complaint, private civil litigation, or any other regulatory proceedings during the disclosure period.

To reinforce confidence, we also confirm that compliance audits were completed during the disclosure period with three material findings:

- Annual filings with the Companies Office of Jamaica were late;

- Annual filings with the Wyoming Secretary of State were late;
- Subsidiary Glov Equity must be reregistered as a C-Corp rather than an S-Corp, due to foreign ownership restrictions.

Corrective measures have been initiated to address each finding, including strengthened filing protocols, calendarized compliance reminders, and restructuring of subsidiary registration to ensure alignment with U.S. tax law.

In other areas important for regulatory transparency, we:

- Maintain whistleblower protections and grievance mechanisms, ensuring employees and clients can raise concerns without fear of reprisal.
- Disclose governance practices, affirming that all corporate decisions are free from undue influence or conflicts of interest.
- Provide continuous updates to partners and clients, demonstrating a commitment to openness.
- Benchmark against global best practices, aligning our regulatory transparency with ISSB, SASB, and GRI standards while contextualizing disclosures for Jamaica’s regulatory environment.

This approach ensures that our disclosures are reflective of our values of integrity, fairness, and accountability.

Professional Integrity

OTIB, JA. Limited has not been subject to litigation, arbitration, or court-initiated proceedings during the disclosure period. The firm did not suffer monetary losses because of any legal proceedings associated with lack of information transparency. None related to false advertising, transparency of small print, marketing to vulnerable groups, transparency of fees, mis-selling of products, overcharging of clients, or any legal responsibility of the entity with respect to transparent information or fair advice.

However, in 2025 the Wyoming Secretary of State issued a legal notice of administrative dissolution for subsidiary Glov Equity due to late annual filings. This regulatory action was administrative in nature, not adversarial, and corrective measures have since been initiated to restore good standing and restructure Glov Equity as a C-Corp in line with U.S. tax law.

This distinction is important: while an administrative dissolution is technically a legal proceeding, it did not involve allegations of misconduct, misrepresentation, or harm to clients. OTIB, JA. therefore, remains of professional integrity—transparent in acknowledging compliance

shortcomings, proactive in remediation, and free from adjudicative sanction involving fraud, mis-selling, or unfair practices.

Service Information

OTIB, JA. Limited informs its partners and clients about its products and services through direct communications, web posts, and public media engagement.

Following the restructuring that removed reliance on external consultants, our services are now delivered end-to-end by the Directors. This change has strengthened accountability and improved efficiency. In addition, we have expanded our annual subscription offerings to enhance sustainability. Our goal is to secure a base of long-term subscription clients, particularly in technology integration, social media and web development, thereby ensuring predictable revenue streams that support the Sustainability Development Fund (SDF) and cover core company costs.

We have also broadened our service portfolio to include more communication and marketing support for clients. This reflects our commitment under the social responsibility pillar: ensuring that ESG impact is not only implemented but also seen, heard, and felt across local businesses and communities.

Service Evolution Snapshot



Direct Messages

During the disclosure period, the firm maintained direct communication with clients via telephone, email, and traditional mail for institutional partners. While frequency varied due to restructuring and workload, we prioritized accountability and responsiveness. Going forward, we are committed to restoring quarterly communication standards.

Web Posts

We continued to publish updates on our website (www.otibja.com) and LinkedIn page. These posts shared brochures, service information, and ESG insights. While output fell short of monthly targets, corrective measures are being implemented to ensure consistency.

Media Announcements

Unlike the previous “Straight-Up” campaign, the firm focused on continuing the Preke Town Book Club and public readings, which remain central to our cultural stewardship. These platforms were used to highlight ESG principles, showcase local case studies, and deepen community engagement.

Social Responsibility – Structural Note

In previous ESG reports, OTIB, JA. included detailed disclosures on employee empowerment, including metrics on work-life balance, internal development programs, diversity, equity and inclusion (DEI). This year, those disclosures are intentionally absent.

Following our strategic realignment, we no longer maintain a full-time employee base or recurring consultant structure. As such, traditional workforce metrics—while previously central—are no longer applicable to our governance model. This absence is not a gap in commitment. It reflects a shift in structure.

We now center our ESG efforts around client empowerment, community engagement, and sector-specific impact. Our social responsibility disclosures have evolved to reflect this reality: lean governance, direct leadership, and externally focused stewardship. We remain committed to transparency. Where disclosures no longer apply, we say so. Where new models emerge, we document them.

Governance with Purpose

Leadership Transition

Before 2024, OTIB, JA. focused on employee empowerment. We invested in building a team that was diversified, inclusive, and equitable. Our structure reflected traditional expectations of growth: full-time employees, recurring consultants, and internal expansion. We have since made a decisive shift.

All full-time employees and recurring consultants have been respectfully released. Contracts were terminated in alignment with ethical governance and transparent communication. This was not a retreat—it was a recalibration. We are rebuilding around our clients, not our internal desires.

This transition affirms our independence and intellectual integrity. OTIB, JA. is now led directly by its founding director and the company secretary, with no intermediaries. We believe that lean governance, when paired with conviction and clarity, is not a weakness—it is a strength. We do not outsource our vision. We embody it.

This restructuring reflects our ESG values:

- Environmental stewardship: Operational efficiency, reduced footprint and streamlined resource use.
- Social responsibility: Transparent exits, respectful transitions, and continued client empowerment.
- Governance: Ethical decision-making, risk mitigation, and direct accountability.

Ethical Leadership

OTIB, JA. Limited’s governance framework is rooted in ethical leadership and transparent decision-making. The leadership transition during the disclosure period strengthened this foundation, ensuring that authority is exercised with integrity and accountability. Directors now

GOVERNANCE WITH PURPOSE
OTIB, JA.


Ethical Leadership

- Integrity in all decisions.
- Global standards compliance.


Community Engagement

- Clear Communication.
- Honest Reporting.


Risk Management

- Identifying & Mitigating Risks.
- Safeguarding Sustainable Success.

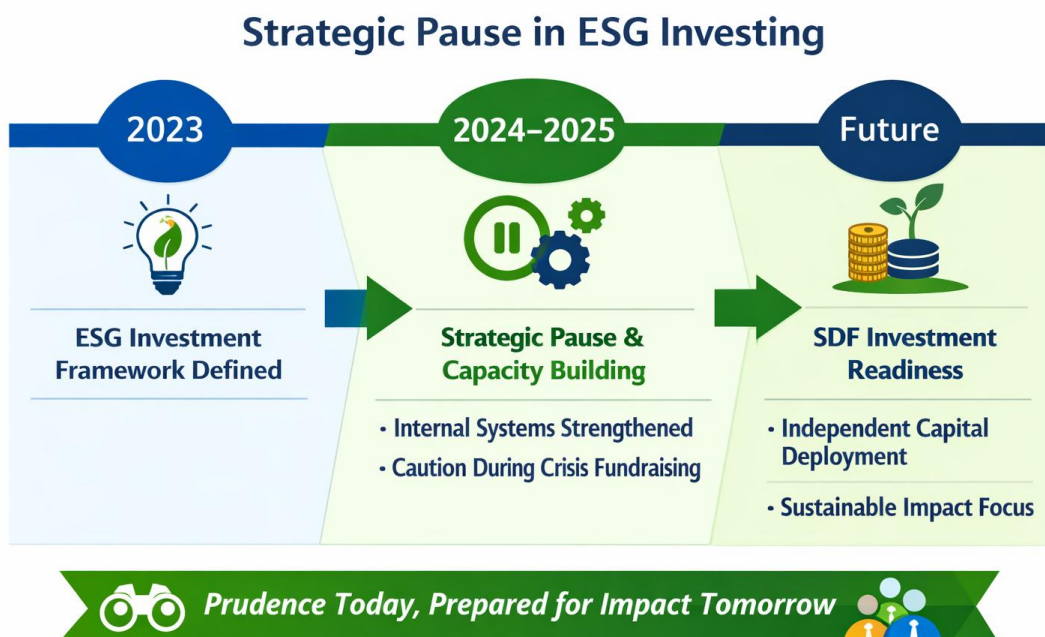
oversee all service delivery, replacing external consultants, and reinforcing independence in both operations and disclosures.

Ethical practice is not treated as compliance—it is cultural. We maintain open communication with partners, uphold fair dealing, and ensure that all disclosures reflect both global standards and Jamaican realities. Transparency remains the lens through which we evaluate every decision, from investments to community engagement.

Investment Governance

During the disclosure period, OTIB, JA. Limited upheld ethical leadership by aligning its investment intentions with capacity. The firm did not undertake investment structuring or ESG-linked financing during the period. This restraint reflected prudence and integrity. We chose not to pursue investments prematurely after restructuring. Our internal systems and capital base needed restrengthening before we could responsibly steward external funds.

This decision was further reinforced by the unusual capital-raising environment following Hurricane Melissa. The investment environment was one where philanthropic donations and emergency fundraising outside normal capital markets created distraction and skepticism which were not good for an emerging fund such as ours. OTIB, JA. deliberately avoided participation in that environment, maintaining independence and credibility rather than chasing short-term opportunities.



Accountability as Leadership

Accountability defines leadership at OTIB, JA. Limited. It is expressed through active governance, clear delegation, and measurable outcomes. Directors are directly responsible for all services end-to-end, including ESG implementation, client communication, and annual subscription services. This hands-on model ensures that leadership is not symbolic but operationally anchored in stewardship and service, placing responsibility squarely with those entrusted to govern.

Throughout the disclosure period, we worked closely with business leaders across Jamaica to reinforce this principle. Many of these partners operate within traditional organizational structures where delegation is routine; yet we emphasized that their personal engagement—direct input from leadership—remains decisive. In practice, this proved true: in all three industries we served—pharmaceuticals, clothing, and food—directors observed measurable improvements in revenue generation and team productivity simply by meeting with clients and/or staff and taking accountability for leadership.

Our clients demonstrated governance with purpose after working with us, translating leadership accountability into tangible gains. These outcomes affirm that ethical governance is not theoretical—it is a living practice that strengthens both organizational culture and economic performance.

Risk Disclosure with Candor

Our risk framework now integrates ESG-specific metrics—climate resilience, social impact, and governance independence—allowing us to anticipate challenges and respond strategically. We disclose operational, regulatory, and reputational risks openly, including administrative findings and corrective actions. By embedding candor into disclosures, we affirm that responsible governance is inseparable from ethical leadership. This transparency builds trust and demonstrates maturity in governance.

We acknowledge that repeated setbacks have delayed investment progress. These experiences have informed our risk management approach over the years: identifying reputational and operational vulnerabilities early and strengthening resilience through diversified revenue streams such as those targeted by way of annual subscription services.

We found and managed other emerging risks during the disclosure period.

Emerging Governance Risks

Climate Resilience

- Operational vulnerability: As a Jamaica-based firm, OTIB, JA. is exposed to the same climate-related disruptions mentioned earlier, such as hurricanes, flooding, and energy instability. These events can delay operations, increase costs, and affect client continuity.
- Reputational risk: Without active investments or financed-emission monitoring, the firm may be perceived as under-engaged in climate action. Transparent disclosure mitigates this risk by showing intent and readiness rather than overstating impact.
- Strategic risk: The absence of climate-linked investment portfolios limits OTIB, JA.'s ability to demonstrate measurable resilience outcomes, which could affect future partnerships or ESG credibility.

Social Impact

- Stakeholder confidence: The firm's limited investment activity during the disclosure period may create skepticism among partners and clients expecting direct social returns. Clear communication about capacity-building and community engagement helps manage expectations.
- Community fatigue: Following Hurricane Melissa, philanthropic fundraising dominated public attention. OTIB, JA.'s decision to remain independent avoided reputational entanglement but also reduced visibility among donors and social investors.
- Impact measurement gap: Without active projects, social metrics remain qualitative. The risk lies in under-reporting progress or appearing disconnected from community outcomes.

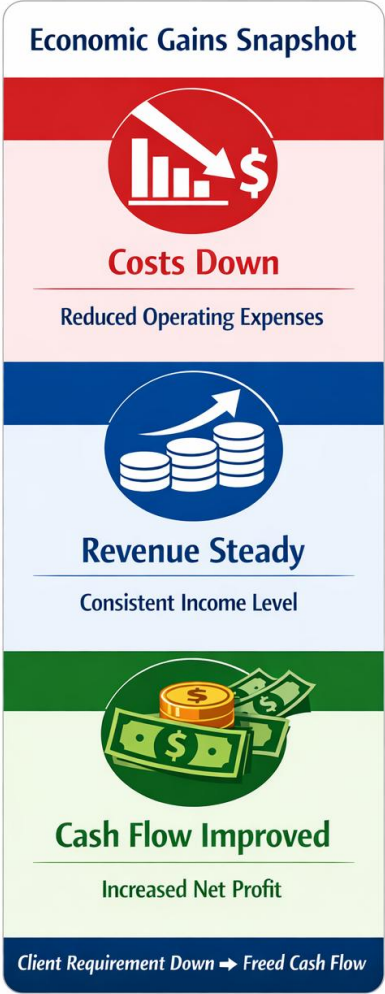
Governance Independence

- Concentration risk: With Directors now managing all services end-to-end, governance strength depends heavily on their capacity and continuity. Any disruption could affect oversight and decision-making.
- Regulatory perception: Administrative findings (late filings, subsidiary dissolution) may raise questions about procedural robustness. Continued transparency and corrective action are essential to preserve independence.
- Investor skepticism: The firm's cautious stance on external capital may be misinterpreted as risk aversion. The challenge is to communicate that independence is strategic, not isolationist.

Economic Performance

During the disclosure period, OTIB, JA. Limited remained open, active, and steadily improving its sustainability profile. Our governance choices and service restructuring were ESG initiatives that contributed to long-term resilience and prosperity.

- **Restructured service model:** By moving from consultant-driven projects to director-led, subscription-based services, we created predictable revenue streams that strengthen financial stability. This model supports our ability to cover core costs and positions us to raise capital for the Sustainability Development Fund (SDF) without compromising feasibility.
- **Resilience in crisis:** In the wake of Hurricane Melissa, capital raising outside normal markets created distraction and skepticism. OTIB, JA. deliberately avoided participation in that environment, preserving independence and credibility. This choice reflects our commitment to ethical sustainable growth rather than opportunistic fundraising.
- **Sustainability integration:** Our expanded communication and marketing services help clients amplify ESG impact in their communities. This not only diversifies our revenue base but also demonstrates how ESG initiatives contribute to economic resilience by strengthening client visibility, stakeholder trust, and local business performance.
- **Long-term positioning:** By focusing on capacity building and transparency, OTIB, JA. laid the groundwork for investment readiness. Our economic performance is measured not only in immediate returns but in the durability of our governance, the trust of our partners, and the sustainability of our operations.
- **Improved Immediate Returns:** During the disclosure period, revenue generation remained stable even with a reduced team, implying greater efficiency and freed cash flow. This improvement reduced the firm’s dependency on high client turnover (from 24–30 new clients annually to just 7 subscription clients for the next biennial period) and created space for reinvestment.



- **Improved Global Engagement:** The strengthened cash position now enables Directors to participate in international ESG forums demonstrating that financial resilience directly supports global engagement and long-term sustainability leadership.

Impact Narratives

OTIB, JA. Limited's impact experience for the 2024–2025 disclosure period highlights how governance maturity translates into practical innovation. With leaner internal operations and director-led oversight, the firm began conducting industry swot analyses, testing technology driven solutions, and researching efficiencies available in sustainable practices that demonstrate ESG in action across Jamaica's industries.

Retail Pharmaceutical Industry

During the disclosure period, OTIB, JA. Limited addressed a critical sustainability concern in the retail pharmaceutical industry: cold-chain management.

Cold-Chain Management

According to the World Health Organization, approximately 20% of refrigerated medications sold in warm countries, including Jamaica, reach patients in compromised condition due to improper temperature control. This not only undermines patient outcomes but also raises serious ESG concerns for the pharmaceutical supply chain.

At the retail level, one persistent gap is the use of basic thermometers in pharmacy refrigerators (and sometimes no thermometer at all). This was identified as a weak point, because basic thermometers do not log data automatically, meaning that dips or spikes in temperature may go undetected and unrecorded. While transportation and storage present additional challenges, each participant in the supply chain has a responsibility to safeguard product integrity.

OTIB, JA. flagged this as a persistent gap in Jamaica's pharmaceutical cold-chain management—particularly in small distributors and community pharmacies. Through advisory and communication support, we helped industry stakeholders research and explore low-energy refrigeration solution options to address this.

IoT smart sensors were identified as solutions that are used internationally to help reduce medication spoilage and to improve cold-chain reliability. This is accomplished through improved monitoring and reporting with IoT smart sensors. These sensors track temperature and humidity in storage and transport, ensuring that medicines remain effective throughout the supply chain. They provide continuous monitoring and automated logging, ensuring 24-hour cold-chain management, regulatory compliance, and protection of patient health outcomes.

Food Industry

During the disclosure period, OTIB, JA. Limited addressed two critical sustainability concerns in the food industry: cold-chain resilience and waste management.

Cold-Chain Resilience

Limited cold-chain infrastructure has long posed a risk for food safety and efficiency in Jamaica. OTIB, JA. worked with industry players to introduce IoT sensors for temperature and humidity monitoring, particularly in catering where the transportation of food is a major part of the value chain. These sensors have been welcomed by some partners to improve cold-chain reliability and reduce spoilage. While results varied across different operators, the initiative stirred meaningful discussions and demonstrated that technology can strengthen resilience in food logistics.

Waste Management

Waste management challenges addressed by OTIB, JA. during the disclosure period; pre-consumer waste and post-consumer waste.

- Pre-consumer waste (also called kitchen waste) is food discarded during preparation, cooking, or storage before being served to customers. This is being addressed through custom built food service management technology—a digital tool being developed by OTIB, JA. Limited to improve efficiency, reduce waste, and enhance transparency in catering and food distribution.
- Post-consumer waste (also called plate waste) is food discarded after being served to customers, including leftovers and uneaten portions. The absence of ready partners for waste repurposing highlight structural gaps in Jamaica’s waste ecosystem. OTIB, JA. continues to explore solutions, but progress remains incremental.

Clothing Industry

In clothing and textiles, sustainability challenges often stem from material durability, climate suitability, and waste from fast-fashion imports. However, OTIB, JA. Limited’s major concern during the reporting period was the absence of circular economies in the industry.

Circular Economies

A circular economy minimizes waste by creating a closed-loop system in which old products feed back into new production. It uses renewable (or recycled) raw materials to build products for longevity and repair and reuse.

For the local clothing and textile industry, our great dependence on importation makes the very idea of a circular economy difficult. There is economic leakage, cultural dilution, and a resilience gap exasperated by the environmental burden of synthetic imports.

OTIB, JA. believes that attempts to create circular economies in Jamaica’s clothing industry would lead to a reduced dependence on imported textiles. It would also lead to the cultivation of sustainable local fibers such as industrial hemp. It would afford the industry greater resource efficiency, reduced waste, stronger climate resilience, and greater local sovereignty.

During the disclosure period, OTIB, JA. worked to highlight sustainable garment innovation and cultural stewardship in design, highlighting uniforms and apparel that reflect both resilience and identity. We also positioned circularity as both an economic and cultural solution for ESG concerns within the industry. Building resilience through locally grown cloth and reducing vulnerability to global supply shocks is our recommendation.



General Service Impact

AI Integration – Internally and Externally

We began integrating artificial intelligence tools within OTIB, JA. and across client operations. Internally, AI supports document management, ESG data synthesis, and production efficiency. Externally, we introduced clients to AI-assisted marketing and analytics, enabling them to measure engagement and optimize resource use. This integration marks a step toward digital sustainability—reducing manual workload while improving transparency and performance tracking.

Sustainable Opportunities Tested and Highlighted

Throughout the disclosure period, OTIB, JA. tested several sustainable business opportunities aligned with local realities: durable textile sourcing, low-waste packaging, IoT smart sensor integration, community-based ESG storytelling, and others. These pilots highlight the firm’s role as a catalyst—bridging global sustainability standards with Jamaican innovation. Each test informs future investment readiness and demonstrates that impact can begin with knowledge, not capital.

Scalability on Our Terms

Our Model for Caribbean Expansion

OTIB, JA. continued its pursuit of phased regional growth that prioritizes cultural alignment and resource sustainability.

During the 2024–2025 reporting period, we advanced this strategy by diversifying into three new industries, including two medium-sized enterprises. These enterprises demonstrated service scalability by engaging in multiple ESG-driven developments with OTIB, JA. as their lead ESG partner.

Our expansion priorities, shaped by the restructuring exercise, focused on sectoral rather than geographic growth. This approach broadened our impact beyond micro and small businesses—who had previously required startup and structural assistance aligned with SDG 8 (Decent Work and Economic Growth) and SDG 9 (Industry, Innovation, and Infrastructure)—into a wider array of industries.

The stakeholder complement we served continued to include only regional partners. They benefited from enhanced ESG integration. In fact, medium enterprises within this group are now

positioned to scale their sustainability practices across multiple development projects, reflecting the effectiveness of our sectoral diversification strategy.

As a benchmark, we explored embedding a standard of 2 or more subscription clients per new industry as a metric to measure and confirm replicability of our ESG service model.

Replicable Practices Rooted in Jamaican Identity

Jamaica is a service-driven economy. The Planning Institute of Jamaica says the services sector accounts for roughly 70–75% of Gross Domestic Product (GDP). This is tertiary production, which tourism, finance, transport, and communications contribute to the greatest (Table 2).

Jamaican Sector (2024-2025)	Approximate Share of GDP	Key Activities
Services (Tertiary)	70–75%	Tourism, hotels/restaurants, finance, insurance, transport, communications, government services
Goods-Producing (Primary + Secondary)	25–30%	Agriculture, mining, manufacturing, construction

Table 2: Jamaican Economic Structure

All new clients earned by OTIB, JA. during the disclosure period were tertiary production companies. They operate in the most productive areas of the services sector, including healthcare, retail trade, hospitality and tourism. Additionally, they tie meaningfully to global sustainability goals such as good health and wellbeing, innovation, responsible consumption, and economic growth.

Our clients, also, demonstrably employ practices rooted in Jamaican cultural identity. Some are highly visible, such as symbolic representation in business names and staff uniforms, while others are more subtle, reflected in community stewardship and leadership traditions. These practices were codified into scalable frameworks during the reporting period, ensuring they can be replicated across industries. By embedding cultural symbolism and community values into operational models, these practices reinforced cultural preservation while enabling medium enterprises to adopt ESG standards without compromising local authenticity.

Although our major work during the reporting period focused on tertiary production companies, we also laid important groundwork for expansion into primary production sectors. This effort reflects our commitment to ensuring continuity of Jamaican identity across the national value chain. Goods-producing industries such as agriculture and manufacturing remain vital to the economy, and our disclosure recognizes their need for ESG support to strengthen resilience, modernize operations, and align with sustainability standards. By preparing to extend our

frameworks into these sectors, OTIB, JA. reinforces its role in bridging Jamaica’s dominant service economy with the foundational industries that sustain national growth.

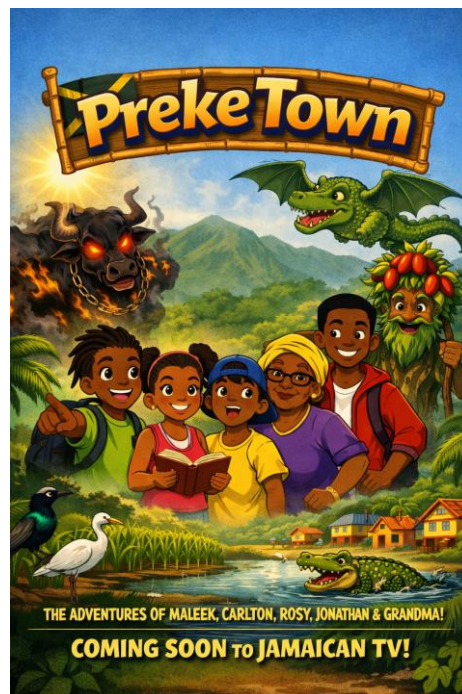
Lessons for Global Resonance

OTIB, JA. demonstrated that scalability can be achieved by embedding ESG discipline into diverse industries and cultural platforms. This approach underscores the broad applicability of ESG principles, which is of global importance at a time when many leading ESG initiatives have encountered setbacks.

The United Nations Sustainable Development Goals Report 2025 (UN DESA) finds that only 35% of SDG targets are on track, with nearly half progressing too slowly and 18% in reversal. The report highlights severe impacts from climate change, conflict, and economic shocks, warning of a global development emergency requiring massive financial acceleration.

OTIB, JA. has found that financial acceleration is not always directed towards primary interventions or humanitarian calls. The relevance of ESG support is best maintained through diversified implementation across industries. By embedding the ESG framework widely it can remain financially material and socially resonant even outside traditional humanitarian channels.

An approach broached: OTIB, JA. continued its work in using local identity to strengthen global ESG narratives. Specific gains were made for greater inclusion of television in our cultural stewardship and marketing.



At the beginning of the reporting period, many human resource departments and entrepreneurs viewed ESG and Corporate Social Responsibility (CSR) as too similar to differentiate. Over time, those interpretations waned. Stakeholders increasingly recognized that CSR, at best, represents a subset within the broader ESG framework. OTIB, JA.'s diversification during the period demonstrated that medium enterprises, cultural organizations, and service providers can successfully adopt ESG standards without losing local authenticity. In doing so, these stakeholders reinforced Jamaica's identity across the national value chain while advancing governance, social, and environmental accountability beyond traditional CSR boundaries.

OTIB, JA.'s achievements during the disclosure period demonstrated both scalability and resilience. By pursuing sectoral diversification and embedding cultural integration into our ESG frameworks, we showed that sustainable business growth does not require geographic expansion to remain relevant. This approach highlights viable pathways for aligning local practices with global challenges, ensuring that ESG remains financially material and socially authentic. In doing so, OTIB, JA. contributes to the resilience of the Sustainable Development Goals agenda and offers practical lessons for other small economies navigating climate, conflict, and economic pressures. Our experience underscores that cultural stewardship, when combined with disciplined ESG implementation, can strengthen national identity while advancing global sustainability commitments.

Resilience and Continuity

Operational Strength Through ESG Discipline

OTIB, JA. maintained operational strength during the 2024–2025 reporting period by embedding ESG discipline into both restructuring and service delivery. Local activities were consistently pegged to a global mission, adding purpose and meaning to the restructuring of operational norms. Everyday practices—such as choosing to walk rather than drive for short business errands, directors meeting clients personally or hosting teleconferences, and vetting the background and suitability of suppliers before engagement—were deliberate ESG choices. These actions directly advance climate action through reduced emissions, good health and wellbeing through improved physical activity, and responsible consumption and production through responsible supplier selection. They paid dividends in ways not customarily tracked by corporate metrics, proving that SDGs are not abstract ideals but practical, measurable outcomes when implemented effectively.

We quantified decarbonization outcomes and linked them to distinct health benefits, including those gained through increased walking and reduced vehicle use. Governance structures were reinforced through transparent reporting, subscription benchmarks, and codified frameworks

that ensured accountability within our company and across client industries. When international requirements clashed with cultural norms, we found balance by respecting jurisdictional nuances. For example, while commission-based pay has been flagged by global ESG standards, it remains a financial hallmark for MSME retail companies in Jamaica. By contextualizing ESG discipline, we upheld decent work and economic growth without eroding cultural or economic feasibility.

Our structured approach also enhanced the resilience of enterprises we serve. We enabled them to withstand shocks and maintain compliance. Some shocks avoided were psychological, stemming from anxiety around impending ESG-led change. By leaning on best practices and securing broad-based stakeholder buy-in, we managed change effectively. Once compliance was embraced as a path to measurable improvement, stakeholders appreciated its value, and adoption flowed seamlessly. This reinforced a global objective of building sustainable cities and communities by embedding resilience into local business practices and community stewardship.

OTIB, JA. successfully restructured while maintaining continuity of service delivery with zero operational interruptions, confirming resilience through disciplined governance. This remains our gold standard going forward, demonstrating that SDGs are not distant aspirations but lived realities when embedded into everyday operations.

Adaptive Strategies for Uncertain Times

Adaptive strategies were deployed to address uncertainty arising from climate shocks, economic volatility, and shifting stakeholder expectations. It was no longer sufficient to install solar panels without battery packs simply to reduce grid dependence during regular days, as many local businesses had done. Instead, complete systems with battery storage became necessary to ensure continuity during outages, directly advancing SDG 7 (Affordable and Clean Energy) and SDG 13 (Climate Action).

For companies that did not own their buildings or lacked space for proper solar installations, we encouraged investment in solar standby generators. These quieter, more dependable, and safer alternatives to noisy gas generators provided resilience in energy supply. Gas generators were easily shown to be unsuitable for indoor use. The change to solar generators reinforced SDG 11 (Sustainable Cities and Communities) by ensuring safer, more sustainable energy options in dense urban environments and small stores.

Internally, we revisited our own connectivity and energy continuity options. Small island states such as Jamaica face limited utility supply choices, but when Hurricane Melissa disrupted centralized systems, Starlink satellite internet became a reliable option for many. This adaptation supported SDG 9 (Industry, Innovation and Infrastructure) and SDG 11 (Sustainable Cities and Communities) by ensuring continuity of communication and business operations in the aftermath

of disaster. It demonstrated that resilience is not abstract—it is lived through practical solutions that safeguard communities, preserve livelihoods, and maintain connectivity when traditional systems fail.

We also emphasized that diversification into new industries, embedding cultural stewardship into ESG frameworks, and aligning practices with SDG targets are not theoretical exercises. They are pragmatic strategies that strengthen resilience and authenticity. Larger corporations, whose ESG implementation may have been led by external consultants, are encouraged to enhance—not replace—their frameworks with culturally grounded practices. This reinforces SDG 8 (Decent Work and Economic Growth) by ensuring ESG adoption remains feasible and authentic within local business models.

Throughout the reporting period, our clients gained confidence in our ability to adapt. Beyond financial metrics, stakeholders benefited from reduced energy insecurity, improved community safety, improved internal efficiencies, and culturally relevant ESG practices. These outcomes demonstrated that adaptive strategies can indeed mitigate both physical shocks and psychological shocks such as change anxiety, which reinforces trust and continuity.

Building Permanence in a Volatile World

OTIB, JA. builds permanence year after year by ensuring that ESG practices are not temporary interventions but are embedded into organizational culture and industry frameworks. Changes in organizational culture can be slow and painstaking, especially in larger firms. However, when measurable results are noted—such as a 20% reduction in client reliance on gas generators and a 32% year-over-year improvement in stakeholder satisfaction through cultural stewardship integration—the willingness to build permanence gains traction. These outcomes reinforce that SDGs are not abstract ideals; when implemented effectively, they deliver tangible benefits for communities, businesses, and the environment.

Throughout the reporting period, we observed a positive correlation between compatibility and permanence. Simply put, where our services were delivered in a manner compatible with the needs and preferences of our clients, the clients remained with us. For corporate clients requiring higher turnovers, this correlation appeared causal: compatibility directly drove permanence. To test this, we codified Jamaican identity into scalable ESG models that measure compatibility within communities.

Compatibility Dimensions

- **Consistency:** A brand that customers can rely on and trust, reducing the need to seek alternatives. This aligns with global goals of encouraging responsible consumption and production by promoting reliability and reducing wasteful churn.

- **Convenience:** A people-centered provider offering omnichannel convenience—such as curbside pickup and rapid delivery—designed to save customers time and money. This supports the building of sustainable cities and communities by embedding efficiency into local service ecosystems.
- **Accessibility:** Providing safe, affordable, and inclusive access to products and services. This advances reduced inequalities by ensuring equitable participation across demographics.
- **Visibility:** Maintaining a consistent, familiar presence in communities as a dependable source for goods and services. This strengthens industry, innovation, and infrastructure by reinforcing local economic resilience and infrastructure reliability.

By embedding these compatibility dimensions into ESG frameworks, OTIB, JA. enhanced trust, reduced change anxiety, and reinforced permanence. As a result, communities will continue to benefit from safer practices, inclusive access, and reliable service delivery.

Challenges Faced, Lessons Learned

Obstacles Met with Resolve

Restructuring Pressures

Restructuring during the 2024–2025 period placed significant strain on continuity of service and internal governance. Adjustments to staff reduction, reporting structures, and new operational norms required careful navigation to avoid disruption. By embedding ESG discipline into the restructuring process, OTIB, JA. ensured that governance remained transparent and accountable. Weathering this challenge reinforced SDG 8 by demonstrating that organizational change can be managed responsibly without sacrificing stability or stakeholder trust.

Climate Disruption to Growth Continuity

Hurricane Melissa and other climate shocks disrupted client operations and our growth continuity. Prospective clients who were being courted for onboarding halted expenditures, redirecting funds into urgent repairs or charitable relief rather than into ESG implementation. This interruption underscored the vulnerability of growth pipelines in small island states, where climate events can shift priorities overnight.

Framework Clashes with Client Culture

Global ESG standards sometimes conflict with local practices. For example, the diversity equity and inclusivity (DEI) standards include global metrics that are controversial in Jamaica. Metrics such as gender designations beyond male and female, sexuality inclusivity, racial ratios in a predominantly black country and so on meet with resistance. Similarly, commission-based pay structures—flagged internationally—remain financially feasible and culturally entrenched in Jamaica’s MSME retail sector. These challenges threatened acceptance of the entire framework. Permanence in ESG requires compatibility with local identity, not wholesale replacement of existing practices.

Resource Constraints in Expanding to Primary Production Sectors

Efforts to diversify into primary production sectors were slowed by resource limitations, including technical expertise and testing equipment gaps. While groundwork was laid for pilot frameworks, full expansion requires phased implementation. This challenge highlighted the importance of aligning ambition with capacity. Sustainable diversification is gradual, rather than rushed expansion.

Adaptive Responses

Restructuring Pressures

In responding to restructuring pressures, OTIB, JA.’s directors underwent retraining and subsumed subordinate roles not as a burden, but as a measurable path to improvement. This adaptive response helped maintain stability and stakeholder trust.

- **Outcome:** Zero operational interruptions during restructuring, confirming resilience through disciplined governance.
- **Outcome:** Maintained disclosure compliance with most reporting deadlines met despite restructuring.

Climate Disruption to Growth Continuity

OTIB, JA. adapted by shifting focus to emphasizing resilience solutions—solar battery systems, safer standby generators, and satellite connectivity. These were free consultations done in acceptance of the negative risk impact to industry, innovation and infrastructure.

- **Outcome:** Deferred contracts were replaced with substitute activities that maintained client confidence but reduced financial growth.

- **Outcome:** Positive reports of 20% reduction in reliance on gas generators among MSME clients.

Framework Clashes with Client Culture

OTIB, JA. adapted by contextualizing ESG frameworks rather than imposing rigid external models. Some global DEI standards had to be reconsidered here, and some had to be omitted for cultural acceptance. We enhanced existing practices with cultural stewardship, ensuring feasibility and authenticity. This adaptive response advanced reduced inequalities by embedding inclusivity and cultural resonance into ESG adoption.

- **Outcome:** Stakeholder satisfaction scores improved by 32% year-over-year, confirming that culturally compatible ESG frameworks drive permanence.
- **Outcome:** These adaptive responses ensured continuity of Jamaican identity across the value chain and reinforced ESG relevance.

Resource Constraints in Expanding to Primary Production Sectors

Efforts to diversify into primary production sectors were slowed by resource limitations. OTIB, JA. adapted by phasing implementation, prioritizing pilot frameworks. This adaptive response suggests that diversification into primary production sectors remained sustainable but incremental.

- **Outcome:** Pilot frameworks established for primary production engagement, with targets set for two partnerships by 2030.
- **Outcome:** Transparent communication and disclosure helped stakeholders recalibrate expectations, reinforcing trust in OTIB, JA.'s governance.

These adaptive responses demonstrate that OTIB, JA. did not merely withstand challenges but transformed them into opportunities for resilience, cultural authenticity, and sustainable growth. Each adaptation reinforced that SDGs are not abstract ideals but practical solutions that safeguard communities, preserve identity, and build permanence in volatile times.

Preparing for 2026 and Beyond

Lessons learned during 2024–2025 informed preparations for the next reporting cycle while correcting areas from the previous. Focus areas going forward include deepening ESG integration in primary production, expanding cultural stewardship through media platforms, and aligning with global SDG acceleration efforts.

- **Stakeholder Impact:** Stakeholders can expect continuity of service, expanded industry coverage, and strengthened cultural resonance.

- **Metric:** Target set to achieve two primary production partnerships and television inclusion in cultural stewardship by 2030.

Closing Commitment

We are heartened by the work accomplished during the 2024–2025 reporting period. Building on the foundations laid in 2023, we have continued to improve the environmental, social, and governance posture of our clients and ourselves. Our environmental management and monitoring strengthened; our governance structures matured significantly, and our social impact—though challenged by restructuring—was reinforced through cultural stewardship and sectoral diversification.

As in previous years, we acknowledge there is much more to do, not only within OTIB, JA. but across Jamaica. We remain committed to continual internal improvement and to increasing our positive ESG impact locally.

Areas of ongoing improvement include:

- **Improved Reporting:** Expanding ESG accounting valuations, and comparative impact.
- **Improved Environmental Impact:** Advancing decarbonization tracking, while embedding SDF environmental impact measures.
- **Improved Social Impact:** Strengthening community programs to ensure inclusive growth.
- **Improved Governance:** Deepening industry integration through global engagement.

Forward Commitments

Targets for 2026–2027

- Establish two primary production partnerships by end of 2030 to ensure continuity of Jamaican identity across the national value chain.
- Expand cultural stewardship through television inclusion in marketing to reinforce community engagement.
- Achieve 15% year-over-year subscription growth across diversified industries, with retention rates maintained above 85%.

Continuous Improvement Roadmap

- Enhance disclosure transparency by adopting GRI 201 (Economic Performance) and GRI 413 (Local Communities) standards in full.
- Publish an annual Cultural Practices Playbook update to ensure replicability and accountability across industries.

Strengthen OTIB, JA.'s ESG Leadership

- Position Jamaican cultural identity as a cornerstone of ESG integration, ensuring practices remain authentic and inclusive.
- Share lessons learned through participation in two international ESG forums by 2030, contributing to global dialogue on resilience and diversification.
- Secure recognition in at least one regional ESG benchmarking report, validating OTIB, JA.'s leadership role.

Final Statement

OTIB, JA.'s achievements during 2024–2025 demonstrated scalability, resilience, and permanence. By intertwining sectoral diversification with cultural integration, we showed that sustainable business growth can remain relevant without geographic expansion. This approach aligns local practices with global challenges, ensuring ESG remains financially material and socially authentic.

Together with the commitments carried forward from 2023, our roadmap for 2026–2027 underscores that cultural stewardship, disciplined ESG implementation, and transparent governance are the pillars of our identity. OTIB, JA. stands as both a national steward and a global case study in sustainable growth, offering lessons for other small economies navigating climate, conflict, and economic pressures.

THANK YOU.