



# STAKEHOLDER ENGAGEMENT PLAN



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## **II. INTRODUCTION**

The Stakeholders Engagement Plan (SEP) recognizes the importance of open and transparent engagement between the Princess Juliana International Airport Operating Company N.V. (PJIAE) and project stakeholders as an essential element of good international practice. Effective stakeholder engagement can improve the environmental and social sustainability of projects, enhance project acceptance, and make a significant contribution to successful project design and implementation.

Stakeholder engagement is an inclusive process conducted throughout the project life-cycle. Given the SEP's design and implementation, it can support the development of strong, constructive and responsive relationships that are important for successful management of a project's environmental and social risks. Stakeholder engagement is most effective when initiated at an early stage of the project development process. Furthermore, it is an integral part of early project decisions and the assessment, management and monitoring of the project's environmental and social risks and impacts.

Activities to be performed at the Princess Juliana International Airport (SXM) will mainly point at: - restoring the terminal building to pre-hurricane conditions, with several improvements for increasing operational safety. The SEP highlights the way PJIAE plans to communicate with people who may be affected by or interested in our operations. It also includes a grievance mechanism whereby stakeholders and citizens can raise any concerns to the attention of the PJIAE both verbally, written (by post or e-mail) or by filling in a grievance form.

Sincerely,

**PJIAE N.V.**

Managing Board

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### **III. OBJECTIVES**

- To establish a systematic approach to stakeholder's engagement, which will assist to identify stakeholders and project affected parties, to build and maintain constructive relationships.
- To assess the level of stakeholder interest and support for the project and to enable stakeholders' views to be considered in project design and environmental and social performance.
- To promote and provide means for effective and inclusive engagement with project-affected parties throughout the project life -cycle on issues that could potentially affect them.
- To ensure that the appropriate project information on environmental and social risks and impacts is disclosed to stakeholders in a timely, understandable, accessible and appropriate manner.
- To provide project-affected parties with accessible and inclusive means to raise issues and grievances and allow PJIAE to respond to and manage such grievances.

### **IV. HISTORY**

The Princess Juliana International Airport (SXM) began as a US military airstrip in 1942 during World War II. The following year, the first commercial flight landed on December 3, 1943. The Dutch crown Princess Juliana then visited St. Maarten using the airport in 1944. Eventually, the airport was later officially named after Princess Juliana. In 1964, the airport was remodeled and relocated, with a new terminal building and control tower. The facilities were upgraded in 1985 and 2001.

Due to the increased passenger traffic and the forecasted growth at the time, the Princess Juliana International Airport was being heavily modernized following a three-phased masterplan, as commissioned in 1997.

Phase I was a short-term program to upgrade existing facilities and improve the level of service at various points. This included widening, strengthening and renovating the runway, increasing the bearing capacity of the taxiways, construction of a new apron and an upgrade of the (former) terminal building. Phase I was completed in 2001. The Simpson Bay community and the islands we serve were all kept informed on the plans and development of this undertaking.

Phase II included the construction of a radar facility and a new air traffic control tower, the construction of a new and modern, 27,000 square meters (290,000 sq. ft), terminal, capable of handling 2.5 million passengers per year, and the construction of a Runway End Safety Area (RESA) of 150 meters (490 ft), including a 60 meters (200 ft) overrun, on both ends of its runway, to comply with the International Civil Aviation Organization (ICAO) rules.

The new air traffic control tower and the radar station commenced operations on March 29, 2004, while the new terminal opened in late October 2006. The terminal has 4 jetways for large aircrafts. The masterplan also revealed that if traffic develops as forecast, Phase III of the masterplan would be executed, consisting of an extension of the new terminal building and the construction of a full parallel taxiway system.

On September 6, 2017, Irma a category 5 hurricane devastated St. Maarten with sustained winds up to approximately 185 mph. Three days later, on September 9, 2017, hurricane Jose, a category 4 storm, posed an additional threat to the island, but fortunately passed with minimal impact. Furthermore, ten days later, on September 19, 2017, another category 5 hurricane named Maria passed south of the island; whereby, St. Maarten suffered from tropical storm winds and immense rainfall. Due to this unrestrained hurricane season, the Princess Juliana International Airport (SXM) terminal building and airport infrastructure endured enormous damage, crippling the airport operations.

Meanwhile, the PJIAE erected the make-shift arrival and departure operations in the make-up area of the terminal building. Commercial operations were restored on October 10, 2017, a little over a month after the storms forced the closure of the airport facilities, which were immediately taken over by the Dutch, French and US military authorities. Four months later, on February 9, 2018, PJIAE commenced operations in the temporary Departure Pavilion, and a little over one month later, PJIAE opened its' Arrival Pavilion on March 22, 2018.

Returning concessions like Subway, AMA, Dutch Delight, Domino's Pizza, Market by Villa, Taloula's Flights, Relay, ESCA, Shipwreck Shop, Gouda Liquor Store, Le Bistro by Bacchus, Princess Promenade, Aunt Clara's, Johny's Burger and KAFFE were available to the travelers and partially to the public. The Package 1 - Temporary Operations of the reconstruction project also includes the immigration and emigration booths, offices, the reinstatement of the existing air-conditioning and sprinkler systems, the installation of the fire alarm and public-address systems, CCTV surveillance and security equipment, as well as IT systems and seating.

All the while, PJIAE worked on the insurance claim and simultaneously assessing various rebuild designs. In conjunction with the airport's 75<sup>th</sup> anniversary celebration, PJIAE opened the temporary arrival and departure operations within the terminal facility on December 15, 2018, which is referred to as Package 1. PJIAE continues to work on Package 2, the full restoration of the terminal building, which is greatly contingent on the results of the capital financing.

PJIAE highest priority is to restore the terminal building to pre-hurricane condition with several improvements for increasing operational safety.

## **V. SCOPE OF APPLICATION**

Stakeholder engagement is the continuing and iterative process by which PJIAE identifies, communicates, and facilitates a two-way dialogue with the people affected by its decisions and activities, as well as others with an interest in the implementation and outcomes of its decisions and the project. It considers the different access and communication needs of various groups and individuals, especially those more disadvantaged or vulnerable, including consideration of both communication and physical accessibility challenges. Engagement begins as early as possible in project preparation, because early identification of and consultation with affected and interested parties allows stakeholders' views and concerns to be considered in the project design, implementation, and operation.

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Meaningful stakeholder engagement throughout the project cycle is an essential aspect of good project management and provides opportunities for PJIAE to learn from the experience, knowledge, and concerns of the affected and interested stakeholders, and to manage their expectations by clarifying the extent of PJIAE’s responsibilities and resources. Stakeholder consultations provide input for, as appropriate, environmental and social assessment, project design, mitigation plans, monitoring reports, and further evaluation of the project, including the Environmental and Social Commitment Plan (ESCP), summaries of the assessment of all or part of PJIAEs’ environmental and social frameworks, and any other project plans that may be prepared. The level and frequency of stakeholder engagement conducted is proportionate to the risks and impacts of the project.

PJIAE encourages stakeholder’s engagement, as it supports the development of solid relationships that are imperative for the successful management of a project’s safety structure, environmental and social risks. Stakeholder engagement is most effective when initiated at an early stage of the project development process.

## **VI. REQUIREMENTS**

PJIAE will engage with stakeholders throughout the project life-cycle, commencing such engagement as early as possible in the project development process and in a timeframe that enables meaningful consultations with stakeholders on project design. The nature, scope and frequency of stakeholder engagement will be proportionate to the nature and scale of the project and its potential risks and impacts.

PJIAE will engage in meaningful consultations with all stakeholders. PJIAE will provide stakeholders with timely, relevant, understandable and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination and intimidation.

The process of stakeholder engagement will involve the following, as set out in further detail in the below table.

In addition to regulatory authorities, PJIAE has identified both internal stakeholders, such as airlines, concessionaires and workers, as well as external stakeholders, such as community authorities, and other partners and institutions. For each stakeholder, the means of communication has been listed, as well as specific media that will be used to notify stakeholders of information, such as opportunities for public consultation or significant changes.

Stakeholder organization, group or individual	Potential role in the activity	Engagement strategy: How will you engage this stakeholder in the activity?	Follow-up strategy plans for feedback or continued involvement	<u>MOST</u> appropriate application of technique
<b>Airlines (Main Office)</b>	Provide insight into pilot project, lessons learned, and expanded services.	Meetings are held with the headquarter reps to better engage them on the ongoing projects and updates. We can also learn about their concerns and new developments which will be shared with our team and the associated stakeholders (selective information is shared).	Distribute project information for feedback and follow-up information.	<ul style="list-style-type: none"> <li>• One-on-one meetings</li> <li>• Email</li> <li>• Monthly newsletter</li> </ul>
<b>Airlines/ Handlers &amp; Concessionaires</b>	Provide information on airport operational and reconstruction status, achievements and planned goals.	Present project information to this group of stakeholders and request that they keep their associated staff updated on the latest developments and implementations. Allow the group of stakeholders to provide their views and opinions. Distribute operational documents for review and/or input. Facilitate meetings using PowerPoint presentations or info-	Distribute information for feedback and follow-up information.	<ul style="list-style-type: none"> <li>• Email</li> <li>• Monthly newsletter</li> <li>• Monthly facilitation meetings</li> <li>• Focus group meetings</li> </ul>

		sessions. Record discussions, comments/questions raised and responses.		
<b>External Stakeholders (Community authorities and NGO's)</b>	Provide information to stakeholders about past, present and future planned activity at the airport and rebuilding efforts.	Provide update on projects and accomplishments. Organize regular meetings and signing agreements on cooperation on different development projects.	Stakeholders are encouraged to provide feedback via email or telephone (as listed on each e-newsletter or as reminded during the various meetings. Also, concerns can be forwarded via email or submitted by filling in the Public Grievance Form	<ul style="list-style-type: none"> <li>• Email (selective)</li> <li>• Monthly newsletter</li> <li>• Local news media</li> <li>• Surveys</li> <li>• News media</li> <li>• Public Meetings</li> </ul>
<b>Staff &amp; Trade Unions</b>	Provide information on airport operational and reconstruction status, achievements and planned goals.	Accommodating regular department/ division meetings to provide updates on the projects, receive feedback and the planned goals.	Feedback is provided during the open floor segment of meetings and/or Q&A sessions for staff.	<ul style="list-style-type: none"> <li>• Email</li> <li>• Monthly newsletter</li> <li>• Monthly division/ department meetings</li> </ul>
<b>Air Service Development Committee (ASDC)</b>	Provide insight into ongoing projects and general updates on hotel rooms and destination development. Feedback is also received from all stakeholders of the hub countries.	Engagements during live and/or tele-conference group meetings/ telephone/ email and e-newsletters.	For continued involvement hub partners are encouraged to provide feedback during our monthly meetings.	<ul style="list-style-type: none"> <li>• Monthly tele-conference or live meetings</li> <li>• Email</li> <li>• Monthly newsletter</li> <li>• Monthly facilitation meetings</li> </ul>



<b>Financial Institutions</b>	Provide information on airlines activity for the respective quarter as well the organization financial status.	Present overview on financial position as well the current and future operational performance.	Discuss the organization financial overview and plans.	<ul style="list-style-type: none"> <li>• One-on-one meetings</li> <li>• Quarterly financial and operational reports</li> <li>• Formal Letters</li> <li>• Conference calls</li> </ul>
<b>Government</b>	Provide insight into the project, lessons learned, and expanded services.	Regular meetings are held with the respective ministries and government agencies to better engage them on the ongoing projects and updates. We can also learn about their concerns and new developments which will be shared with our team and the associated stakeholders.	Distribute project information for feedback and follow-up information.	<ul style="list-style-type: none"> <li>• One-on-one meetings</li> <li>• Email</li> <li>• Monthly newsletter</li> <li>• Working Groups</li> </ul>
<b>Bi-weekly meetings with Supervisory Board of Directors (SBOD)</b>	The Managing Board provides insight into pilot project, lessons learned, finances, strategic plans and advocate for improved and expanded services and the general scope of the company.	Managing Board members are responsible for providing the pertinent information according to their core responsibilities.	No planned involvement beyond weekly/monthly SBOD meetings.	<ul style="list-style-type: none"> <li>• Bi-weekly or monthly meetings</li> <li>• Formal Letters</li> <li>• Monthly newsletter</li> </ul>
<b>Media</b>	Provide information to correspondents about the present and future planned activity at the	Press briefings are held to present the accomplishments made during the key	Provide accurate/relevant data and information to engage mass media.	<ul style="list-style-type: none"> <li>• Press Releases</li> <li>• Monthly newsletter</li> <li>• Press Trips</li> <li>• Interviews</li> </ul>

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	airport and rebuilding efforts.	stakeholder meetings and process of project. The media is steered to further disseminate this information accordingly.		
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PJIAE will maintain and disclose as part of the environmental and social assessment, a documented record of stakeholder engagement, including a description of the stakeholders consulted, a summary of the feedback received and a brief explanation of how the feedback was considered, or the reasons why it was not.

## **VII. COMMUNICATING EFFECTIVELY**

The Corporate Communication Specialist (CCS) is charged with the responsibility of ensuring the corporate image of the Princess Juliana International Airport – SXM is presented and maintained in a tasteful manner. The CCS recognizes the corporate identity and the content which is compiled should also be accurate and timeless. It is imperative to ensure that all local and international media are equally informed of the latest updates of the SXM Airport. The stakeholders must be able to allocate information from all the relevant avenues to be well informed.

The Corporate Communication Specialist has also established effective relationships with the media at large, in efforts to garner support when necessary. The multi-media faceted function incorporates all areas to the role and to manage them accordingly.

The overall function of the role boldly emphasizes the mission statement throughout the vast disseminated information. “To be the regional leaders in providing safe, secure, quality and profitable airport services that contribute to the general economic and tourism developments of St. Maarten/St. Martin and the region we serve.”

The company’s tagline, “The Experience Will Move You,” will be magnified to remind the stakeholders that PJIAE is committed to sustaining our service quality at the award-winning Princess Juliana International Airport - SXM.

The efforts being made by the Communication Department is more critical than ever, as the world awaits the completion of the terminal building post hurricanes. There is a need for a consistent message on this major project and the updates from the airport community alike.

The stakeholder’s engagement plan will be established as a guide to maintain the tasks at hand. The key messages should always represent the sentiments and directives given by the Managing Board of the Princess Juliana International Airport – SXM.

## **VIII. THE CORPORATE IMAGE**

The corporate image embodies the corporate identity of the SXM Airport and assures everyone that they are associated with the best airport. It also influences attitudes of passengers, hub partners, media, employees, and influencers. It also refers to the appearance and feel of the cooperation.

The corporate image also coincides with the reputation of the organization. This is even more reason to honor our mission statement and highlight the excerpt which reads “To be the regional leaders in providing safe, secure and quality service.”

In efforts to build and strengthen the corporate image, the primary goal of the Corporate Communications is to maintain and build the identity in accordance with and facilitate the corporate business objectives as follows.

- 
- Promotions – promote your identity tools (logo, slogan, brand, pantone colors, through advertisements etc.).
  - Maintaining your mission statement and vision – announce it to the world and boast of your track record.
  - Corrective actions – There will be the need to adjust the objectives if it is not working according to plan.
  - Training – There will be the need to train the SXM Airport employees and the stakeholders on our mission and corporate identity tools, so they can transmit our message via the word of mouth method, external meetings and other effective tools.

## **IX. THE STRATEGY**

It is the goal to inform all entities and the world at large of the latest and ongoing developments at the Princess Juliana International Airport – SXM.

All mediums will be utilized to convey positive and effective methods, updates, announcements, while fulfilling the mission statement of the Princess Juliana International Airport – SXM.

Through targeted networking groups, the Corporate Communication department will maintain sustainable relationships in efforts to expand its media and airline business partners.

We must allow the latest rebranding of SXM Airport to create a life of its own through media campaigns that forces the stakeholders to view the airport as the core gateway to the country. The three letter IATA code should also serve as a brand for tourism opportunities.

It is the intention to dominate all avenues of multi-media to bring home the message that the island and the airport is equally opened for business post hurricanes Irma and Maria.

The goal of the Stakeholder’s Engagement Plan is to also focus on clear goal setting points. It is the intention to list the project’s intended goals in measurable ways (quantitative). The plan will also show the techniques used to motivate and lead all related projects.

## **X. GOAL SETTING**

The job scope of the Corporate Communication Specialist is quite vast and therefore the goal setting points are crucial to the communication flow of the SXM Airport. The information which is channeled from the Managing Board of the Princess Juliana International Airport- SXM should be systematic to reach everyone effectively and efficiently.

	<b>GOALS</b>	<b>TIMEFRAME</b>
<b>1</b>	E- Newsletter	January 2018 to present (monthly)
<b>2</b>	Press Releases	November 2017 to present (varies)
<b>3</b>	Radio and TV Advertisement	November 2018
<b>4</b>	Print / Online Media Ad	January 2018 to present (monthly)
<b>5</b>	Public Service Announcement	November 2017 to present
<b>6</b>	Publications	March 2018 to present (monthly or when requested)
<b>7</b>	Website Management	November 2017 to present (live flight updates, content)
<b>8</b>	Media Campaign	November 2017 to present (quarterly/ upon request)
<b>9</b>	Internal Notices	November 2017 to present (based on urgent requests)
<b>10</b>	Social Media	November 2018 (annually)

	<b>GOALS</b>	<b>TIMEFRAME</b>	
<b>11</b>	Photo Shoots	November (annually)	2018
<b>12</b>	Media Policy	November (revisited annually)	2018

**XI. SENSE OF OWNERSHIP**

It is the intention to stimulate positive public mindsets, attitudes and foster a sense of ownership of the Princes Juliana International Airport- SXM (The people’s airport). The stakeholders (partners) should no longer have concerns about the lack of data regarding major updates of SXM Airport. The main purpose of this is to develop trust and build the consistency of your credibility.

Maintaining effective communication within the organization is equally important to avoid the dissemination of erroneous information. This practice can result in low morale and productivity of the airport community. The internal parties assigned to leadership roles should be informed that it is imperative to share the accurate information with their staff. The internal communication objective is to strengthen the network that gets important information to staff members and the airport community.

The message of “We are SXM Airport,” will be used to declare the re-opening of the newly reconstructed terminal building in 2020. In the patriotic essence of the achievement, the faces of the elderly, retirees, long standing employees and uniformed school children will be captured through video and audio to ring home the “We Are SXM Airport, theme.

**XII. TARGET GROUPS**

All stakeholders should be made aware of specific information provided by the Management of the Princess Juliana International Airport –SXM. Although the messages may vary, it is the responsibility of the Corporate Communication Department to ensure that the right message gets to the right channels. In some cases, we will have to refrain from sharing delicate information from some target groups to control the message.

To implement an effective stakeholder’s engagement plan we must identify the internal and external target groups, which are affected by the said plan. The plan should also identify the necessary tools needed to effectively communicate to the groups. The target groups include the following:

- **Internal target groups:**

The employees of the Princess Juliana International Airport – SXM, Airlines, Handlers, Charters, The Retail Concessionaires, The F&B Concessionaires, Goddard Catering Services, Sol Group, Cargo Operators/Handlers, Customs, The Alpha Team – Police, Immigration, Wheelchair Services, VIP Services, Airport Taxi Association St. Maarten Civil Aviation Authority, Commuters and FBO Operators.

- **External target group:**

The island population of St. Maarten/St. Martin, The Passengers, The Government of St. Maarten, Airline Headquarter Affiliates, The Collectivité of St. Martin, The St. Maarten Tourist Bureau, Tourism Office of French St. Martin, Tourism-based Stakeholders, Hub Partners, International Air Transport Association (IATA), Simpson Bay and Beacon Hill Communities, Island’s Airport Safety Committee (IASC) International Civil Aviation Organization (ICAO), St. Maarten Civil Aviation Authority, Air Service Development Committee (internal and external joint group).

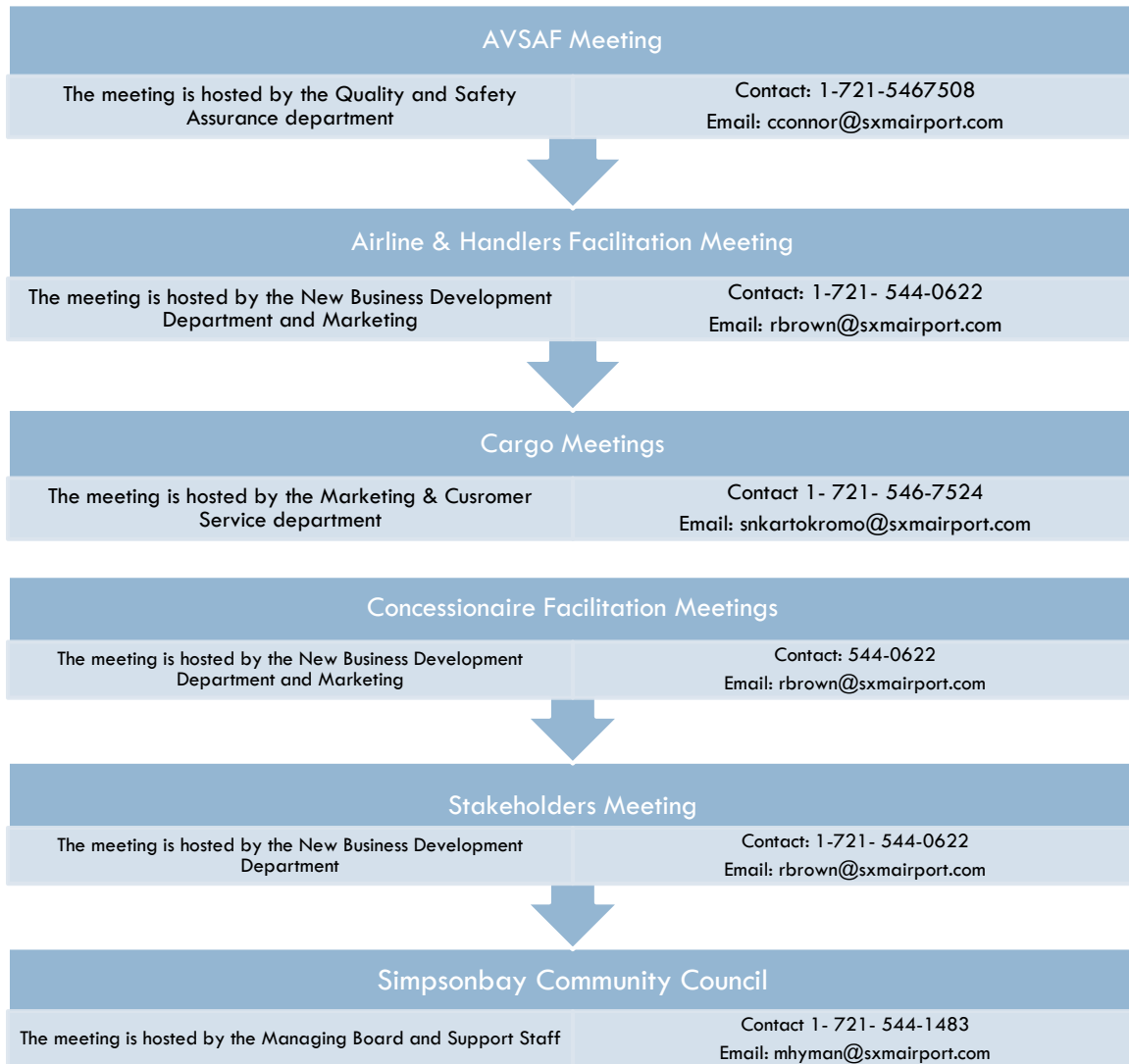
### **XIII. PROPOSED STRATEGY FOR INFORMATION DISCLOSURE**

The tools utilized to disseminate the pertinent information on behalf of the SXM Airport is equally as significant as the issued statement. Over a period, the media was the key tool utilized to reach the stakeholders and the masses. Leading the way forward, there are now other channels that lend to the distributing of vital content.

<b><u>Latest Tools</u></b>	<b><u>Common Tools</u></b>
<ul style="list-style-type: none"> <li>• Travel Booking Web pages</li> <li>• Website <a href="http://www.sxmairport.com">www.sxmairport.com</a></li> <li>• Link Exchanges</li> <li>• Hub Partner presentations/materials</li> <li>• E-Newsletters</li> <li>• Tourist Office Websites, blogs and e-newsletters</li> <li>• Stakeholder’s newsletters and blogs</li> <li>• Social Media (Twitter, Instagram and Facebook)</li> <li>• Co-branding at Conferences</li> <li>• Press Fam trips</li> <li>• Mobile Group chats</li> <li>• Everbridge System</li> <li>• Tours</li> </ul>	<ul style="list-style-type: none"> <li>• Press Release</li> <li>• Internal Notices/Memos</li> <li>• Public Service Announcements (PSA)</li> <li>• Print Media Ads</li> <li>• Facilitation Meetings – Concessions, Airline/Handlers, Cargo, Immigration, Customs, Alpha Team –Police, VIP, Taxis and Car rentals.</li> <li>• Info-Sessions</li> <li>• Flyer Announcements</li> <li>• Media Kits (post events)</li> <li>• Publications – Magazine features, articles, ads, and highlights</li> <li>• Workshops</li> <li>• Video and Radio Advertisement</li> </ul>

#### **XIV. RESOURCES AND RESPONSIBILITIES**

The Managers and Directors of the Princess Juliana International Airport (SXM) are responsible for the execution of the elements of the Stakeholders Engagement Plan. The management team spearhead the facilitation meetings and partake in the external stakeholders’ meetings. Efforts are also made to travel to international conferences and workshops to present updates on the ongoing projects, safety updates, and newly implemented technologies, whilst announcing to the world that we are operational. An adequate budget has been allocated for several departments to host meetings to address our stakeholders. In some cases, the costs are shared with external stakeholders who invite our professionals to address the tourism-based organizations/companies.



All meeting minutes are compiled and submitted to the Executive Secretariat department. The findings are later disseminated to the invited stakeholders by the responsible departments. The assigned departments mentioned above are charged with the documenting, tracking and managing the information.

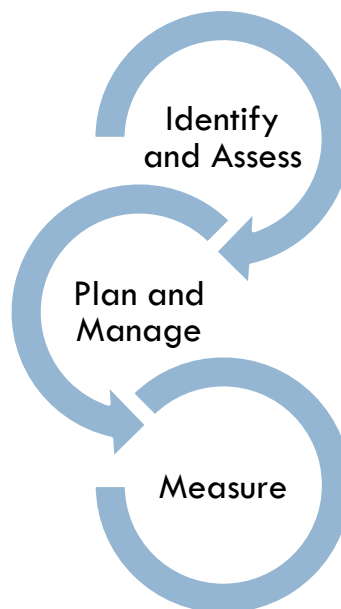


## **XV. ENVIRONMENT**

The Simpson bay AND Beacon Hill Community Councils are organizations which has shown great interest in the ongoing projects at the Princess Juliana International Airport (SXM) given the nearby proximity to its natural and other resources. The area is located near the airport and separated by the fencing of the airport grounds. The council includes community leaders and civil society organizations which work in or with the affected community. The members of the council have in-depth knowledge about the environment and social characteristics of the project area. Given the proximity, the council members receive the opportunity to discuss their concerns during the open floor period, following the airport’s team presentations. Some of the topics presented to the community-based group include the following:

- New Aircraft Hangers
- Fuel Farm
- Fixed Based Operations (post groundbreaking update)
- New Goddard Catering Building
- Rescue and Firefighting Building

It is essential to share all sustainable practices of the airport and how this affects the environment and the overall operations. During the meetings the airport team must be prepared to also take advice from the council which will be in the best interest of all parties. In-house stakeholders can also report their concerns by using the “safety suggestion box,”. The Quality and Safety Assurance department records and manages the box (anonymous submissions). We must ensure that we identify and assess the concerns, then plan, manage and measure accordingly.



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## **XVI. TIMELINES**

The timelines of the major projects are usually determined by the Managing Board members (CEO, COO and CFO). The projects and milestones achievements are announced during the Division Directors/Managers meeting, whereby performance targets are presented for the year. The performance targets comprise of an objective, target dates and key performance indicators. The COO has already presented the COO Operating plan to the Technical Director, Project Manager, Corporate Communications Specialist, ITT Management and Operations Director. The COO Operating Plan also serves as a guide to ensure that the division which is responsible for the major project, is in line with the necessary goals brought forth by the COO. The relevant information which is extracted from the COO Operating Plan is later communicated to the stakeholders and managed accordingly.

The plan features the following points:



## **XVII. WHAT MESSAGE IS COMMUNICATED?**

- Our standardized message to the world on behalf of the Princess Juliana International Airport (SXM) includes the following points:
- We communicate that the SXM Airport maintains a safe, efficient and secure airport operation.
- We communicate our ongoing efforts to maintaining the status of regional leaders.
- We communicate that SXM Airport contributes to the general economic and tourism development of St. Maarten and the hub partners alike.

- We inform everyone about the SXM Airport organizational structure of the internal leaders (Managing Board) and by extension the Supervisory Board of Directors (SBOD) and the Holding company.
- Our message includes general information about St. Maarten/St. Martin, as a destination. The current SXM Airport brand maintains that the airport must be cohesive with the destination, hence the rebranding from PJIA to SXM Airport (PJIAE). The management ensured that the stakeholders were updated about the rebranding through info-sessions.
- We communicate all safety campaigns and concerns to the stakeholders via the relevant departments and facilitation meetings.
- We maintain that no labor disputes are communicated.

### **XVIII. HOW IS THE MESSAGE COMMUNICATED?**

The goal is to maintain an effective management of the media, public relations and the stakeholders alike. Communication to the stakeholders is forwarded through a vast number of mediums which encompasses the following avenues:

<ul style="list-style-type: none"> <li>• Social Media Posting</li> <li>• Print Media</li> <li>• Press Conferences</li> <li>• Tourism Stakeholder’s meeting</li> <li>• Annual Reports</li> <li>• Launch Events</li> <li>• Presentations</li> <li>• Publications</li> <li>• Press Releases</li> <li>• Website</li> <li>• Internal Notices</li> <li>• Video Recordings</li> </ul>	<ul style="list-style-type: none"> <li>• All Staff emails</li> <li>• Ads</li> <li>• PSA’s</li> <li>• Newsletter</li> <li>• Facilitation Meetings</li> <li>• Info-sessions</li> <li>• Orientation</li> <li>• WhatsApp Messaging (internal group chats, etc.)</li> <li>• Radio</li> <li>• Television</li> <li>• Blogs</li> </ul>
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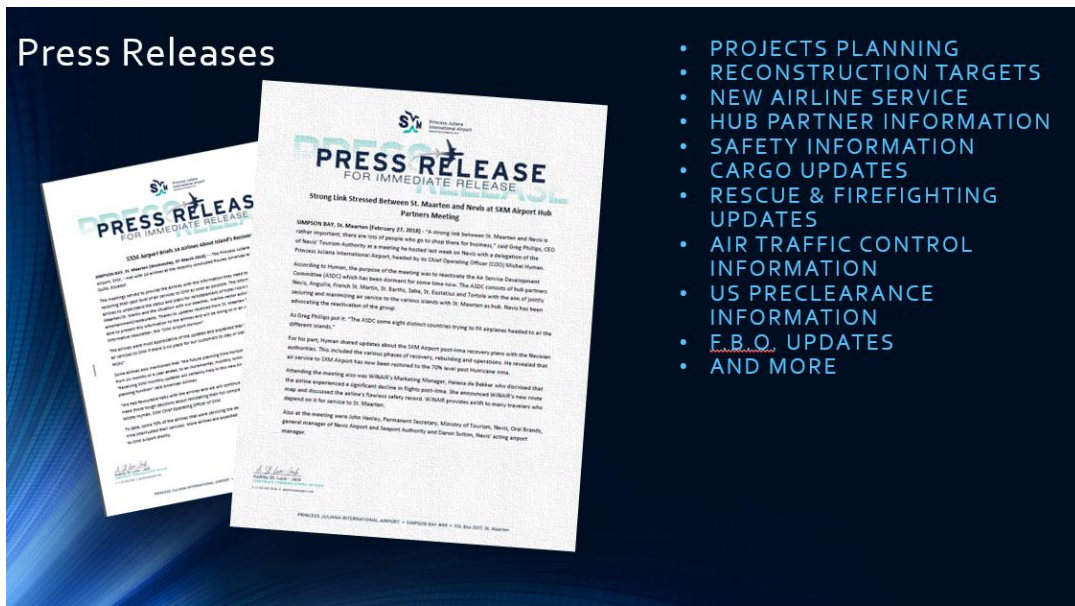


## **XIX. INTERNAL COMMUNIQUE/ STAKEHOLDER'S MESSAGE**

The stakeholders are informed of the strategic direction of the company. The stakeholders should rest assure that the overall vision connects with its' bottom line and required safety standards. Additionally, the vision of the organization is incorporated and reflected throughout each communique.

## **XX. PRESS RELEASES**

Press releases will be disseminated to the stakeholders in a timely manner. This form of communication is also forwarded to the Airlines and Handlers, concessions, cargo, Airport Taxi Association, car rentals management, immigration, police and the customs department. A network of local, regional and international media receives press releases from PJIAE.



## **XXI. WEBSITE**

Another vital communication tool that is used to communicate information to the world is the SXM Airport website. The website serves as a road map of the entire operations. The airport must engage with the stakeholders to acquire the accurate information to post accordingly. Key stakeholders should be highlighted for the users to gain the necessary information.

The Corporate Communication department conducts systematic monitoring of the website hits and the frequently visited tabs. The results should serve to assess any further changes and/or updates which may be required from the stakeholders or PJIAE.

## **XXII. FACILITATION MEETING**

The Princess Juliana International Airport (SXM) also hosts monthly facilitation meetings which are convened with the airport community partners to update them of general affairs at the airport. There is also a Q and A and round table sessions which is made available for feedback by the stakeholders. The following facilitation meetings are arranged to better inform the stakeholders about the latest developments and more:

- AVSAF - Aviation Safety meeting
- Airlines and Handlers Facilitation meeting
- Concessionaire Facilitation meeting
- AVSEC - Aviation Security meeting
- Cargo Concessionaire Facilitation meeting
- Public Transportation Facilitation meeting
- Tourism Stakeholders meeting

Throughout the project life-cycle the Management Board grants the stakeholders the opportune time to engage in walk-throughs and sessions to better gain clarity of the operations and/or new method. The inclusion lends towards a more hands on approach, allowing the stakeholders to provide feedback *to raise issues and grievances* in areas that the airport management may or may not have overlooked. The strong, constructive and responsive relationships are important for the successful management of a project's environmental and social risks. In 2018, the Package One – Temporary operations project showcased the above-mentioned inclusion of the stakeholders for the reconstruction of the terminal building. Management plans to grant the stakeholders the same honor to give input on the Package Two - Project on the road to the official reopening in 2020. The input allows for effective and inclusive engagement with project-affected parties throughout the project life -cycle on issues that could potentially affect them. Management ensures that the appropriate project information on environmental, social risks and impacts are disclosed to stakeholders in a timely, understandable, accessible and appropriate manner.

The Managing Board and the Directors engage in facilitation meetings to inform the stakeholders about the latest projects and project designs which will later be materialized at the airport. The stakeholders can also provide feedback during the sessions and follow up questions, in efforts to provide advice accordingly.

## **XXIII. SOCIAL MEDIA**

Social media provides travel brands with the adequate tools to place airline businesses in the forefront of travelers. This builds a strong social presence around the travel brands and influences consumers as they research and plan their vacations. There are multiple ways to leverage social media to influence the potential passenger, the SXM Airport uses the popular spectacular landings and take-offs to drive viewership to the social media pages and by extension to the island of St. Maarten. Link exchanges are also carried out with the tourist offices of St. Maarten and St. Martin to highlight the island's nightlife,

culinary offers and activities. The stakeholders can only capitalize on this as the airline bookings will correlate, as the interest peaks.

The social media gateways that are used to communicate to the globe includes the following:

- Twitter
- Instagram
- Facebook
- LinkedIn

#### **XXIV. PUBLICATIONS**

The international or local publications are done through invited or solicited requests for further coverage of the SXM Airport. The exposure is aligned with substantial and relevant media entities, to ensure accuracy and unbiased reporting. The Corporate Communication department conducts the necessary research from the airport departments and the stakeholders to forward unto the major publication companies.

In some instances, the SXM Airport partakes in paid advertisements via advertorials and/or ads in a variation of print or online publications.

Currently the following publication types are used:

<ul style="list-style-type: none"><li>• Fact Sheet</li><li>• Portable Guides</li><li>• Journals</li><li>• Newsletters</li><li>• Advertorials</li><li>• Travel and Leisure magazines</li></ul>	<ul style="list-style-type: none"><li>• Air Service development magazines</li><li>• General Aviation online and published magazines</li><li>• Transportation and Cargo magazines</li><li>• Airport magazines</li><li>• Airline magazines</li><li>• Civil Patrol magazines</li></ul>
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#### **XXV. PRESS CONFERENCES**

Press Conferences are organized to make major announcements by the Princess Juliana International Airport (SXM), as they are mainly strategic communication interventions. The most relevant and reputable media are invited to gain added insight on the latest SXM Airport updates. In some cases, the airport must interact with the stakeholders for information as the press may or may not want to know about our services or lack thereof. At given points there are press conferences hosted when there is an airline inaugural ceremony or a grand opening of an airport concession.

#### **XXVI. MONITORING AND REPORTING**

Management are prompted to lead by example and drive positive transformation throughout the organization. It is imperative that the Supervisory Board of Directors, Managing Board, Management, employees and stakeholders operate in unison, in accordance with the company's strategic business and operating plans.

Directors and Managers are responsible for reporting progress to their respective superiors on a weekly basis. Additionally, they should proactively identify risks and mitigation plans to achieve effective results, as well as report challenges and obstacles timely.

<b>Public Grievance Form</b>	
<b>Reference No:</b>	
<b>Full Name:</b>	
<b>Contact Information</b>  <b>Please mark how you wish to be contacted (mail, telephone, e-mail).</b>	<input type="checkbox"/> By Post: Please provide mailing address: _____ _____ _____
	<input type="checkbox"/> By Telephone: _____ <input type="checkbox"/> By E-mail: _____
<b>Description of Incident or Grievance:</b> What happened? Where did it happen? Who did it happen to? What is the result of the problem?	
<b>Date of Incident/Grievance</b>	<input type="checkbox"/> One-time incident/grievance (date _____) <input type="checkbox"/> Happened more than once (how many times? _____) <input type="checkbox"/> On-going (currently experiencing problem)
<b>What would you like to see happen to resolve the problem?</b>	

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Please return this form to: Audrey St. Luce-Jack, Communication Specialist at  
[ajack@sxmairport.com](mailto:ajack@sxmairport.com) or Te l: +1 (721) 520-3764



## Flowchart for Processing Grievances

