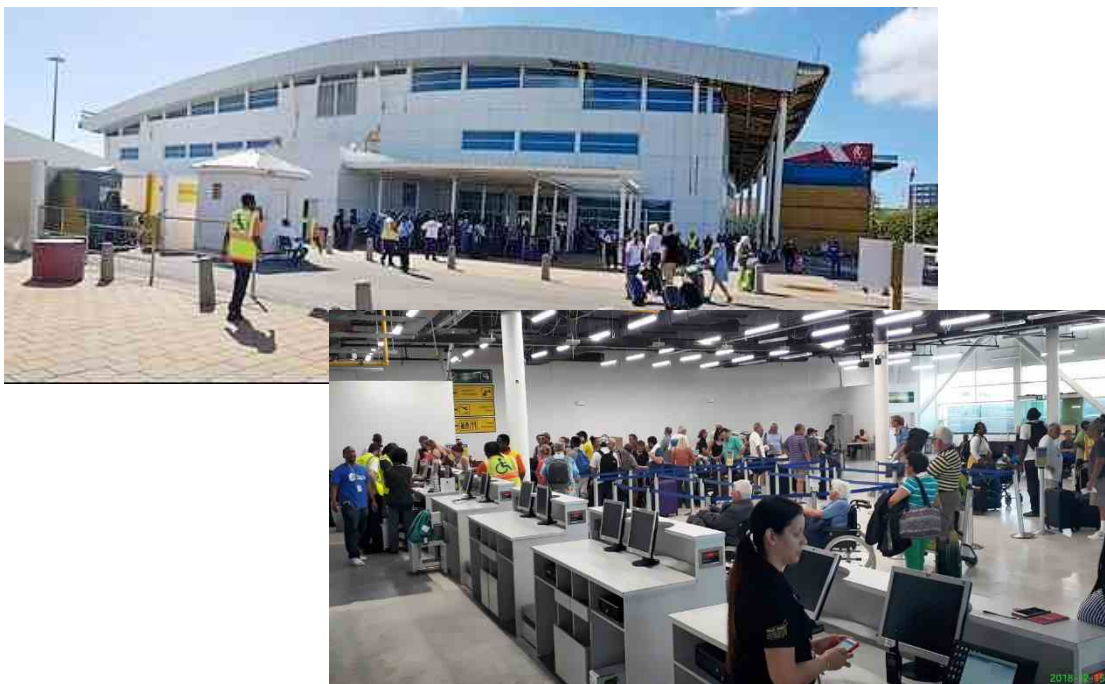


# **The Government of Sint Maarten**



**Princess Juliana  
International Airport**  
Operating Company N.V.



## **Princess Juliana International Airport - Sint Maarten Reconstruction of the Terminal Building Project Environmental and Social Management Plan (ESMP)**

August 2019

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## Abbreviations and Acronyms

ANG	Netherlands Antillean Guilder
C-ESMP	Contractor's Environmental and Social Management Plan
CUTE	Common Use Terminal Equipment
EIA	Environmental Impact Assessment
EIB	European Investment Bank
EHSGs	Environmental Health and Safety Guidelines
ESF	Environmental and Social Framework
ESCP	Environmental and Social Commitment Plan
ESHS	Environmental Social Health and Safety
ESMP	Environmental and Social Management Plan
ESS	Environmental and Social Standard
GDP	Gross Domestic Product
GIIP	Good International Industry Practice
GRC	Grievance Redress Committee
GRM	Grievance Redress Mechanism
GoSM	The Government of Sint Maarten
HIV/AIDS	Human Immunodeficiency Virus infection / Acquired Immune Deficiency Syndrome
HVAC	Heating, Ventilation and Air Conditioning
ILO	International Labour Organization
LMP	Labour Management Procedures
MSIP	Management Strategies and Implementation Plans
NRRP	National Recovery and Resilience Plan
O&M	Operation and Maintenance
OHS	Occupational Health and Safety
PJIA	Princess Juliana International Airport
PJIAE	Princess Juliana International Airport Operating Company N.V.
PMU	Project Management Unit
SDTF	Single Donor Trust Fund
SEP	Stakeholder Engagement Plan
VROMI	Ministry of Public Housing, Spatial Planning, Environment and Infrastructure
USEPA	United States Environmental Protection Agency
WBG	World Bank Group

# 1 Introduction

The Reconstruction of the Terminal Building Project (the **Project**) is an urgently proposed project by the Princess Juliana International Airport Operating Company N.V. (PJIAE) through the Government of Sint Maarten (GoSM) for the reconstruction of the Princess Juliana International Airport (PJIA) that was severely damaged by hurricane Irma in September 2017. Major involvements proposed in the Project are to rebuild all the internal installations of the passenger terminal, including walls/partitions, electrical and mechanical systems, passenger boarding bridges, baggage handling systems, security installations, fixtures, furniture and so on.

Princess Juliana International Airport Operating Company N.V. (PJIAE) as the operator of the airport is the implementing agency of the Project. The Project is proposed to be financed by the Government of Netherlands Trust Fund, which is managed by the World Bank and the European Investment Bank (EIB).

PJIAE has prepared this Environmental and Social Management Plan (**ESMP**) in compliance with the World Bank's Environmental and Social Framework (ESF).

## 1.1 Background

### **Tourism is the backbone of the economy of Sint Maarten**

Sint Maarten is an island country with tourism and tourism-related activities accounted for about 80 percent of its Gross Domestic Product (GDP). The harbour of Sint Maarten is a significant port for cruise tourism in the Caribbean with 1.7 million cruise passengers per year. Being largely a tourism-based economy it is important to note that the performance of PJIA is a good indicator of how the whole economy of the island performs.

### **Princess Juliana International Airport is the key contributor for the tourism of Sint Maarten and the Caribbean**

PJIA is the main international airport serving the entire island of Saint Martin for both Dutch and French sides. This airport also serves as an important air hub for the Northeastern Caribbean, primarily the neighbouring islands of Saba, St. Barths, Anguilla and St. Eustatius.

In 2016 the airport handled over 1.8 million passengers and 62,144 aircraft movements. As a regional hub PJIA serves also as a major contributor to the economies of all these neighboring islands.

### **Impact of Hurricane Irma on Sint Maarten**

Sint Maarten is highly vulnerable to natural disasters and adverse climatic events due to its location within the Atlantic hurricane belt. On 6 September 2017 the island of Sint Maarten was struck by Category 5+ Hurricane Irma (with windspeeds of more than 185 miles/hr [296 km/hr]), causing widespread damage across the island and to the Airport.

Ten days later, already compromised infrastructure was damaged further by Category 3 Hurricane Maria. The combination of these two catastrophic events devastated the country's infrastructure including the airport facilities.

### **Impact of Hurricane Irma on the Airport**

PJIA's terminal building and facilities were severely damaged and are not fully functional.

The passenger airport terminal, a four-story building with a total area of 30,500 square meters, as well as the five-story air traffic control tower were severely damaged by strong winds and rainwater.

The roof of the terminal building was destroyed; the entrance doors were blown out and the inside of the terminal was ravaged. Due to the roof damage, salty water (mix of rainwater and salt spray blown from the large breaking waves at sea) entered the building, resulting in significant damage to equipment and the facilities inside and subsequent mold growth.

The entire terminal, except a part of the baggage make-up area where the damage was not significant, has not been functional since then. However, the main steel structure of the building and the building foundation survived the storm very well without damage. The current building structure is 13 years old and is in sound condition.

## **Need for Reconstruction of the Airport**

Immediate reconstruction of the airport terminal is a high priority for the GoSM and PJIAE given the importance of tourism to the Sint Maarten economy. Without the immediate start of the works, the current limited airport capacity will become a serious bottleneck of the tourism industry recovery, which will, in turn, impede the economic recovery of the island.

## **Reconstruction Requirements of the Airport**

For the purpose of this ESMP the reconstruction requirements of the airport are grouped into two “Phases”.

The “Phase 1” reconstruction is the immediate priority and has been taken up and implemented with PJIAE’s own internal financial resources. The works included in “Phase 1” are the repairs and replacement of the roof, demolition & disposal of damaged parts, mold remediation and the temporary reconstruction of the ground floor of the Terminal Building with the partial opening for the passengers. The latter was undertaken under Package 1 - Temporary Operations and these works were completed in December 2018. The works for the repairs and replacement of the roof will be completed by March/April 2019.

“Phase 2” works involve the reconstruction and replacement of the terminal’s internal facilities, equipment and furniture, which are critical requirements for the full restoration of the airport capacity. This “Phase 2” work is known as “Package 2 - Reconstruction of the Terminal Building”.

PJIAE has approached the GoSM and the Government of Netherlands Trust Fund and EIB for the financing of the “Phase 2” reconstruction works.

## **The government of Netherlands Single Donor Trust Fund for Reconstruction of Sint Maarten**

While Sint Maarten has made substantial efforts to address the most urgent needs following Hurricane Irma, recovery needs are massive, and the country has limited capacities to manage large-scale resilient reconstruction. To support a rapid and sustainable recovery the Government of Netherlands has established a EUR 470 million Single Donor Trust Fund (SDTF) managed by the World Bank. The SDTF will finance selected activities in support of recovery, reconstruction and resilience under the framework of Sint Maarten’s National Recovery and Resilience Plan (NRRP), which outlines the country’s recovery needs.

## **1.2 The Proposed Project**

The proposed Project comprises four (4) components:

**Component 1** aims to reconstruct the PJIA to the pre-Irma passenger capacity with increased natural disaster reliance. The Project supports the “Phase 2” of the reconstruction program and includes the following facilities:

- Passenger boarding bridges
- Baggage handling systems
- Stairs and vertical conveying systems
- Electronics visual display systems
- Self-serve baggage drop system
- Security and surveillance equipment
- HVAC system
- Electrical systems
- Fire protection system
- Fixtures, furniture and appliances

**Component 2** supports activities related to project management and capacity building for PJIAE in (a) project implementation, management and monitoring and evaluation, including environmental, social and fiduciary aspects of the Project; and (b) capacity building activities to PJIAE to improve airport resilience and air traffic safety.

**Component 3** will support the GoSM on matters of project management and on capacity building in areas including airport governance and air traffic regulation, determined based on needs assessed during Project implementation.

**Component 4** will fund the operations of PJIAE through the financing of select PJIAE Operating Expenditures (OPEX) so that PJIA's operations can continue without interruption during the reconstruction period.

### 1.3 Environmental and Social Assessment of the Project

PJIAE has carried out an environmental and social assessment of the Project in compliance with the World Bank Environmental and Social Framework (ESF) requirements and prepared this Environmental and Social Management Plan (ESMP). This ESMP presents potential environmental and social impacts and risks of the Project, and measures to address these impacts and risks.

### 1.4 Contents of the Report

In addition to this Chapter 1 the ESMP consists of the following chapters:

- **Chapter 2: Project Description**  
This chapter describes the reconstruction activities carried out by PJIAE and detailed scope of activities to be carried out under the Project.
- **Chapter 3: Applicable GoSM Regulations and World Bank Environmental and Social Standards**  
This chapter describes the relevant policies of GoSM and Environmental and Social Standards (ESSs) of the World Bank and how they have been considered while designing the Project and preparing this ESMP.
- **Chapter 4: Baseline Environmental and Social Conditions**  
This chapter describes the existing environmental and social condition of the project area.
- **Chapter 5: Environmental and Social Impacts and Risks**  
This chapter describes the environmental setting of the Project area and potential environmental and social impacts and risks associated with the Project activities. This chapter also describes proposed detailed management plans to address these impacts and risks and a monitoring plan.
- **Chapter 6: Project Institutional Arrangements and Capacity Building**  
This chapter describes the Project institutional arrangements for implementation of the ESMP, and capacity building measures to strengthen the environmental and social management capacity of the PJIA.
- **Chapter 7: Stakeholder Consultations and Information Disclosure**  
This chapter describes the stakeholder engagement plan and details of consultations carried during the preparation of the Project.

## 2 Project Description

### 2.1 Airport Terminal Building

The current terminal building at the PJIA was constructed in 2006 to handle an estimated 2.5 million passengers annually. In 2016, about 1.8 million passengers passed through the Airport. Overall, 85% of these passengers were visitors while residents of Sint Maarten made up 15% of the total.

The terminal comprise a four-level, fully air-conditioned, spacious modern facility and includes 13 boarding gates, consisting of 4 passenger boarding bridges and 9 bus gates, 46 check-in positions, all equipped with Common Use Terminal Equipment and 12 self-service check-in terminals.

The four-story building has a structural steel frame with reinforced concrete floors on concrete piers. The exterior walls consist of metal and glass panels. The roof assembly consists of galvanized cold-formed steel hat channels in two layers with steel plates and a waterproof PVC membrane in between and a roof profile cladding on top.

The facilities available at each level of the terminal are summarized below and layouts of each of these levels are given in **Annex 1**.



- Level -1: Basement - Fully Integrated Outbound Baggage Handling System, Utility Corridor;
- Level 0: Ground Floor - Check-in Area, Airline Offices, Departure Lounge West, Baggage Handling Systems (Outbound, Inbound), Arrivals, Customs, Meet & Greet Area, Food Court;
- Level 1: First Floor - Security Screening Area, Departures, Business Lounge & Shopping Area, Offices, Arrivals, Customs;
- Level 2: Second Floor - Airport Executive Offices, Utility Rooms, Meeting Rooms.



Figure 2.1: Photograph of PJIA's Terminal Building (pre-Irma)



Figure 2.2: Satellite Map of PJIA (post-Irma)



## 2.2 Impact of Hurricane Irma on the Airport and Reconstruction Requirements

The airport's terminal building has withstood several hurricanes ranging from categories 1 to 3, which hit the island between 2006 and 2017 without suffering any significant damage. However, the airport was severely damaged by the Category 5+ Hurricane Irma that struck the island of Sint Maarten on September 6, 2017. These damages were further worsened by the Category 3 Hurricane Maria that hit ten days later. The combination of these two catastrophic events devastated the building roof of PJIA, allowing significant amounts of rain and salty sea water to saturate the entire airport terminal. The damage from the hurricanes has rendered the building non-functional and unsafe for its intended use.

The damages caused by the hurricanes on the airport infrastructure and reconstruction requirements recommended by PJIAE's Engineering Consultants are summarized below:

- **Roof**  
About 76% of the terminal roof was no longer in place and the remaining roofing material, expansion joints, flashings and roof accessories have been compromised by wind-driven rain and will not meet performance requirements. It was urgently required that the entire standing seam metal roof assembly of approximately 14,500 square meters, as well as all associated expansion joints, flashings, copings, and accessories had to be replaced.
- **Exterior Building Elevation**  
Through exposure to Category 5+ hurricane winds, a significant amount of metal wall panels, trim, and granite panels as well as the glass panes have been compromised by wind-driven rain and will not meet performance requirements. It is recommended that all the damage metal wall panels and glass panes and associated trims be replaced.
- **Interior of the Terminal**  
Due to severe damage to the roof it was unsafe to energise the building to provide lighting and air-conditioning after the hurricanes. All levels of the terminal building's interior have become saturated with rainwater and salt water, resulting in moisture which created an environment conducive for mold growth and corrosion. A combination of high humidity, excessive and continued moisture intrusion from the damaged building roof and limited air flow within the facility has further contributed to the damage.  
All interior facilities such as walls, ceilings, plumbing and furniture were damaged by mold growth and hence must be replaced. All equipment and finishes within the terminal such as baggage belts, security equipment, elevators, escalators and HVAC with related duct work were damaged and had shown significant mold growth, hence must be remediated/refurbished/replaced.

Despite the above damages, it shall be noted that the existing steel superstructure and foundations of the terminal were found to be intact and do not require any rehabilitation works.

## 2.3 Terminal Reconstruction Works Already Completed

PJIAE has already implemented some of the essential reconstruction works to resume the operations of the airport from the terminal building. These works are carried out with the internal financial resources of PJIAE. A summary of the reconstruction works that were already completed or currently under implementation are summarized below:

- **Replacement of Roof**  
Works related to replacement of about 14,000 square meters of roof assembly as well as all associated expansion joints, flashings, copings and accessories are in progress. Roof works will be completed by March 2019. The new roof design will improve the terminal ability to withstand category 5+ hurricanes up to 185 miles/hr in the future. Further, a 2-layer waterproof membrane has been installed across the entire terminal roof which prevent water from entering the building.
- **Demolition of internal installations and exterior building elevations**  
The vast majority of the internal facilities, equipment, and furniture of the terminal and exterior building elevations that were damaged have been demolished. Waste generated from these works were disposed at the government's landfill site for hurricane debris in accordance with national regulations.

- **Mold removal**

The initial analysis on air quality to estimate the mold spore counts were carried out during December 2017. Extremely high level of fungus counts in the order of 254,000 to 612,000 spores/m<sup>3</sup> was noticed inside the terminal. The fungus counts recorded outside the terminal is 720 spores/m<sup>3</sup>, which represents a background concentration. Due to public health risks associated with the mold, the PJIAE has carried out mold removal works using USEPA approved anti-microbial biocide<sup>1</sup>. The air quality data after the mold removal was collected during October 2018, and the total fungus counts are found to be less than 550 spores/m<sup>3</sup>. PJIAE will continue to carry out the sampling and analysis of air for mold spores; and will commission an audit to ensure mold remediation is completed. PJIAE will continue to carry out the sampling and analysis of air for mold spores; and will commission an audit to ensure mold remediation is completed before commencement of works in any newly remediated area.

- **Partial reconstruction of the ground floor of the terminal**

A partial reconstruction of the ground floor terminal was completed to open a part of the ground floor to the passengers. These works were completed in December 2018 and terminal operations continued after being moved from the temporary Pavilions.

## 2.4 Reconstruction Works Proposed Under the Project

Full reconstruction of terminal internal facilities and equipment is the most critical aspect of the reconstruction program to recover the passenger capacity of the airport.

A summary of the works proposed under the Project are:

- **Interior Construction:** New partitions, interior doors and hardware, interior signage, restroom fittings/accessories, countertops, millwork, etc.;
- **Stairs:** New stair finishes, clean/replace handrail and guardrail on all stair towers;
- **Interior Finishes:** Entirely new finishes throughout the airport;
- **Conveying Systems:** Elevators and escalators to be remediated and refurbished or replaced where damaged beyond repair. This includes 1<sup>st</sup> floor to 2<sup>nd</sup> floor escalators, public/staff and service elevators;
- **Plumbing:** Existing plumbing (domestic water, waste, vent and storm drainage piping, sanitary fixtures, roof drains, etc.) to be remediated and repaired;
- **HVAC:** Remediation of all utility rooms and mechanical equipment and replacement of distribution devices, controls, etc.;
- **Fire Protection:** Existing fire protection piping to be replaced where damaged and replacement of all sprinkler heads;
- **Electrical:** All electrical systems including power distribution, lighting, fire alarm, communications systems, etc.;
- **Baggage Handling System:** The drivers and belts, ticket counters, security screening systems, power from power distribution panels and controls for the baggage handling system;
- **Furnishings:** Entrance/walk-off mats and window treatments;
- **Special Construction:** Replacement of all four existing passenger boarding bridges (this includes new pre-conditioned air and 400Hz provisions).
- **Universal Access:** Restore Airport Terminal's facilities for the disabled to ensure universal access. These include restoration of ramps, elevators and toilets for the disabled.

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<sup>1</sup> The commercially available anti-microbial biocide used for mold removal in the terminal are: (1) Microban anti-microbial disinfectant, (2) Enviro shield ES-100 Clear, (3) Fiberlock IAQ 6000, and (4) Clorox Germicidal Bleach (dilution ratio of 1:20)

## 2.5 Resource Requirements

The proposed works will mainly involve supply and installation materials and equipment. All materials required for the reconstruction of proposed works will be procured internationally by the Contractor. The Project doesn't require the use of any quarry or borrow material that needs to be sourced locally.

The estimated manpower requirement for construction of the proposed works will be about 80 to 100. The Contractor is expected to hire most of the labour locally due to the availability of skilled labour in Sint Maarten, who already have experience in the reconstruction of the airport and other major infrastructure facilities. Hence, no project specific labour camps will need to be established for the Project. About 15 to 20 workers are expected to be foreigners and the Contractor would accommodate them in the local hotels or rental houses.

Under Component 4 the Project would finance the PJIAE's personnel expenditures, which potentially include all the PJIAE staff, consisting of around 262 workers for the airport operation and management (except the Project Management Unit (PMU), all of whom will be local except for two foreign workers, and Consultant's staff). All the provisions of ESS 2 as described in par. 3.3.2 will apply.

## 2.6 Cost of the Project and Implementation Schedule

The estimated cost of the Project will be about US\$100 million, which will be shared equally by the World Bank (from SDTF) and EIB. Commencement of the execution of the Phase 2 works is planned for Q2 2020 and the work is expected to be executed in 18 months time.

## 3 Applicable Government Regulations and World Bank Environmental and Social Standards

### 3.1 Regulations and Standards

#### 3.1.1 Applicable Policies, Legislations and Regulations of Government of Sint Maarten

Sint Maarten, previously part of the Dutch Antilles, became an independent country within the Kingdom of the Netherlands on October 10, 2010. Sint Maarten has full autonomy for internal affairs including the environmental legislation and the Dutch Government being responsible for defence and foreign affairs.

According to Article 22 of the 'Constitution of the Country of Sint Maarten,' it shall be a constant concern of the GoSM to keep the country habitable and to protect and improve the natural environment and the welfare of animals.

Currently, the country has no comprehensive legislation related to environmental protection and no law for carrying out environmental impact assessment (EIA) for any development projects. However, the government is strongly committed to sustainable development and is working towards the preparation of draft legislation on (i) environmental policy and management plan, (ii) nature policy plan, (ii) establish noise, air and water quality norms, and (iv) develop standard environmental regulations to include permits. The Ministry of Public Housing, Spatial Planning, Environment and Infrastructure (Ministry VROMI) is currently working on these drafts.

The Government has some existing policies and regulations on the management of waste and labour issues. These regulations and their applicability to the Project are discussed in the following sections.

#### 3.1.2 Waste Ordinance 1993

Sint Maarten Waste Ordinance of February 23, 1993, provides regulations regarding the collection and disposal of residential waste, bulky waste, liquid waste, commercial waste, car wrecks and other categories of waste. The government is responsible for the collection of wastes generated from residential sites and dispose of it in the government operated landfill site in the island.

Collection of the waste generated from the commercial activities and its disposal in the government's landfill site is the responsibility of the owners of the commercial enterprises. Waste generated during the proposed construction activities of the Project will also fall under the category of commercial waste. The Ordinance provides the following key actions for management of commercial waste:

- I. Those who produce commercial waste must bring it to the government indicated dumpsite on a regular basis and at their own expense;
- II. They are authorized to place a third party in charge of this;
- III. The Executive Committee of Island Territory can establish regulations regarding the days, times and manner, in which commercial waste can be collected and transported;
- IV. It is forbidden to throw, put down or leave behind trash or remnants of provisions, paper, cans, bottles or another packaging on or by the road that is open to the public or a place nearby;
- V. Violation of one of the prohibitions as determined by this Ordinance and failure to uphold one of the established obligations by this Ordinance is punished by imprisonment for a maximum of two months or a maximum monetary fine of Netherlands Antillean Guilder (ANG) 1,000 (USD 555);
- VI. If as the violation or the failure to uphold the obligation takes place not a year as passed since an earlier conviction of the guilty party for a similar violation became irrevocable or since the voluntary compliance with a condition as set by the authorized civil servant of the Public Prosecutor on the basis of Article 76 of the Criminal Code of the Netherlands Antilles, the maximum term of imprisonment or monetary fine for sentencing can be doubled.

### 3.1.3 The Labour Legislation

The Labour Legislation describe provisions concerning the work-times, periods of rest, overtime, nightshift, standby shift, holidays, prohibition of child labour, the prohibition of night work and dangerous work for youths. A copy of the regulations can be obtained from the GoSM website.<sup>2</sup>

According to this Legislation, children under the age of 15 years are prohibited from working, whether or not in exchange for wages of compensation and youth between 15 and 18 cannot perform dangerous work. However, The Ministry of Public Health, Social Development & Labour also endorses<sup>3</sup> that Children ages 16 and older are allowed to work, however convention no. 182 prohibits all forms of hazardous work for children. The intention is to ensure that every girl and boy has the opportunity to develop physically and mentally to her or his full potential, prohibiting all work by children that jeopardizes their education and development.

The head or director of an enterprise has an obligation to report occupational injuries to the Department of Labour and the police among others. The injuries should be reported as soon as possible, but no later than 24 hours. For the reporting of injuries, but also other labour-safety matters, the following should be contacted:

- Department of Labour/Safety Inspection, Kanaalsteeg 1, Philipsburg | Sint Maarten, D.C., Phone: +1-721-5422059/5422079.

The contractors to be procured under the Project will be responsible for complying with the Labour Regulations.

### 3.1.4 National HIV and AIDS Workplace Policy

The purpose of this policy is to ensure a uniform and fair approach to the effective prevention of new HIV infections among employees, their families and dependents, and provide social protection within the workplace to employees directly impacted by HIV. The principles of the policy are aligned to the International Labour Organization (ILO) Code of practice on HIV/AIDS and Recommendation No. 200 concerning HIV and AIDS and the World of Work and include the recognition of HIV as a workplace issue, non-discrimination in employment, no screening, no forced disclosure, protection of confidentiality, social dialogue, gender equality, HIV prevention, treatment, care and support measures as critical components for addressing the epidemic in the workplace.

The contractors to be procured under the Project will be responsible for complying with the National HIV and AIDS Workplace Policy.

<sup>2</sup> Website on Labour Regulations of GoSM:

<http://www.sintmaartengov.org/government/VSA/labour/Pages/Labour-Legislation.aspx>

<sup>3</sup>

<http://www.sintmaartengov.org/government/VSA/labour/Documents/Fundamental%20Rights%20of%20the%20Worker%20poster.pdf>

## 3.2 Relevant Administrative Framework

### 3.2.1 Ministry of VROMI

The Ministry of Public Housing, Spatial Planning, Environment and Infrastructure (VROMI) is responsible within the GoSM for all affairs related to environmental with an intention to provide good quality of life for the citizens of Sint Maarten. Tasks of VROMI relevant to environmental management are:

- Garbage collection management;
- Sanitary landfill management;
- Maintenance of public areas;
- Districts, roads, beaches, upkeep management;
- Management of public lighting (streets);
- Public parking areas;
- Surface drainage works (trenches);
- Water management (ponds);
- Part of disaster response team for logistical support;
- Management of sewage facilities and network;

The Ministry issues the permits for construction of any new infrastructure and buildings, dredging and excavation activities.

The 'Department of Inspection' in the VROMI is responsible for the inspection and control of activities within the sphere of domain land, building, environment and work safety to safeguard environmentally responsible, structured and safe living and work surroundings for the public.

### 3.2.2 Department of Labour

The Department of Labour is charged with the tasks concerning labour. The Department of Labour has the following tasks:

- Formulating policy memorandums and recommendations and making proposals for the development, adjustment, monitoring and implementation of national policy concerning labour and the policy regarding safety and labour inspection;
- Preparing, implementing and monitoring the national legislation concerning labour and monitoring the compliance with this legislation;
- Promoting international, social and labour affairs, such as the relationship with the International Labour Organization.

The Labour Affairs Agency is the executing division of the Department of Labour and they are tasked with monitoring compliance with the labour legislation and settling complaints resulting from the labour relations between employers and employees.

## 3.3 World Bank Environmental and Social Standards

The World Bank Environmental and Social Framework sets out the World Bank's commitment to sustainable development, through a Bank Policy and a set of Environmental and Social Standards (ESS's) that are designed to support Borrowers' projects, with the aim of ending extreme poverty and promoting shared prosperity.

The Environmental and Social Standards set out the requirements for Borrowers (in this case, the GoSM and the PJIAE) relating to the identification and assessment of environmental and social risks and impacts associated with projects supported by the Bank through Investment Project Financing. The Bank believes that the application of these standards, by focusing on the identification and management of environmental and social risks, will support Borrowers in their goal to reduce poverty and increase prosperity in a sustainable manner for the benefit of the environment and their citizens.

The standards will: (a) support Borrowers in achieving good international practice relating to environmental and social sustainability; (b) assist Borrowers in fulfilling their national and international environmental and social obligations; (c) enhance non-discrimination, transparency, participation,

accountability and governance; and (d) enhance the sustainable development outcomes of projects through ongoing stakeholder engagement.

The ten ESS's establish the standards that the Borrower and the project will meet through the project life cycle, as described in the following sections and applicable ESSs to the Project are given in **Table 3.1**.

### 3.3.1 ESS 1: Assessment and Management of Environmental & Social Risks and Impacts

ESS 1 sets out the Borrower's responsibilities for assessing, managing and monitoring environmental and social risks and impacts associated with each stage of a project supported by the Bank through Investment Project Financing, in order to achieve environmental and social outcomes consistent with the ESS's.

### 3.3.2 ESS 2: Labour and Working Conditions

ESS 2 sets out the Borrowers responsibilities to promote sound worker-management relationships and enhance the development benefits of a project by treating workers in the project fairly and providing safe and healthy working conditions. The objectives of ESS 2 are:

- To promote safety and health at work;
- To promote the fair treatment, non-discrimination and equal opportunity of project workers;
- To protect project workers, including vulnerable workers such as women, persons with disabilities, children (of working age, in accordance with this ESS) and migrant workers, contracted workers, community workers and primary supply workers, as appropriate;
- To prevent the use of all forms of forced labour and child labour;
- To support the principles of freedom of association and collective bargaining of project workers in a manner consistent with national law;
- To provide project workers with accessible means to raise workplace concerns.

The Project will hire Direct Workers and Contracted Workers as defined in the Labour Management Procedures (LMP):

- PJIAE staff will be treated as Direct Workers because the Component 4: Support of PJIAE Operations will finance select PJIAE Operating Expenditures limited to the salaries and benefits of PJIAE personnel during the completion of the terminal reconstruction works under Component 1 of the Project. In this regard the provisions of ESS 2 will apply to all the PJIAE workers under the category "Project" and/or "Direct Workers." The PJIAE has labour rules and conditions in alignment with their Collective Labour Agreement (CLA) and local labour laws and many of the requirements of the ESS 2.
- Other Direct Workers will be employed by PJIAE and are Consultants as part of the PMU hired to work in the PMU and as technical consultants. These Direct Workers will be mostly technical staff with skills in engineering, financial and environmental and social fields.
- Contracted Workers: The Project will engage one main contractor for carrying out the overall implementation of the works with subcontractors for the supply and installation of materials and various equipment. The estimated number of contracted workers to be hired will be in the order of 80 to 100.
- Workers under the age of 18 will not be permitted in the implementation of the Project.
- Labour Management Procedures have been prepared on how different categories of labour will be treated in the Project and they are attached as **Annex 2**.

### 3.3.3 ESS 3: Resource Efficiency and Pollution Prevention and Management

This ESS sets out the requirements of the Borrower to address resource efficiency and pollution prevention and management throughout the project life cycle consistent with Good International Industry Practice (GIIP). Objectives of ESS 3 are:

- To promote the sustainable use of resources, including energy, water and raw materials;
- To avoid or minimize adverse impacts on human health and the environment by avoiding or minimizing pollution from project activities;
- To avoid or minimize project-related emissions of short and long-lived climate pollutants;



- To avoid or minimize generation of hazardous and non-hazardous waste;
- To minimize and manage the risks and impacts associated with pesticide use.

#### **3.3.4 ESS 4: Community Health and Safety**

ESS 4 addresses the health, safety, and security risks and impacts on project-affected communities and the corresponding responsibility of Borrowers to avoid or minimize such risks and impacts, with particular attention to people who, because of their particular circumstances, may be vulnerable. Objectives are:

- To anticipate and avoid adverse impacts on the health and safety of project-affected communities during the project life cycle from both routine and non-routine circumstances;
- To promote quality and safety, and considerations relating to climate change, in the design and construction of infrastructure, including dams;
- To avoid or minimize community exposure to project-related traffic and road safety risks, diseases and hazardous materials;
- To have in place effective measures to address emergency events;
- To ensure that the safeguarding of personnel and property is carried out in a manner that avoids or minimizes risks to the project-affected communities.

#### **3.3.5 ESS 5: Land Acquisition, Restrictions on Land Use and Involuntary Resettlement**

ESS5 sets out the responsibilities of the borrowers to address project-related land acquisition and restrictions on land use. Project-related land acquisition or restrictions on land use may cause a physical displacement (relocation, loss of residential land or loss of shelter), economic displacement (loss of land, assets or access to assets, leading to loss of income sources or other means of livelihood), or both.

#### **3.3.6 ESS 6: Biodiversity Conservation and Sustainable Management of Living Natural Resources**

This ESS is applicable to projects that potentially affect biodiversity or habitats, either positively or negatively, directly or indirectly, or that depend upon biodiversity of their success. ESS 6 recognizes that protecting and conserving biodiversity and sustainably managing living natural resources are fundamental to sustainable development.

#### **3.3.7 ESS 7: Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities**

This ESS also applies to communities or groups of Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities who, during the lifetime of members of the community or group, have lost collective attachment to distinct habitats or ancestral territories in the project area, because of forced severance, conflict, government resettlement programs, dispossession of their land, natural disasters, or incorporation of such territories into an urban area.

#### **3.3.8 ESS 8: Cultural Heritage**

ESS 8 recognizes that cultural heritage provides continuity in tangible and intangible forms between the past, present and future. People identify with cultural heritage as a reflection and expression of their constantly evolving values, beliefs, knowledge and traditions. Cultural heritage, in its many manifestations, is important as a source of valuable scientific and historical information, as an economic and social asset for development, and as an integral part of people's cultural identity and practice. ESS 8 sets out measures designed to protect cultural heritage throughout the project life cycle. This ESS sets out general provisions on risks and impacts to cultural heritage from project activities.

#### **3.3.9 ESS 9: Financial Intermediaries**

ESS9 recognizes that strong domestic capital and financial markets and access to finance are important for economic development, growth and poverty reduction. The Bank is committed to supporting sustainable financial sector development and enhancing the role of domestic capital and financial markets. This ESS applies to Financial Intermediaries (FIs) that receive financial support from the Bank. FIs include public and private financial services providers, including national and regional development banks, which channel financial resources to a range of economic activities across industry sectors.

### 3.3.10 ESS 10: Stakeholder Engagement and Information Disclosure

This ESS recognizes the importance of open and transparent engagement between the Borrower 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.

ESS 10 applies to all projects supported by the Bank through Investment Project Financing. The Borrower will engage with stakeholders as an integral part of the project's environmental and social assessment and project design and implementation.

### 3.4 Actions Taken by PJIAE to Comply with ESS's Requirements of the Project

**Table 3.1** describes the World Bank ESS's requirements for the Project and actions taken by PJIAE to comply with the ESS requirements.

**Table 3.1: World Bank ESS's Requirements Actions Taken by PJIAE**

ESS	Relevance	Requirements of ESS	Actions taken (or to be taken) by PJIAE to comply with ESS requirements
<b>ESS 1:</b> Assessment and Management of Environmental and Social Risks and Impacts	Relevant to this Project	Conduct an environmental and social assessment of the proposed project to assess the environmental and social risks and impacts of the project throughout the project life cycle. The assessment will be proportionate to the risks and impacts of the project.	Project risk is considered Moderate. Project activities have minimal adverse environmental and social risks, Proposed construction activities will be located within the existing terminal building / airport boundary and environmental and social risks and impacts from the proposed activities are temporary in nature and limited to the construction period and can be readily mitigated by the standard mitigation measures. An environmental and social assessment has been carried out and presented in this ESMP/Chapter 5.
		Undertake stakeholder engagement and disclose appropriate information in accordance with ESS 10.	PJIAE regularly engages its stakeholders through publishing monthly newsletters and conducting monthly meetings. Information on project preparation and previous airport reconstruction have been shared with the stakeholders. Chapter 7 describes the stakeholder engagement details. This ESMP will be disclosed on the PJIAE website.
		Develop an ESCP, and implement all measures and actions set out in the legal agreement including the ESCP.	PJIAE has developed an Environmental and Social Commitment Plan (ESCP) and will implement all actions proposed in the ESCP. Contractor will have in place its own C- ESMP, with mitigation measures derived from Project's ESMP.
		Conduct monitoring and reporting on the environmental and social performance of the project against the ESS's.	PJIAE's Environmental and Social Specialist will conduct regular monitoring of actions proposed in the ESMP and ESCP. PJIAE will prepare quarterly monitoring reports and to submit it to the World Bank.
		The project will apply the relevant requirements of the Environmental Health and Safety Guidelines (EHSGs).	This ESMP has incorporated the relevant mitigation measures proposed in the World Bank Group's General EHSG <sup>4</sup> and EHSG for Airports <sup>5</sup> .
<b>ESS 2:</b> Labour and Workers Condition	Relevant to this Project	The Borrower will develop and implement Labour Management Procedures applicable to the Project.	PJIAE developed Labour Management Procedures (LMP) for the Project and is included in <b>Annex 2</b> .

<sup>4</sup> World Bank Group General EHSGs are available at <https://www.ifc.org/wps/wcm/connect/554e8d80488658e4b76af76a6515bb18/Final%2B-%2BGeneral%2BEHS%2BGuidelines.pdf?MOD=AJPERES>

<sup>5</sup> World Bank Group EHSGs on Airports are available at <https://www.ifc.org/wps/wcm/connect/9f9d398048855251ab3cfb6a6515bb18/Final%2B-%2BAirports.pdf?MOD=AJPERES&id=1323162248606>

ESS	Relevance	Requirements of ESS	Actions taken (or to be taken) by PJIAE to comply with ESS requirements
		A child under the minimum age will not be employed or engaged in connection with the project.	The Project will not employ a child under the age of 16. Youth under the age of 18 will not be engaged in any high-risk construction activities.
		Measures relating to occupational health and safety will be applied to the project. The OHS measures will include the requirements of this Section and will take into account the General Environmental Health and Safety Guidelines (EHSGs) and, as appropriate, the industry-specific EHSGs and other GIIP. PJIAE will also make available referral to a credible service provider of services for GBV and SEA victims.	This ESMP has included measures related to occupational health and safety of the construction workers. These measures have been prepared to incorporate the mitigation measures proposed in the World Bank Group's General EHSGs and EHSGs for Airports (see footnotes 4 and 5).
<b>ESS 3:</b> Resource Efficiency and Pollution Prevention and Management	Relevant to the Project	Resource Efficiency: The Borrower will implement technically and financially feasible measures for improving the efficient consumption of energy, water and raw materials, as well as other resources.	<p>PJIAE is already implementing the following energy efficiency measures:</p> <ul style="list-style-type: none"> <li>• LED edge lights and signage are being used along the runway.</li> <li>• The previous doors at the entrance of the terminal building will be replaced with double automatic sliding doors to reduce the loss air-conditioning.</li> </ul> <p>PJIAE will implement environmental upgrades in the reconstructed terminal provided they are compatible with the goal of a speedy and cost-effective reconstruction effort.</p> <p>The following environmental upgrades are considered in the Project:</p> <ul style="list-style-type: none"> <li>• In addition to the hurricane category 5+ strength the new roof include full insulation to protect from sun heat is being installed.</li> <li>• LED lighting throughout the building to reduce energy consumption and longer lifespan, lighting control and occupancy sensors to turn off lights in rooms and areas that are not occupied.</li> <li>• Replacement of existing HVAC equipment with higher efficiency HVAC equipment, where required.</li> <li>• LED monitors for all information displays.</li> </ul>
		Pollution prevention and management: The Borrower will avoid the release of pollutants or, when avoidance is not feasible, comply with the national or EHSG standards, which ever most stringent. This applies to the release of pollutants to air, water and land due to routine, non-routine, and accidental circumstances, and with the potential for local, regional, and transboundary impacts.	<p>GoSM has no standards for air and noise and wastewater discharges and hence standards that are given in the World Bank Group EHSGs will be applied to the project (see footnote 4 and <b>Annex 3</b>). Pollution prevention and management measures are included in the ESMP.</p> <p>PJIA has an existing wastewater treatment plant to manage all wastewater generated from the daily operation and maintenance of the airport facilities. This treatment plant is already connected to the terminal building for the proposed reconstruction works.</p>

ESS	Relevance	Requirements of ESS	Actions taken (or to be taken) by PJIAE to comply with ESS requirements
		The Borrower will minimise the generation of waste including non-hazardous waste and manage the waste that is safe for human health and the environment. If the project involves pest management measures, the Borrower will give preference to integrated pest management practices.	<p>The proposed reconstruction activities in the Project are not expected to generate any hazardous waste. The waste and debris generated from the demolition activities and mold removal have already been executed and managed under an earlier reconstruction program in accordance with the national regulations on waste management.</p> <p>Remediation measures for removal of mold have already been undertaken in the ground floor of the partially opened terminal building (Package 1) using USEPA approved anti-microbial biocide. The air quality monitoring carried out by an independent environmental consultant during October 2018 confirmed that the mold removal was successful.</p> <p>Further remediation measures for remaining floors of the terminal building will be completed before start of the Project (Package 2) works"; refer to <b>ESS 4</b>.</p>
<b>ESS 4:</b> Community Health and Safety	Relevant to the Project	Evaluation of the risks and impacts on health and safety of the affected communities during project cycle and mitigation measures	The ESMP identified potential risks and impacts of the construction activities on the passengers and other airport users and included measures to address these risks.
		The Borrower will design, construct and operate structural elements of the project considering safety risks to communities, climate change and natural hazards.	<p>The Project includes some climate change and natural hazard adaptation measures and upgrades to the terminal to improve its ability to withstand category 5+ hurricanes in the future. These measures include:</p> <ul style="list-style-type: none"> <li>the connection between the passenger boarding bridges and the terminal building will be structurally strengthened to prevent any displacement.</li> <li>The new roof design includes structural improvements to strengthen the roof structure so that it can withstand hurricane winds of up to 185 miles/hr.</li> <li>A 2-layer waterproof membrane has already been installed across the entire terminal roof which should prevent water from entering the building.</li> </ul>
		The Borrower will avoid or minimise the potential for community exposure to water-related and vector-borne diseases and hazardous material.	<p>PJIAE has already implemented measures to remove the mold from the ground floor terminal building (refer to <b>ESS 3</b> above).</p> <p>Mold remediation for other floors in the terminal building will be undertaken in the second quarter of 2019 prior to the reconstruction of the Project (Package 2) works. For these remediation works PJIAE will engage again an international mold remediation contractor and an independent environmental consultant to monitor air quality and conduct relevant testing.</p> <p>The design of the reconstruction works includes the use of humidity and mold resistance materials (sheetrock, woodwork, etc.) throughout the terminal to prevent future mold issues.</p> <p>ESMP includes measures to avoid/minimize transmission of infectious diseases which may be associated with labour influx.</p>

ESS	Relevance	Requirements of ESS	Actions taken (or to be taken) by PJIAE to comply with ESS requirements
			ESMP also includes mitigation measures for storage, handling, transportation and disposal of hazardous materials such as fuels.
		The Borrower will identify and implement measures to address emergency events including both natural and man-made hazards.	The airport is equipped with a state-of-the-art ATC Tower and Radar facility, Category 9 Fire Fighting and Rescue Service, as well as General Security and Centralized Pre-screening. The safety conditions at the airport meet with 'International Civil Aviation Organization' (ICAO) standards. An existing Emergency Response Plan is already in place for the PJIA. It includes procedures for identification of emergencies, notification for designated personnel and to the passengers and public evacuation procedures. The Plan is given in <b>Annex 4</b> . The Project includes measures to improve and partly renew the fire safety system of the terminal.
		Universal Access	Project will restore Airport Terminal's facilities for the disabled to ensure universal access. These include restoration of ramps, elevators and toilets for the disabled.
<b>ESS 5:</b> Land Acquisition, Restrictions on Land use and Involuntary Resettlement	Not relevant to the Project	,	The project activities will be carried within the existing airport boundary and hence no land acquisition and resettlement will be required.
<b>ESS 6:</b> Biodiversity Conservation and Sustainable Management of Living Natural Resources	Not relevant to the Project		The project activities will be carried out within the existing airport boundary and hence will not affect any biodiversity.
<b>ESS 7:</b> Indigenous Peoples/ Sub-Saharan African Historically Underserved Traditional Local Communities	Not relevant to the Project		No such communities are present in Sint Maarten.
<b>ESS 8:</b> Cultural Heritage	Not relevant to the Project		The project activities will be carried out within the existing airport boundary and hence will not affect any cultural heritage. However, while no cultural heritage (superficial or sub-surface) has been identified in the airport terminal area, the Works contract will include a standard chance finds clause with corresponding processes and procedures.
<b>ESS 9:</b> Financial Intermediaries	Not relevant to the Project		
<b>ESS 10:</b> Stakeholder Engagement and Information Disclosure	Relevant to the Project	The Borrower will identify the different stakeholders of the project, both project-affected parties and other interested parties. The Borrower will develop and implement a Stakeholder Engagement Plan (SEP). The plan will be disclosed to	PJIAE has an existing stakeholder engagement mechanism in place (Chapter 7). This ESMP describes the different stakeholders of the Project. The SEP is included in the ESMP ( <b>Annex 5</b> ). PJIAE currently engages its stakeholders through circulation of monthly newsletters, conducting monthly facilitation meetings and maintaining a news webpage. Reconstruction activities are being shared with the stakeholders to obtain their

ESS	Relevance	Requirements of ESS	Actions taken (or to be taken) by PJIAE to comply with ESS requirements
		obtain the views of the stakeholders.	feedback. This process will be continued during the implementation of the Project also.
		The Borrower will disclose project information to allow stakeholders to understand the risks and impacts of the project.	The Project information is being shared with the stakeholders regularly through monthly newsletters and meetings with project-affected stakeholders. This ESMP will be disclosed on the PJIA website and its availability will be communicated through newspaper notifications and newsletters.
		The Borrower will undertake a process of meaningful consultation in a manner that provides stakeholders with opportunities to express their views on project risks, impacts and mitigation measures	PJIAE is carrying out monthly consultation meetings with various stakeholder on the on-going proposed Project construction activities. Feedback from these stakeholders meetings in the form of requests with agreed measures the stakeholders' requirements will be taken into account in the implementation of the design and execution of the works. These apply in particular to stakeholders such as the airlines, car rental companies, taxi association, concessionaires, etc. as well as PJIAE staff.
		The Borrower will continue to conduct stakeholder engagement in accordance with SEP during project implementation.	PJIAE will continue to share the project updates with all the stakeholders through its 'Communication Officer' using monthly newsletters, monthly consultation meetings, press releases and news webpage.
		The Borrower will propose and implement a grievance mechanism to receive and facilitate the resolution of concerns and grievances from the project related parties related to the environmental and social performance of the project in a timely manner.	PJIAE has existing Grievance Redress Mechanisms in place to receive concerns and grievances from the stakeholders ( <b>Annex 5</b> ).

### 3.4.1 European Investment Bank's EIA Requirements for the Project

According to EIB guidelines the Project does not fall under either Annex I or Annex II of the European Union Environmental Impact Assessment (EIA) Directive and hence, no environmental impact assessment is required for the Project. However, the EIB has recommended the PJIAE for preparation of ESMP for the Project in its Environmental and Social Data Sheet of the Project. This ESMP will also comply with the requirements of the EIB.

## 4 Baseline Environmental and Social Conditions

### 4.1 Physiography

Sint Maarten is an island country in the Leeward Islands of the Caribbean. It is a constituent country of the Kingdom of the Netherlands. It encompasses the southern 40% of the Caribbean island of Saint Martin, while the northern 60% of the island constitutes the French overseas territory of Saint Martin.

Sint Maarten is centred on 18° 01'N Latitude and 63° 05' W Longitude. The island hinges between the Lesser and the Greater Antilles and lies between the Atlantic Ocean and the Caribbean Sea. Other neighbouring island territories include Anguilla, St. Kitts and Nevis and St. Barthélemy. The total land area of the entire island is 90 km<sup>2</sup> (15km long and 13 km wide at its widest point). The island features a series of jagged ranges of hills from north to south terminating at Pic Paradis, 424 m the highest point, on the French side of the island. The coastline is a series of beaches, coastal lagoons, rocky areas and mangroves, and the interior is characterized by many valleys, most of which are rather flat.



## 4.2 Climate

The climate of Sint Maarten is tropical with hot and sunny weather all year around. Daily average temperature ranges from 25 degrees Celsius (°C) in the period from January to March, to 28 °C between June and October. The night temperature rarely drops below 20 °C, while sometimes it can reach 35 to 37 °C during the day from June to November. Average monthly weather data of Sint Maarten is given in **Table 4.1**.

Average annual rainfall is 1045 mm. In the period from June to November (but mostly from August to October), Sint Maarten can be hit by tropical depressions and hurricanes, as happens in general in the Caribbean.

**Table 4.1: Average Monthly Weather Data of Sint Maarten**

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Temperature, Min (°C)	22	22	23	23	24	25	25	25	26	25	24	23
Temperature, Max (°C)	28	27	28	28	29	30	30	31	31	30	29	28
Rainfall, (mm)	75	50	45	80	100	70	85	115	120	100	115	90

## 4.3 Natural Hazards

Sint Maarten is highly vulnerable to natural disasters and adverse climatic events due to its location within the Atlantic hurricane zone. For the past decades, the country has been exposed to high winds, intense storms and numerous hurricanes: Donna in 1960 (Category 3), Luis in 1995 (Category 4), Lenny (1999) and Irma 2017 (Category 5 on Saffir-Simpson scale). Due to the size of the country, a single storm has the potential to impact the entire population directly. High winds, rainfall and flooding are the principal risk factors while the country is also vulnerable to earthquakes. Coastal areas are exposed to flood risk from storm surge and tsunamis. Increased urbanization along with climate change and limited country capacity to build with resilience adds to its vulnerability to natural hazards.

## 4.4 Biological Environment

The major part of Saint Maarten is covered with secondary vegetation derived from either seasonal formations or dry evergreen formations<sup>6</sup>. Only on the top of the hills, some more or less original semi-evergreen seasonal forest is found. This type of forest has regionally become extremely rare too. Because of its small area, this forest formation is very vulnerable. On the higher hills of the two ridges in the middle part of the island, and the hills of the eastern ridge, dense secondary woodland vegetation is growing, preventing erosion and with a high scenic value. Along the coast and inland waterways remains of mangrove forests and other types of coastal vegetation survive, which are of high ecological value, and also have scenic value.

The fauna of St. Maarten is poor in species, not only because of St. Maarten's small size, but also because of habitat destruction, hunting, imported predators and hurricanes. One bird species, the Red-tailed Hawk (*Buteo jamaicensis*) and two kinds of reptiles, the Antillean Iguana and the Iguana Delicatissima.

Among the vertebrates, birds form the largest group with a total of 39 resident and nesting birds and 68 species of migrating birds and visitors. These include 19 seabirds, of which 10 species breed in or in the vicinity of the island. Sint Maarten is classified as an important breeding area for seabirds. Several small rocky islands just offshore accommodate breeding colonies of seabirds.

## 4.5 Demography and Socio-economy

Sint Maarten is a high-income constituent country of the Kingdom of the Netherlands in the Caribbean. It is the most densely populated country in the Caribbean with a population of roughly 38,000 in an area of 34 square km and a per capita Gross Domestic Product (GDP) of U\$25,381. English is the widely spoken language though Dutch is the official language of the country.

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<sup>6</sup> Source: Biological Inventory of St. Maarten  
(<http://www.dcbd.nl/sites/www.dcbd.nl/files/documents/RoerKNAP96-33BioInv-StMaarten%5Beng%5D.pdf>)

Tourism and tourism-related industry is the major source employment in the country. Only about 10 % of the land is suitable for domestic agricultural production, and over 90% of food products are imported. Nearly 30% of the male working population (45% for female workers) earn less than ANG 2,000 (USD 1,115) per month. Literacy rate in people over the age of 14 is 95.8%.

Hurricane Irma has severely damaged the economy of the country. Sint Maarten's unemployment rate (6.2 percent) and youth unemployment rate (23.8 percent) in 2017 have significantly risen following the hurricane due to the shutting down of tourism businesses. The tourism sector suffered from significant damages to the airport, accommodations and tour operator equipment, dramatically reducing the number of tourist arrivals. Micro, small and medium-sized enterprises have experienced a significant loss of capital due to the impacts of the hurricane.

## 4.6 Indoor Air Quality in the Terminal Building

### 4.6.1 Indoor Air Quality Before Mold Remediation

Due to severe damage to the roof of the terminal and because of the unsafe situation to energise the air-conditioning system inside the building, and the damages to the façade all levels of the terminal building's interior had become saturated with rain-water and salt water. This moisture created an environment conducive for mold growth and corrosion. A combination of high humidity, excessive and continued moisture intrusion from the damaged building envelope and zero to limited air flow within the facility was contributing to further growth of mold.

Exposure to disturbed mold posed a significant health risk. Typical symptoms reported from mold exposure include: (i) Respiratory problems - wheezing, asthma attacks, etc., (ii) Nasal and sinus congestion or dry, hacking cough, (iii) Eye irritation - burning, watery, redness, (iv) Nose or throat irritation - sneezing fits, bloody noses, (v) Skin irritations - rashes or hives, (vi) Nervous system - headaches, memory loss, mood changes, and (vii) Aches and pains. Sick building syndrome (SBS) is a mold-related medical condition where people in a building suffer from symptoms of illness or feel unwell for no apparent reason.

The symptoms tend to increase in severity with the time people spend in the building, and improve over time or even disappear when people are away from the building. The main identifying observation is an increased incidence of complaints of symptoms such as a headache; eye, nose and throat irritation; fatigue; and dizziness and nausea. These symptoms appear to be linked to time spent in a building, though no specific illness or cause can be identified.

Sampling and analysis for air quality were carried out in December 2017 to estimate the count of mold spores at seven locations. Sampling was carried out both inside and outside the terminal for comparison purposes. A summary of these results is shown in **Table 4.2**.

The results indicate the total count of mold spores was significantly higher than the exterior samples. The air samples revealed extremely high levels of mold counts from *Penicillium*/*Aspergillus*-like, *Chaetomium* and *Stachybotrys* mold species. All three species are indicators of water damage and producers of mycotoxins. The total fungus count inside the terminal ranges from 7,690 to 62,666 spores/m<sup>3</sup>, while the fungus count outside the terminal is 120 spores/m<sup>3</sup>. The fungus counts outside the terminal can be considered as natural baseline conditions in the country.

**Table 4.2: Air Borne Spore Counts in the Terminal (December 2017)**

Fungus Type	Sampling Location						
	IAQ-1 (Room 0001)	IAQ-2 (Near Belt 1 BHS Inbound)	IAQ-3 (Near Level 0 Concession)	IAQ-4 (Near SEC Suite)	IAQ-5 (Executive Lounge)	IAQ-6 (SEC Check point)	IAQ-7 (Outside Terminal)
	Fungus Counts (spores/m <sup>3</sup> )						
<i>Chaetomium</i> (spores/m <sup>3</sup> )		40	173	893	707		
<i>Curvularia</i> (spores/m <sup>3</sup> )	13		27	53		93	53
<i>Drechslera</i> -like (spores/m <sup>3</sup> )				80			
<i>Penicillium</i> / <i>Aspergillus</i> -like (spores/m <sup>3</sup> )	7,570	7,650	69,900	61,000	25,300	16,600	

Rust/Smuts/Myxomycetes/Perconia (spores/m <sup>3</sup> )				280			67
Stachybotrys (spores/m <sup>3</sup> )	453		40	360	333	333	
<b>Total Fungal count (spores/m<sup>3</sup>)</b>	<b>8,036</b>	<b>7,690</b>	<b>70,160</b>	<b>62,666</b>	<b>26,340</b>	<b>17,026</b>	<b>120</b>

#### 4.6.2 Indoor Air Quality After Mold Remediation

PJIAE has taken up mold remediation works to avoid any public health risks by hiring an international environmental consultant and international mold remediation contractor. Air quality sampling and analysis were carried out again in October 2018 to measure the mold counts after the mold remediation. The results are shown in **Table 4.3**.

The results indicate that the mold has successfully been remediated and the total fungus counts inside the terminal are found to be less than 547 spores/m<sup>3</sup> (less than the counts noticed outside the terminal).

**Table 4.3: Air Borne Spore Counts in the Terminal (October 2018)**

Fungus Type	Sampling Location			
	Baggage Claim	Admin	Hold room	Restroom
	Fungus Counts (spores/m <sup>3</sup> )			
Ascospores (spores/m <sup>3</sup> )	13	13	13	
Chaetomium (spores/m <sup>3</sup> )		227		80
Curvularia (spores/m <sup>3</sup> )				
Drechslera-like (spores/m <sup>3</sup> )				
Penicillium/Aspergillus-like (spores/m <sup>3</sup> )		253		
Rust/Smuts/Myxomycetes/Perconia (spores/m <sup>3</sup> )				13
Stachybotrys (spores/m <sup>3</sup> )		27		
<b>Total Fungal count (spores/m<sup>3</sup>)</b>	<b>13</b>	<b>520</b>	<b>13</b>	<b>93</b>

With regard to the Environmental Standards applicable to the Project an extraction from World Bank Group Environmental Health & Safety General Guidelines, 2007 is shown in **Annex 3**.

## 5 Potential Risks and Impacts of the Project and their Management

### 5.1 Overview of Potential ESHS Risks and Impacts

The proposed construction works in the Project will be carried out within the existing airport terminal and any temporary facilities to be established for storage of equipment and material. Construction yards will be located within the existing airport boundary. Thus, the proposed activities are limited to the existing footprints of the airport and no additional land acquisition is required. Hence, most of the impacts from the proposed activities are temporary in nature and limited to the construction period. Potential adverse impacts associated with the construction are mainly related to health and safety of the construction workers, airport staff, passengers and other airport users who are exposed to risks associated with the construction works. The overall positive impact of the Project after reconstruction of the airport will be a return to a fully restored and functional terminal bringing a significant boost to the tourism industry, which will further help to restore the economy of the country and the Northeastern Caribbean region as well.

The pre-Irma terminal building of the PJIA has been in operation for more than 12 years and the proposed reconstruction works will not alter the daily and routine operations and maintenance (O&M) practices of the airport. Hence, the Project is not expected to create adverse impacts and risks during the airport's operations and maintenance schedules. In addition, the reconstruction works will include a significant strengthening of the structural integrity of the terminal roof and its ability to withstand category 5+ hurricanes in the future. The main entrance doors of the terminal building will be structurally improved by installing double sliding doors which will be hurricane proof protected.

Provisions for access to disabled people such as side curb ramps, elevators and separate toilets have already been made during the initial construction of the terminal in 2005/2006 and will be restored or replaced.

Potential environmental and social risks and impacts of the Project during the bidding, mobilisation, reconstruction, the airport's operations and maintenance works and proposed mitigation plans to address these risks and impacts are described in the following sections. Though there will be no impacts during the bidding phase of the Project, the effective implementation of mitigation plans in this ESMP will start from the Pre-construction Stage Risks and Impacts and their Management.

## 5.2 Bidding Stage: Procurement of Contractor

PJIAE will include the following Environmental, Social, Health and Safety (ESHS) Conditions in the bidding documents to ensure all the mitigation measures proposed in this ESMP are effectively implemented:

- Past performance of the Contractor on ESHS aspects including sexual exploitation and abuse and gender-based violence;
- ESHS Staff with the Contractor;
- Performance Security;
- Mitigation measures to address construction impacts (Table 5.3 and Table 5.5);
- Payments for implementation of ESHS measures;
- Code of conduct of Contractor's Personnel;
- Management Strategies and Implementation Plans (MSIP) to manage the ESHS Risks.

Each of the above conditions is elaborated in **Table 5.1**.

**Table 5.1: ESHS Conditions in the Bidding Documents**

Condition	The rationale for inclusion of this Condition in the Contract	Specifications to be included in the Bidding Documents	Responsibility	
			Bidders	PJIAE
1. Past performance of the Contractor on ESHS is one of the eligibility criteria for the shortlisting process	The contractor's past performance on compliance with ESHS is an indicator on contractor's commitment and capability for implementation of the ESMP	The Bidder shall "declare any civil work contracts that have been suspended or terminated and/or performance security called by an employer for reasons related to the non-compliance of any environmental, or social (including sexual exploitation and abuse (SEA) and gender-based violence (GBV) or health or safety requirements or safeguard in the past five years".	Bidder to make the Declaration	PJIAE use this information to seek further information or clarifications in carrying out its due diligence
2. Contractor shall propose an ESHS Specialist in his team	The Contractor's staff should include an ESHS specialist who is responsible for implementation of all mitigation measures on ESHS risks and compliance with ESMP	The Bidder shall propose an Environmental, Social, Health and Safety (ESHS) Specialist as the Contractor's Key Personnel at the Site. The Bidder shall provide details of the proposed ESHS specialist including academic qualifications and work experience. The ESHS Specialist should have a minimum bachelor's degree in engineering or a master's degree in sciences related to environmental management. The Specialist should have 5 years of experience working on monitoring and managing ESHS risks related airport projects or other similar infrastructure projects.	The bidder to submit the CV of proposed ESHS Specialist	PJIAE will review and approve
3. Contractor shall submit ESHS Performance Security for compliance	The Contractor should have a financial implication if he could not comply with ESHS requirements. Hence performance security will be	The Bidder shall submit the ESHS Performance Security the form of a "demand guarantee" in the amount of one percent (1%) of the Contract Amount.	The bidder will submit a Performance Security	

Condition	The rationale for inclusion of this Condition in the Contract	Specifications to be included in the Bidding Documents	Responsibility	
			Bidders	PJIAE
with ESHS obligations	collected from the contractor			
4. Implement Mitigation Measures to Address Construction Related Impacts given in Table 5.3 and Table 5.5	The mitigation measures to address potential ESHS risks and impacts should be included in the bidding documents. The contractor shall be made responsible for implementation of the mitigation measures through the necessary conditions in the contract.	<p>PJIAE will include Table 5.3 and Table 5.5 of the ESMP in the General Specifications of the Bidding Document, and the reference to these tables will be provided in the Conditions of the Contract as follows:</p> <ul style="list-style-type: none"> <li>The Contractor shall implement the mitigation and monitoring measures given in Table 5.3 and Table 5.5 of the ESMP to address ESHS risks associated with the construction works. The Consultant shall refer to the ESMP of the Project, which is available on the PJIA website, for further guidance.</li> <li>The Contractor shall comply with the World Bank Group's General Environmental Health and Safety Guidelines and PJIAE's Environmental and Social Policy Statement (<b>Annex 6</b>)</li> </ul>		PJIAE will include this condition in the bidding document
5. Payments for implementation of ESHS Mitigation and Monitoring Measures	The proposed measures to address ESHS risks are mainly related to workplace safety. Hence the cost of implementing the ESHS requirements shall be covered by Bidder's rates for the relevant works, and no separate payment will be made.	The cost of the delivering the ESHS requirements shall be a subsidiary obligation of the Contractor covered under the prices quoted for other Bill of Quantity items. No separate payments will be made for implementation of ESHS requirements.		PJIAE will include this in the general specifications of the bid document
6. Code of Conduct for Contractor's Personnel	All workers hired by the Contractor should sign a code of conduct to ensure compliance with ESHS obligations of the Contract	<p>The Bidder shall submit the Code of Conduct that will apply to the Contractor's employees and subcontractors. The Code of Conduct will state that the workers will comply with the following ESHS requirements and the PJIAE's Code of Conduct (<b>Annex 7</b>):</p> <ul style="list-style-type: none"> <li>Wearing of Personal Protective Equipment (PPE's) in the workplace at all times</li> <li>Non-discrimination in dealing with the local community by race, ethnicity, gender, religion, disability, sexual orientation, gender identity, social, or health status</li> <li>Respectful attitude while interacting with the local community</li> <li>Prohibit sexual harassment particularly towards women and children</li> <li>Prohibit violence, including sexual and/ or gender -based violence</li> <li>Respecting the reasonable work instructions</li> <li>Protection and Proposer use of the property</li> </ul>	Bidder Shall submit code of Conduct with the bid documents	

Condition	The rationale for inclusion of this Condition in the Contract	Specifications to be included in the Bidding Documents	Responsibility	
			Bidders	PJIAE
7. Contractor's Management Strategies and Implementation Plans (MSIP) to manage the ESHS Risk	The Contractor proposal should include his understanding of the ESHS requirements of the project and the proposed strategies to manage the ESHS risks	<p>The Bidder shall submit Management Strategies and Implementation Plans (MSIP) to manage the following key ESHS risks:</p> <ul style="list-style-type: none"> <li>• Strategy for the protection of workers and community (airport staff, passengers and other users) from the construction related hazards inside the terminal</li> <li>• Pollution prevention (wastewater, air and noise emissions) and management</li> <li>• A waste management plan for proper collection and disposal of waste</li> <li>• Traffic management plan to ensure the safety of local communities from construction traffic</li> <li>• Hazardous material management plan safe storage and handling</li> <li>• Strategy to address labour influx impacts on the local communities</li> <li>• Gender-based violence and sexual exploitation and abuse prevention and response action plan</li> <li>• Emergency response plan and early warning system</li> </ul> <p>The Contractor shall be subsequently required to submit (before mobilisation) Contractor's Environment and Social Management Plan (C-ESMP) by the above strategies and Condition 4 of this Table.</p>	The bidder will submit MSIP along with the Bid Documents	

### 5.3 Pre-construction Stage: Risks and Impacts and their Management

Pre-construction stage impacts and risks of the Project are associated with the presence of mold spores inside the terminal. PJIAE has already completed part of the mold remediation works for "Phase 1" and the indoor air quality tests carried out during October 2018 have confirmed that there is no presence of mold spores. Mold remediation in other areas of the terminal building will be undertaken in the second quarter of 2019 prior to start of construction of the Project (Package 2) works. World Bank works will not commence in newly remediated areas until an audit has been performed and the report reviewed and approved by the Bank.

Pre-construction stage will mainly include the mobilisation of the contractor and finalisation of the following conditions/documentation by the Contractor:

- Contractor's Environmental and Social Management Plan (C-ESMP) with site-specific management plan;
- Labour Management Procedures to be followed for hiring and management of labour;
- Permit for disposal of waste at the government's operated landfill site;
- The mobilisation of ESHS Specialist.

Each of the above conditions is elaborated in **Table 5.2**.



**Table 5.2: ESHS Conditions in the Pre-Construction Stage**

Condition	The rationale for the inclusion of this Condition	Description of the Condition	Responsibility	
			Implementation	Supervision
1. Mold Remediation	Mold remediation will be undertaken prior to the reconstruction of the Package 2 works. For these remediation works PJIAE will engage an international mold remediation contractor and an independent environmental consultant to monitor air quality and conduct relevant testing. If any mold left untreated will pose a health hazard to the airport users.	PJIAE will engage an international mold remediation contractor and an independent environmental consultant to monitor air quality and conduct relevant testing. World Bank may carry out its own to audit to ensure the mold remediation is complete. No construction works will be started in the Project until the test and audit reports confirm that the mold remediation is successful and there are no public health risks. For the applicable Environmental Standards an extraction from World Bank Group Environmental Health & Safety General Guidelines, 2007 is shown in <b>Annex 3</b> .	PJIAE	PJIAE and its Environmental Consultant, World Bank
2. Preparation of Contractor's Environmental and Social Management Plan (C-ESMP)	The Contractor shall submit site-specific management plans to address ESHS risks following the ESMP requirements and MSIP proposed in the bid documents.	The Contractor to submit for approval and subsequently implement their Environment and Social Management Plan (C-ESMP). The C-ESMP should be submitted prior to the commencement of construction works and no construction activities will be carried out under the project until approval of the C-ESMP. The C-ESMP will include the following <u>site-specific</u> management plans on: <ul style="list-style-type: none"> <li>• Occupational health and safety management plan</li> <li>• Community health and safety management plan</li> <li>• Waste management plan</li> <li>• Wastewater discharges management plan</li> <li>• Air and noise emissions management plan</li> <li>• Hazardous material management and spill control plan</li> <li>• Water supply and sanitation management at the worksites and workers' accommodations</li> <li>• Management of labour influx and facilities for the foreign workers</li> <li>• Labour recruitment procedures and labour management</li> <li>• Traffic management plan</li> <li>• Training plan for ESHS risks including HIV/AIDS, sexual exploitation and abuse, and gender-based violence</li> <li>• Emergency Response Plan</li> <li>• Grievance Redress Mechanism</li> <li>• Demobilization plan after completion of works</li> </ul>	The contractor will submit this plan and update it every six months.	PJIAE and its Engineer (Project Management Consultant) will review and approve. Failure to comply with C-ESMP work or obligation may lead to withholding of payment until the work or obligation has been performed.

Condition	The rationale for the inclusion of this Condition	Description of the Condition	Responsibility	
			Implementation	Supervision
3. Mobilisation of ESHS Specialist	The ESHS Specialist should be mobilised during pre-construction for preparation of C-ESMP	The Contractor shall submit the CV of ESHS Specialist for PJIAE review and approval. The ESHS Specialist should be present at the site throughout the construction period.	Contractor	PJIAE and its Engineer
4. Permits for disposal of commercial waste	Government permits are required for disposal of commercial wastes generated from the construction activities at the government operated landfill site.	Contractor shall obtain the permit from the Ministry of Public Housing, Spatial Planning, Environment and Infrastructure (VROMI) for disposal of waste at the government's operated landfill site.	Contractor	PJIAE and its Engineer
5. The hiring of Construction Labour	ESS 2 sets out the standards for working conditions and management of workers' relationships.	Contractor to develop and implement labour management procedures following the national labour regulations, PJIAE's Labour Management Procedures (LMP), and ESS 2 for the hiring of construction workers. The procedures will include terms and conditions of employment including hours of work, wages, overtime, compensation and benefits, holidays, leaves, and so on. The procedures will set out measures to prevent and address harassment, intimidation and/or exploitation.	Contractor	PJIAE and its Engineer
6. Temporary storage facilities and construction yard	The contractor will need areas for setting up temporary storage areas and construction yards.	Contractor shall set up temporary storage facilities and construction yard within the airport boundary at the sites approved by the PJIAE.	Contractor	PJIAE

## 5.4 Construction Stage Risks and Impacts and their Management

Potential ESHS risks of the Project have been assessed and are summarized below:

- Workers and airport personnel exposure to hazards associated with the construction works
- Pollution from wastewater discharges
- Air pollution and noise emissions
- Pollution from waste generation
- Storage and handling of hazardous material
- Labour influx including child labour and gender-based violence
- Incidents
- Emergencies
- Community exposure to hazards associated with the construction works

Detailed measures for the above risks are developed following the World Bank Group Environmental Health and Safety Guidelines and Good International Industry Practice and presented in **Table 5.3**.

**Table 5.3: ESHS Risks and Impacts and Mitigation Measures in Construction Stage**

(Note: PJIAE will have this Table included in the Contract Specifications of the Bidding Documents)

ESHS Risk/Impact	Description of the Risk/Impact	Mitigation Measures	Responsibility	
			Implementation	Supervision
1. Hazards at Work Site	Occupational health safety risks associated with the proposed construction works may result from the exposure to potential hazards encountered in the workplace or while working.	Contractor shall carry out a 'job hazard analysis' at the new construction site to identify potential hazards that may arise from the proposed works or working conditions to the project workers, particularly those that may be life-threatening.  The contractor will identify ways to eliminate or control these hazards through applying a hierarchy of control measures such as the elimination of risk through physically removing the hazard, engineering controls to minimize the risk, and finally use of personal protective equipment.  Contractor shall prepare a job hazard analysis report with the proposed control measures for the PJIAE's approval. Contractors shall not carry out any works at the new site until approval of the report. PJIAE will approve the report based on the site inspection and satisfactory implementation of control measures.	Contractor shall submit the job hazard analysis report	PJIAE and its Engineer will approve the report based on site inspection and satisfactory implementation of control measures
2. Training to workers	Lack of awareness among workers on the ESHS risks and requirements of the Project.	The Contractor shall provide training to all his workers, before they start working on site, on basic ESHS risks associated with the proposed construction works and the workers' responsibility. The training program shall be repeated on a monthly basis.  Contractor's site engineers will provide a brief daily toolbox talk to the construction workers on ESHS risks associated with the construction activity that will be carried on that particular day.  The Contractor's monthly training program will also cover topics related to Code of Conduct such as sexual harassment particularly towards women and children, violence, including sexual and/or gender-based violence and respectful attitude while interacting with the local community	Contractor	PJIAE
3. Personal Protective Equipment (PPE)	Lack of relevant PPE's will increase the risk of worker's exposure to construction hazards	Contractor shall provide personal protection equipment (PPE) for workers, such as safety boots, helmets, masks, gloves, protective clothing, goggles, full-face eye shields, and ear protection based on the work requirements.  All workers shall wear safety vests, helmets and safety shoes at all worksites. Workers shall maintain the PPE properly by cleaning dirty ones and replacing them with the damaged ones.	Contractor	PJIAE and its Engineer
4. Work at height	Risk of fall while working at heights	Contractor shall install guard rails with mid-rails and toe boards at the edge of any fall hazard area.  All workers shall use fall preventing devices such as full body harness in conjunction with the shock absorbing lanyards.	Contractor	PJIAE and its Engineer

ESHS Risk/Impact	Description of the Risk/Impact	Mitigation Measures	Responsibility	
			Implementation	Supervision
5. Rotating and moving equipment	Risk of accidents from being struck of machinery or moving equipment	Contractor shall hire trained operators for the safe operation of specialised vehicles such as forklifts, including safe loading and unloading. Moving equipment with restricted rear visibility is outfitted with audible back-up alarms. Flagman will be provided to each moving equipment operator to guide the movement of equipment.	Contractor	PJIAE
6. Electrical safety	Exposed or faulty electrical devices, such as cables, cords, hand tools, can pose a serious risk to workers.	Contractor shall mark all energised electrical devices and lines with warning signs. Contractor shall check all electrical cords, cables, and hand power tools for frayed or exposed cords and following manufacturer recommendations for the maximum permitted operating voltage of the portable hand tools.	Contractor	PJIAE
7. Workers facilities at the construction sites	Lack of safe drinking water and sanitation facilities create unhygienic conditions at worksites	The contractor shall arrange safe drinking water, adequate rest and dining areas for the workers. The workers will use the toilet facilities available at the terminal. All worksites should be cleaned on a daily basis.	Contractor	PJIAE
8. Health facilities at work sites	Emergency treatment for the injured workers.	The contractor shall provide the following medical facilities for the construction workers: <ul style="list-style-type: none"> <li>• A first aid centre shall be provided for the labour within the construction site equipped with medicines and other basic facilities;</li> <li>• Contractor shall identify and train an adequate number of workers to provide first aid during medical emergencies;</li> <li>• First aid kits are adequately stocked.</li> <li>• Information and awareness of communicable diseases, HIV/AIDS etc. shall be provided to workers.</li> </ul>	Contractor	PJIAE
9. Facilities at the residences of the foreign workers	Potential health risks for the workers from unhygienic conditions at the residences	The Contractor shall accommodate all his foreign staff in the hotels or rented houses. The residences shall have adequate accommodation with ventilation facilities, basic services including safe drinking water and sanitation, and recreational facilities. The residences shall be maintained in clean and good condition. Waste shall be disposed of regularly. Kitchens shall be adequately furnished and provided with facilities to maintain adequate personal hygiene. Contractor shall make available an adequate number of first aid kits to satisfy the resident's needs with sufficient backup of medicines. An adequate number of workers shall be trained to provide first aid.	Contractor	PJIAE
10. Child and youth labour	Children under the age of 15/16 years are prohibited from working. Youth	The Contractor shall not hire any labour less than 16 years of age. The Contractor shall not engage youth workers (ages 16 to 18) in nighttime shifts (between 7.00 p.m. and 7.00 a.m.) and	Contractor	PJIAE

ESHS Risk/Impact	Description of the Risk/Impact	Mitigation Measures	Responsibility	
			Implementation	Supervision
	workers of age 16 to 18 have some work restrictions.	perform dangerous works, such as: operate cranes, platform hoists, fork-lift; and carry or lift loads frequently.		
11. Grievance Mechanism	Workers shall be provided to raise workplace concerns.	The Contractor shall establish a mechanism to collect the complaints from the workers and address those complaints by the approved GRM plan in C-ESMP.	Contractor	PJIAE
12. Incidents	If incidents are not investigated and root causes are not identified, there is a risk that they may repeat	The Contractor shall investigate all incidents related to the environment (e.g. oil spills, pollution events), social (e.g. gender-based violence, the non-function of GRM, etc.) and OHS (e.g. injuries). Contractor shall carry out an investigation for all significant incidents to understand the root causes of those incidents. Contractor shall submit a detailed incident report for significant incidents and workplace injuries to the Department of Labour and the World Bank.	Contractor	PJIAE
13. Air pollution	Emissions from the construction equipment and vehicles	The Contractor shall fit machinery and vehicles with appropriate exhaust systems and emission control devices and maintain the machinery and vehicles in good working condition following the specifications defined by their manufacturers to maximize combustion efficiency and minimize the contaminant emissions. The Contractor shall service all equipment regularly to minimize emissions and maintain the record.	Contractor	PJIAE
14. Noise emission	Noise and vibrations from the construction activities will have an impact on the workers and airport users	The Contractor shall appropriately site all noise generating activities to avoid noise pollution to airport users. If possible, all such activities shall be scheduled in the non-peak hours of the airport operation. The Contractor shall maintain all equipment to keep it in good working order by manufactures maintenance procedures and install acoustic enclosures around generators to reduce noise levels. The Contractor shall fit high-efficiency mufflers to appropriate construction equipment and avoid the unnecessary use of alarms, horns and sirens.	Contractor	PJIAE
15. Wastewater discharges	Wastewater discharges if not contained will pollute the natural environment	The Contractor shall direct all wastewater from the construction activities to the sewerage system of the airport.	Contractor	PJIAE
16. Waste	Pollution from the improper management of wastes and excess materials from the construction sites. Most of the waste from the construction	The Contractor shall obtain the permit from VROMI for disposal of waste at the landfill site. reduce the generation of waste by using the principles of reduce, recycle and reuse The Contractor shall provide sufficient waste bins at the worksite for the collection of waste generated from the worksites.	Contractor	PJIAE

ESHS Risk/Impact	Description of the Risk/Impact	Mitigation Measures	Responsibility	
			Implementation	Supervision
	activities will be refuse and excess construction material.	Separate bins will be provided for food waste, recyclables and garbage. The Contractor shall carry these wastes in the covered trucks for the safe disposal at the government's operated waste management facility. No hazardous waste is expected to be generated from the Project. If there is any hazardous waste, the Contractor shall collect it separately and hand over to the government's waste management facility.		
17. Hazardous Material	Fuels and lubricants will be used in the construction activities, though on a limited scale. Improper storage and handling of fuels and lubricants and potential spills from these fuels may harm the environment or health of construction workers and airport users.	The Contractor shall store all hazardous materials appropriately in bunded areas and should be covered to avoid direct exposure to rain, wind and sunlight; and take all precautionary measures when handling and storing fuels and lubricants, avoiding environmental pollution. The Contractor shall have a sufficient number of spill kits on site along with trained personnel in use of the spill kits for control of oil spills.	Contractor	PJIAE
18. Community exposure to work hazards	Community (Airport staff and passengers) are exposed to construction hazards	Contractor shall barricade the work areas with hard fencing to prevent entry of airport staff and passengers in the construction areas. The Contractor shall place adequate signboards to divert staff and passengers away from the construction works. Contractor shall also place flagmen to direct them away from the construction areas. All visitors to the work area should wear basic PPEs such as safety shoes, hard hats and vest.	Contractor	PJIAE
19. Community exposure to health issues	Possible risk of spreading of sexually transmitted diseases from interaction with foreign workers	Contractor's code of conduct shall cover program to promote awareness to the construction workers on the risk of spreading of sexually transmitted diseases. Contractor's monthly training program will cover topics on the workers 'code of conduct'.	Contractor	PJIAE
20. Traffic and Road Safety	Transport of material from the harbour to the airport will happen occasionally, and during these days, the increased traffic use of the road by construction vehicles will	The Contractor shall implement a 'Traffic Management Plan' approved in the C-ESMP, which will also be shared with the local traffic authorities. The Contractor shall avoid peak rush hours for transport of material. The Contractor shall place traffic signs and flagmen at required places to control the traffic. The Contractor shall employ experienced drivers and regularly inspect vehicle safety.	Contractor	PJIAE



ESHS Risk/Impact	Description of the Risk/Impact	Mitigation Measures	Responsibility	
			Implementation	Supervision
	affect the movement of normal road traffics and the safety of the road-users.			
21. Emergency Preparedness and Response	Emergencies at worksite results from the natural and man-made hazards, typically in the form of fire, explosions, leaks or spills.	<p>The Contractor shall prepare an emergency preparedness and response as part of C-ESMP.</p> <p>The Contractor shall mark the fire escape routes and train the workers on emergency evacuation from the terminal in case of fire. Emergency drills shall be conducted on a regular basis.</p> <p>The Contractor shall have adequate fire extinguishers at the work site, and all site supervisors of Contractors shall be trained with the operation of extinguishers.</p> <p>The Contractor shall have adequate spill kits for control of oil spills and leaks.</p>	Contractor	PJIAE
22. Security Personnel	Risk of security personnel abusing the community	<p>The construction works will be carried out inside a secured facility of the airport and no security personnel will be engaged by the Contractor for the safety of his worksites and workers.</p> <p>However, the Contractor will engage workers for safeguarding the material storage sites. These workers like others will sign the Code of Conduct and undergo regular training programs.</p>	Contractor	PJIAE
23. Chance Finds	The project activities will be carried out within the existing airport terminal and hence will be no scope for chance finds.	<p>In case of any chance finds, the Contractor shall (a) Stop the construction activities in the area of the chance find; (b) Delineate the discovered site or area; (c) Secure the site to prevent any damage or loss of removable objects. (d) Notify the supervisory Engineer who in turn will notify the responsible local authorities; € Implementation of the authority decision concerning the management of the finding. Construction work could resume only after permission is given from the responsible local authorities concerning safeguard of the heritage.</p>	Contractor	PJIAE

## 5.5 O&M Stage Risks and Impacts and their Management

Potential ESHS risks associated with PJIAE's O&M and the mitigation measures that are already in place are given in **Table 5.4**. The airport is equipped with state-of-the-art safety and security and the safety conditions at the airport meet with International Civil Aviation Organization (ICAO) standards.

**Table 5.4: ESHS Risks and Impacts and Mitigation Measures in O&M Stage**

ESHS Risk/Impact	Description of the Risk/Impact	Mitigation Measures	Responsibility	
			Implementation	Supervision
1. Wastewater	Wastewater discharges from the sanitation facilities at the terminal	PJIAE has an existing wastewater treatment plant in place to collect and treat all the sewerage from the airport facilities.	PJIAE	

ESHS Risk/Impact	Description of the Risk/Impact	Mitigation Measures	Responsibility	
			Implementation	Supervision
2. Waste	Waste generated from the airport offices and restaurants	PJIAE has a permit from the VROMI for disposal of waste at its landfill site. PJIAE regularly collect and transport the waste.	PJIAE	
3. Emergency Preparedness and Response	Emergencies from the natural and man-made hazards,	PJIA has an existing Emergency Response Manual is in place and given in <b>Annex 4</b> . The airport is equipped with a state-of-the-art ATC Tower and Radar facility, Category 9 Fire and Rescue Service. Fire fighting facilities will be further strengthened under the Project. PJIAE is improving the roof the terminal to withstand the Category 5+ hurricane in future.	PJIAE	
4. Hazardous Materials Management	Airport operations include the storage and handling of fuels for aircraft fuelling and ground support vehicles.	PJIA store fuels in the bunded areas with adequate containment facilities. These facilities are regularly inspected for safety and identification of leaks. Fuelling operations will be carried within the designated areas of the airport. Emergency response plan of the airport covers emergencies associated with storage of fuels.	PJIAE	
5. Noise and vibration	Noise and vibration from aircraft landing and take off	All flights to the PJIAE arrives in the morning or afternoon time. There are no nighttime operators. Hence noise and vibrations from aircraft during the landing and takeoff cycles is currently not a significant issue at the airport.	PJIAE	
6. Air Emissions	Main sources of emissions include combustion exhaust from aircraft landing and takeoff and ground operations; and ground service vehicles.	PJIA has optimized its ground service operations to reduce aircraft and ground vehicle movements on taxiways and idling at the gate.	PJIAE	
7. Workers health and safety	Airport ground service personnel are exposed to high noise levels. Baggage handlers have to carry heavy loads. Risk of collision between ground vehicles and airport	PJIA provides personnel hearing protection to exposed ground service personnel. Workers in luggage handling are trained in the use of proper lifting, bending and turning techniques to avoid back injury. Safety signs and pavement markings in place in parking areas and taxiways for moving equipment to avoid the risk of collisions.	PJIAE	
8. Community Health and Safety	Security and safety conditions at the airport	The airport is equipped with General Security and Centralized Pre-screening. The safety conditions at the airport meet with International Civil Aviation Organization (ICAO) standards.	PJIAE	

## 5.6 ESHS Monitoring Plan

Proposed monitoring plan to be carried out during the implementation of the project to ensure contractors compliance with the mitigation measures is given in **Table 5.5** along with the monitoring indicators and frequency. The contractor will carry out the monitoring.

This **Table 5.5** will also be included in the contract specifications of the Bidding Documents.

**Table 5.5: ESHS Monitoring Plan**

(Note: PJIA will include this Table in the Contract Specifications of the Bidding Documents)

#	Monitoring Parameter/Activity	Means of Monitoring	Compliance indicator/ threshold limits	Freq.	Responsible Agency	
					Implement- tation	Supervision
1	Controls for workplace hazards	Visual inspection to ensure controls for workplace hazards are in place	Implementation of Control Measures specified in the Job Hazard Analysis Reports	Monthly	Contractor	PJIAE
2	Workers are trained on ESHS Risks and Code of Conduct	Inspection of training records and interviews with the workers	100 percent of workers are to be trained	Monthly	Contractor	PJIAE
3	Use of PPE by staff	Visual inspection on use of relevant PPEs	100 percent use of PPE	Monthly	Contractor	PJIAE
4	Licensed equipment operators and vehicle drivers	Visual inspection of driving licenses	All operators and drivers shall have valid licenses	Monthly	Contractor	PJIAE
5	Water and sanitation facilities at worksites	Visual inspection and interviews	Availability of safe drinking water and sanitation facilities	Monthly	Contractor	PJIAE
6	Water and sanitation facilities at workers' residences	Visual inspection and interviews	Availability of safe drinking water and sanitation facilities, and adequate kitchen supplies	Monthly	Contractor	PJIAE
7	Cleanliness at worksites and residences	Visual inspection	Worksites shall be clean with out rubbish	Monthly	Contractor	PJIAE
8	First Aid Kits at worksites and residences	Visual inspection and interviews	All worksites and worker's residences shall have adequate first aid kits	Monthly	Contractor	PJIAE
9	Grievances from labour	Records of grievances registered and resolved.	All grievances shall be addressed with 15 days of complaint.	Monthly	Contractor	PJIAE
10	Air pollution	Visual inspection of equipment/vehicle exhausts and records of vehicle maintenance	All equipment and vehicles shall be maintained as per manufacturers recommendations	Monthly	Contractor	PJIAE
11	Noise and vibration	Visual inspection of noise control measures	Controls measures shall be in place for high noise generating equipment	Monthly	Contractor	PJIAE
12	Wastewater discharges	Visual inspection of wastewater discharges	All wastewater shall be directed to the airport's sewerage facility	Monthly	Contractor	PJIAE
13	Waste Management	Waste management as per the approved plan	Facilities are clean, and waste collection and disposal facilities are in place	Monthly	Contractor	PJIAE
14	Traffic Safety	Visual inspection for traffic management	The smooth flowing of traffic; and placement of traffic signs and flag-person	Monthly	Contractor	PJIAE

#	Monitoring Parameter/Activity	Means of Monitoring	Compliance indicator/ threshold limits	Freq.	Responsible Agency	
					Implement- tation	Supervision
15	Hydrocarbon and chemical storage and handling	Visual Inspection of storage facilities	No leakages from the containers in the storage. Handling follows procedures to avoid spillages.	Monthly	Contractor	PJIAE
16	Emergency Response Mechanism	Visual inspection	Fire extinguishers are in place at all work sites. Emergency routes are displayed.	Monthly	Contractor	PJIAE
17	Restoration of Work Sites	Visual Inspection	The facilities are clean with no waste at the works sites	Monthly	Contractor	PJIAE
18	Mold Spores	Mold spores sampling and laboratory testing	Concentrations of mold spores within the background level	Six-monthly	Consultant	PJIAE

## 5.7 Reporting on ESMP Compliance

PJIA and its Contractor will prepare periodic monitoring reports on the status of implementation of ESMP and will be submitted to World Bank for their review and feedback. Details of these reports and their content are given in **Table 5.6**.

**Table 5.6: ESMP Monitoring and Compliance Reports**

#	Title of the Report	Contents of the Report	Frequency of Report Preparation	Report to be prepared by
1	ESHS Monitoring Report	Compliance status of the Project with the environmental and social mitigation and monitoring measures. Besides, the report also covers: <ul style="list-style-type: none"> <li>• environmental incidents;</li> <li>• health and safety incidents,</li> <li>• health and safety supervision:</li> <li>• Usage of PPEs by workers</li> <li>• worker accommodations for foreign workers;</li> <li>• highlights of inspection</li> <li>• Training conducted and workers participated</li> <li>• Workers grievances</li> <li>• Community grievances</li> <li>• Chance find (if any)</li> </ul>	Monthly	Contractor
2	ESMP Monitoring Report	Compliance status of overall Project with ESMP requirements	Quarterly	PJIAE
3	Incident Reports	Incident investigation reports for all major incidents covering details of the incident, root cause analysis, and actions taken to address the future recurrence of this event	Initial investigation report within 24 hours. Detailed Investigation Report within ten days	Contractor

## 6 Project Institutional Arrangements and Capacity Building

### 6.1 Institutional Arrangements for Project Implementation

PJIAE will be responsible for the overall management, supervision and execution of the Project through a Project Management Unit (PMU). PJIAE will establish the PMU and the CEO of PJIAE will act as the Project Director of the PMU.

PJIAE has hired a Project Management Consultant (PMC) to design the reconstruction works and supervision of the proposed reconstruction works. The Consultant is supporting the PJIAE for contract management and supervision of the reconstruction works that are already under progress. The Consultant will act as the ‘Engineer’ for administrating the contract of the Project.

PJIAE will procure a Contractor following the Bank’s procurement policy for carrying out the reconstruction activities of the Project.

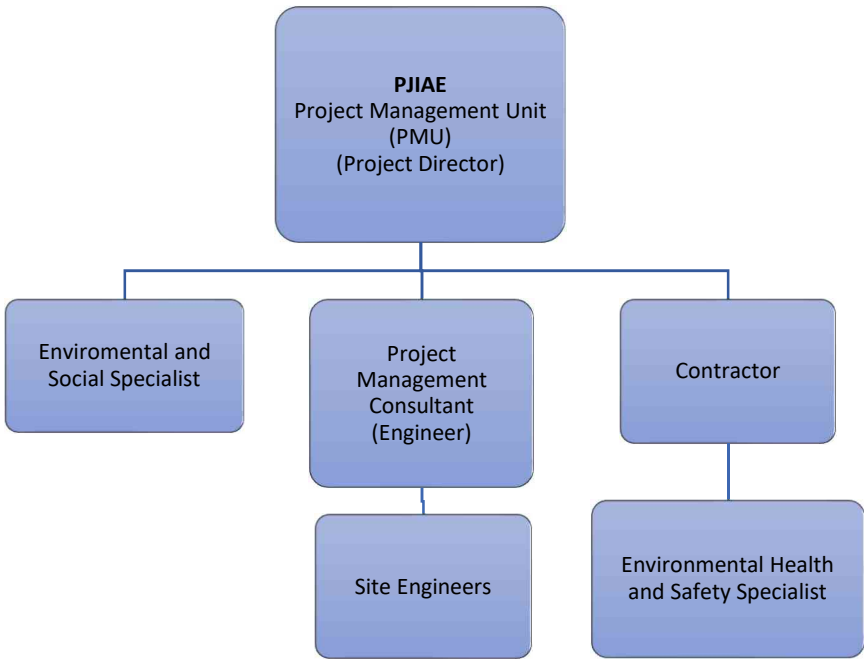
PJIAE will be responsible for the implementation of the Components 1, 2 and 4.

The National Recovery Program Bureau (NRPB) will be responsible under the Component 3 for coordination with the relevant government agencies, for example, in the areas of civil aviation safety, customs, immigration and quarantine as well as, if necessary, the French government as PJIA also serves as the main airport for the French side of the island. The NRPB will provide legal, administrative and procurement support to PJIAE and monitor PJIAE’s compliances on technical, procurement, environmental and social safeguards and fiduciary issues.

### 6.2 Institutional Arrangements for ESMP Implementation

The overall responsibility of environmental performance including ESMP implementation of the Project will rest with the PMU. Institutional arrangements for ESMP implementation of the Project are given **Figure 6.1**.

PMU will hire an Environmental and Social Specialist on a part-time basis, who will be responsible for implementing all actions proposed in the ESCP and ESMP. The main Contractor procured under the Project will hire an Environmental, Social, Health and Safety (ESHS) Specialist for implementation of all the management measures to address construction related environmental and social risks and impacts. Site Engineers of the PMC/Engineer will be responsible for the supervision of the Contractor.



**Figure 6.1: Organogram for Environmental and Social Management of the Project**

Roles and responsibilities of relevant Project staff in environmental and social management of the Project are given in **Table 6.1**.

**Table 6.1: Roles and Responsibilities in Environmental and Social Management of the Project**

Staff	Responsibilities
Environmental and Social Specialist within PMU	<ul style="list-style-type: none"> <li>Assist the PJIAE in drafting the Environmental, Social, Health and Safety requirements in the bidding and contract documents in accordance with the ESMP and integrating the ESMP in to the contract documents.</li> <li>Assist the PJIAE in review and approval of the various documents prepared by the contractor such as C-ESMP, code of conduct, labour procedures, job hazard analysis and monitoring reports.</li> <li>Supervise the contractor's work to ensure compliance with the environmental, social, health and safety requirements of the bidding documents and ESMP. Provide recommendations for implementation of corrective actions for any non-compliances and suggest improvements for contractor's performance.</li> <li>Investigate and report all incidents related to environmental, social and health aspects. Carry out root cause analysis for all major incidents, and recommended actions to be taken to rectify the failure that led to these incidents.</li> <li>Provide regular training programs to the contractor's labour on environmental, social, health and safety aspects associated with the construction activities.</li> <li>Carry out regular consultations with the stakeholders following Stakeholder Engagement Plan.</li> <li>Assist the PJIAE in implementing its Environmental Social Commitment Plan.</li> <li>Prepare quarterly progress reports on the implementation of the ESMP for transmission to the World Bank throughout the project implementation period.</li> </ul>
ESHS Specialist of the Contractor	<ul style="list-style-type: none"> <li>Preparation of Construction Environmental Action Plan with site-specific management plans on waste management, pollution prevention and control, labour influx, water supply and sanitation of the work areas, traffic management, occupational health and safety and emergency response. The Plan will be submitted for PMU approval.</li> <li>Monitor, report and coordinate with supervisor to ensure that the contractors Implement all mitigation measures to address potential environmental and social risks and impacts as described in the ESMP and Contractor's site-specific management plans.</li> <li>Implement the environmental monitoring plan of the ESMP.</li> <li>Carry out a job hazard assessment for each worksite to assess the potential hazards and implement mitigation measures to minimize risks.</li> <li>Conduct weekly or ad-hoc toolbox training to the labourers on health and safety risks of the construction works.</li> <li>Prepare monthly reports on ESMP implementation.</li> </ul>
Site Engineers of PMC/ Engineer	<ul style="list-style-type: none"> <li>Supervise the reconstruction works, ensuring compliance with the OHS requirements of the Contractor.</li> <li>Support the Environmental and Social Specialist of the PMU in the collection of the field data.</li> <li>Monitor the Contractor's ESHS Specialist and ensure implementation of environmental and social safeguards for their workers.</li> </ul>

### 6.3 Capacity Building and Training

Capacity building programs will be conducted to all the Project staff including engineers and relevant stakeholders during initial stages of the Project implementation to sensitize them on the management of environmental and social issues of the Project, and to build the requisite capacities.

PJIAE will engage a training consultant through PMC to deliver the training programs. Environmental and Social Specialists of the PMU and the Contractor will be responsible for carrying out routine training programs to the site staff and labourers.

**Table 6.2** provides details of the proposed environmental and social training program. PMU may update the plan with additional training programs during the project implementation as required.

For proposed training programs and payment of the part-time Environmental and Social Specialist PJIAE will request for payment from the World Bank from a special allocated budget.

**Table 6.2: Environmental and Social Training Programs**

Contents	Participants	Trainer	Schedule
Environmental and social impacts of the Project and ESMP requirements of the Contractor; World Bank Environmental and Social Standards; World Bank Group Environmental Health and Safety Guidelines. The contents for the second and subsequent training programs will cover topics related to the issues associated with the on-going construction activities.	All the technical Staff of PMU and relevant technical staff of PJIAE who are involved in the management of environmental and social issues associated with routine operation and maintenance of the airport. Site Engineers of the PMC/Engineer. PJIAE invites participants from the Department of Inspection (of VROMI), and the Department of Labour, who are involved in the inspection of environmental and labour aspects related infrastructure development works in the country. PJIAE also invites participants from other ministries who are involved in World Bank projects	A Consultant will be engaged through PMC	During initial stages of the Project implementation. The training will be repeated every six months.
Environmental and Social issues associated with the ongoing construction works; Workers' health and safety	Site Engineers of the Contractor, PMU and the PMC/Engineer	ESHS Specialist of the Contractor and the PMU	On a monthly basis

## 7 Stakeholder Engagement and Information Disclosure

### 7.1 Stakeholders of the Project

The PJIAE has a broad range of stakeholders, who directly or indirectly depend on the PJIA and are being affected by the reconstruction activities. These stakeholders are broadly categorised in to the following two categories in accordance with ESS 10:

- **Project-Affected Parties:** Stakeholders that use the airport facilities and that do business with the airport can be categorized as 'project-affected stakeholders'. They include airport staff, airline offices, customs, immigration, shop and restaurant owners in the airport, passengers and taxi operators. In addition, several businesses that depend on the airport operations can also be considered the project-affected parties. They include tour operators and hoteliers in Sint Maarten and other nearby islands of Saba, St. Eustatius, Anguilla and St. Barths.
- **Other Interested Parties:** These are mainly the government organisations who have an interest in the airport operations and reconstruction activities. They are Ministry of Tourism, Economic Affairs, Transport and Telecommunication, Ministry of Justice, Public Housing, Spatial Planning, Environment and Infrastructure; Ministry of Health, Social Development & Labour and Department of Labour.

### 7.2 Stakeholders Engagement

A stakeholder engagement mechanism in the form of the Stakeholders Engagement Plan (SEP) is already in place with PJIAE and the same will be continued for the Project. The 'Communications Officer' of the PJIAE is responsible for regularly communicating with the stakeholders through the following mechanisms:

- **Monthly Newsletters.** PJIAE publishes monthly newsletters for circulation of all its stakeholders. These newsletters also contain information related to the construction activities at the airport and how they are going to affect the airport operations. Monthly newsletters are available at the airport website <https://www.sxmairport.com/newsletter.php>. Project related information will also be continued to communicate through the monthly newsletters.
- **Monthly Facilitation Meetings.** PJIAE carry out monthly facilitation meetings with the airport users, such as representatives of airlines and business owners at the airport. These meetings will be used for sharing the Project related construction plans and receive their feedback.

- **Press releases.** PJIAE will publish from time to time press releases to inform the stakeholders and the public on special occasions, such as milestones achieved with regard to the Project's progress.
- **News Webpage.** PJIAE maintains a webpage on 'news releases' (<https://www.sxmairport.com/news-press.php>) to communicate any news relevant to the airport operations and reconstruction.

### 7.3 Grievance Redress Mechanism (GRM)

PJIAE has existing grievance redress mechanisms (GRM's) in place to receive concerns and grievances from the airport staff, from passengers, visitors, the public and from stakeholders, such as airlines, airport transportation associations, concessionaires, airport handlers etc.

Details of the GRM's for airport staff are included in the **SEP** and presented in **Annex 5**. These GRM's will be extended to receive the complaints during the Project implementation.

### 7.4 Consultation Meetings on the ESMP and Feedback

PJIAE is carrying out monthly consultation meetings with the abovementioned stakeholders, primarily the airport users such as the airlines, travel operators, taxi association, concessionaires and airport handlers on the on-going proposed Project reconstruction activities and take their feedback.

Regular design meetings with the PJIAE staff (project team) as stakeholder are being held on a weekly basis for feedback and implementation to ensure alignment of facilities necessary for the optimum functioning of the various departments, in particular the Operations and Security departments.

Feedback from these stakeholders meetings in the form of requests with agreed measures based on their requirements related to the proper functioning of are being implemented in the redesign of the reconstruction works.

In particular, the feedback from stakeholders' meeting with the airlines in June 2019 resulted in the implementation of many requirements from the airlines into the redesign of the Terminal Building.

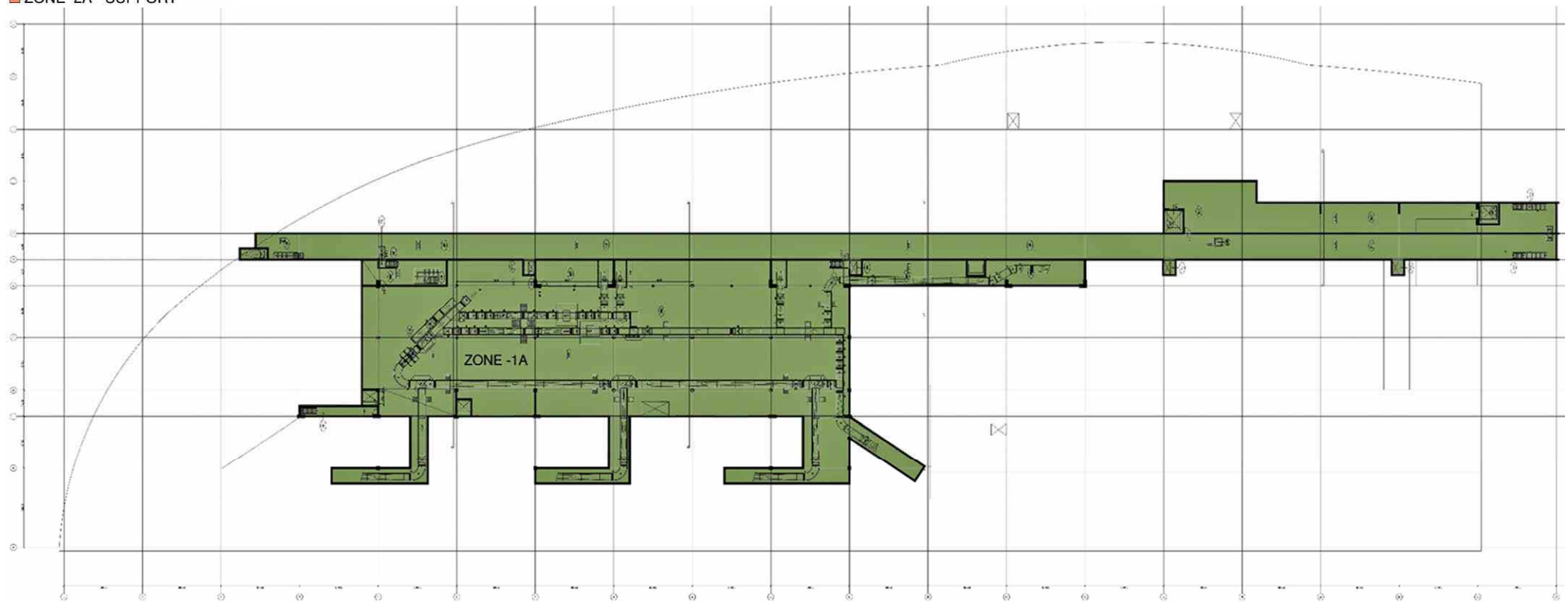
### 7.5 Access to Information

The draft ESMP has been disclosed on the PJIAE website. This revised ESMP will also be disclosed on PJIAE website and also on the World Bank website. Stakeholders will be informed about the availability of the ESMP on the website through its monthly newsletters and news webpage. Hardcopies of the ESMP will be made available with the Customer Service and Marketing Offices of the PJIAE. Monthly progress on the project implementation will be shared through PJIAE monthly newsletters. Quarterly environmental monitoring reports on the implementation of ESMP will be disclosed on the PJIAE website.



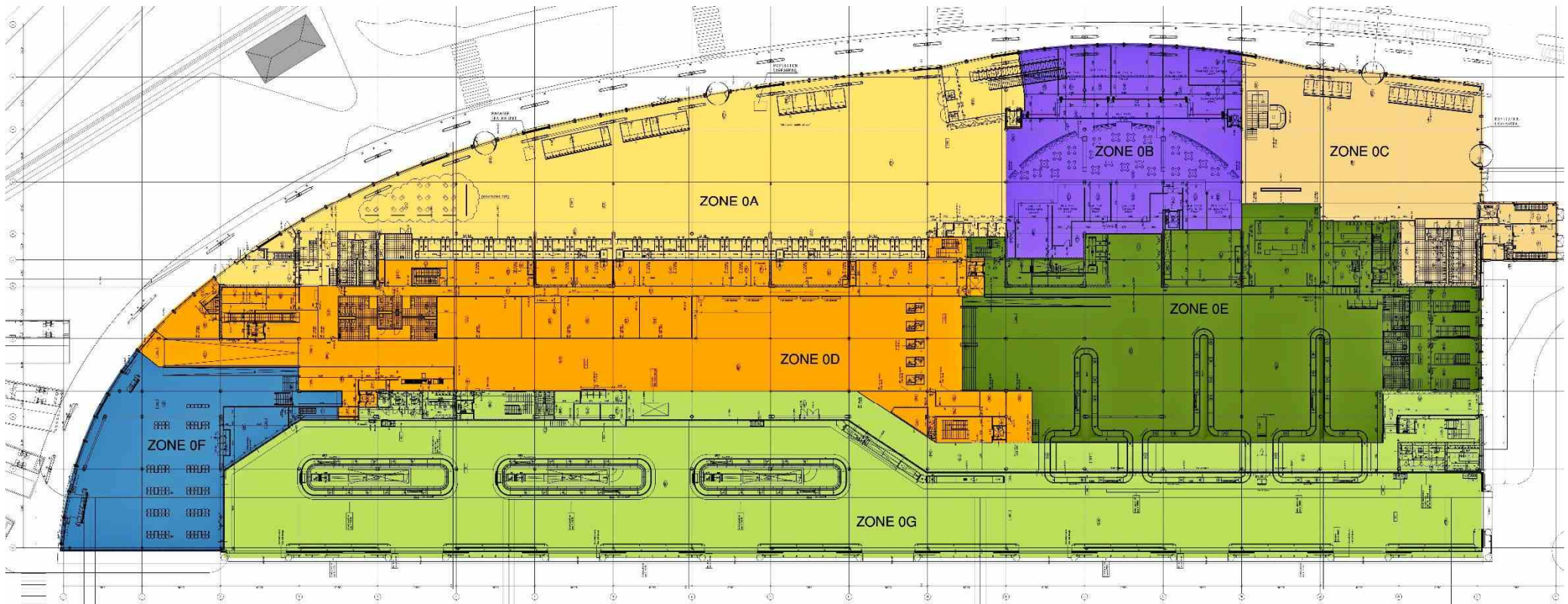
## Annex 1: Layout of the Airport Terminal

- ZONE -1A - BHS SCREENING
- ZONE 0A - TICKETING
- ZONE 0B - CONCESSIONS
- ZONE 0C - MEET/GREET
- ZONE 0D - CBP
- ZONE 0E - BHS INBOUND
- ZONE 0F - BUS LOUNGE
- ZONE 0G - BHS OUTBOUND
- ZONE 1A - SSCP
- ZONE 1B - SUPPORT
- ZONE 1C - HOLDROOM
- ZONE 1D - CONCESSIONS
- ZONE 1E - HOLDROOM
- ZONE 1F - SUPPORT
- ZONE 1G - CLUB
- ZONE 1H - HOLDROOM
- ZONE 2A - SUPPORT



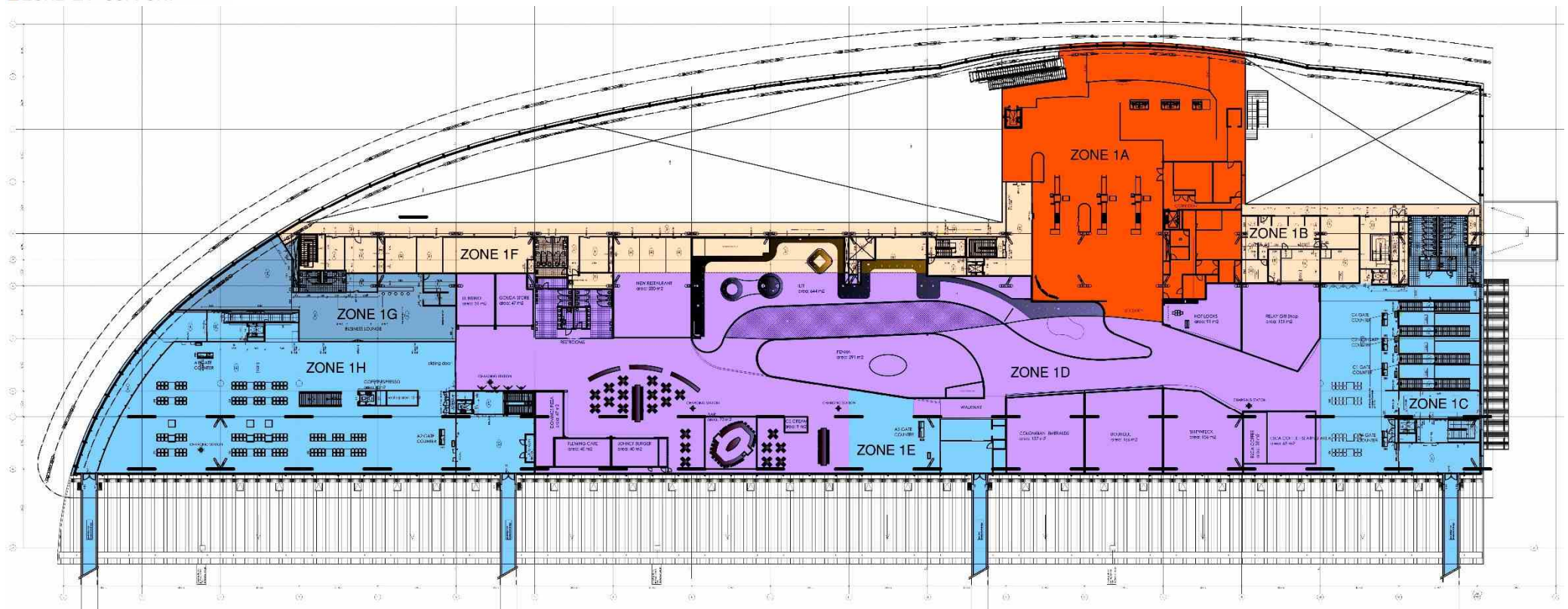
**Level -1: Basement - Fully Integrated Outbound Baggage Handling System, Utility Corridor**

- ZONE -1A - BHS SCREENING
- ZONE 0A - TICKETING
- ZONE 0B - CONCESSIONS
- ZONE 0C - MEET/GREET
- ZONE 0D - CBP
- ZONE 0E - BHS INBOUND
- ZONE 0F - BUS LOUNGE
- ZONE 0G - BHS OUTBOUND
- ZONE 1A - SSCP
- ZONE 1B - SUPPORT
- ZONE 1C - HOLDROOM
- ZONE 1D - CONCESSIONS
- ZONE 1E - HOLDROOM
- ZONE 1F - SUPPORT
- ZONE 1G - CLUB
- ZONE 1H - HOLDROOM
- ZONE 2A - SUPPORT



**Level 0: Ground Floor - Check-in Area, Airline Offices, Departure Lounge West, Baggage Handling Systems (Outbound, Inbound), Arrivals, Customs, Meet & Greet Area, Food Court**

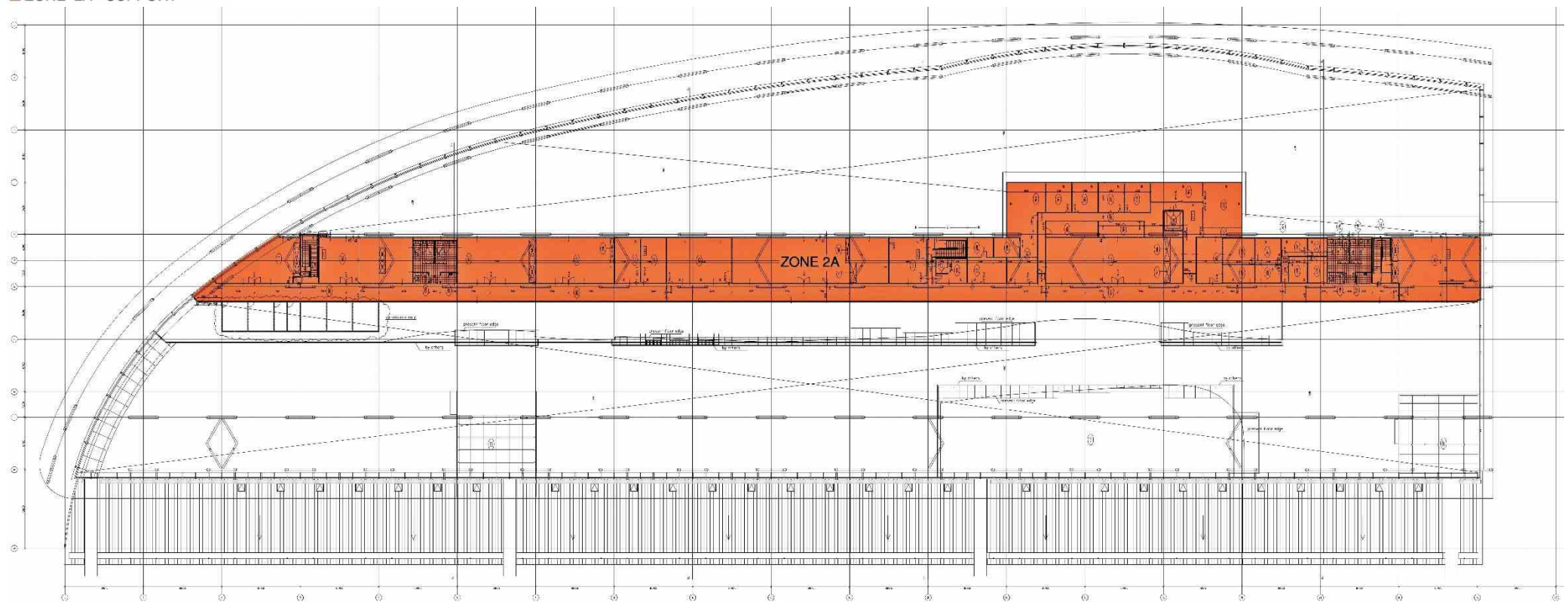
- ZONE -1A - BHS SCREENING
- ZONE 0A - TICKETING
- ZONE 0B - CONCESSIONS
- ZONE 0C - MEET/GREET
- ZONE 0D - CBP
- ZONE 0E - BHS INBOUND
- ZONE 0F - BUS LOUNGE
- ZONE 0G - BHS OUTBOUND
- ZONE 1A - SSCP
- ZONE 1B - SUPPORT
- ZONE 1C - HOLDROOM
- ZONE 1D - CONCESSIONS
- ZONE 1E - HOLDROOM
- ZONE 1F - SUPPORT
- ZONE 1G - CLUB
- ZONE 1H - HOLDROOM
- ZONE 2A - SUPPORT



**Level 1: First Floor - Security Screening Area, Departures, Business Lounge & Shopping Area, Offices, Arrivals, Customs**



- ZONE -1A - BHS SCREENING
- ZONE 0A - TICKETING
- ZONE 0B - CONCESSIONS
- ZONE 0C - MEET/GREET
- ZONE 0D - CBP
- ZONE 0E - BHS INBOUND
- ZONE 0F - BUS LOUNGE
- ZONE 0G - BHS OUTBOUND
- ZONE 1A - SSCP
- ZONE 1B - SUPPORT
- ZONE 1C - HOLDROOM
- ZONE 1D - CONCESSIONS
- ZONE 1E - HOLDROOM
- ZONE 1F - SUPPORT
- ZONE 1G - CLUB
- ZONE 1H - HOLDROOM
- ZONE 2A - SUPPORT



**Level 2: Second Floor - Airport Executive Offices, Meeting & Training Rooms, Utility Rooms**

## Annex 2: PJIAE's Labour Management Procedures (LMP) for the Project

## **Annex 2: PJIAE Labour Management Procedures (LMP) for the Project**

**Note:** This is a 'live' document and will be updated further as and when more information becomes available.

### **1. OVERVIEW OF LABOUR USE ON THE PROJECT**

**Number and Characteristics of Project Workers:** An overview of the requirements and characteristics of Project Workers to be engaged under the Project is given in the table below.

<b>Workers Type</b>	<b>Number of Workers</b>	<b>Local Residents</b>	<b>Imported/ Foreign Workers</b>	<b>Staff Under 18</b>	<b>Timing of Engagement</b>	<b>Type of Job or Skills</b>
PMU staff	8	6	2	0	Q2 2020 - Q4 2021	Technical & Financial Staff including E&S Specialist
Consultant's Staff	10	2	8	0	Q2 2020 - Q4 2021	Technical Staff: Project Manager (Resident Engineer), Engineers
PJIAE staff	262	262	0	0	Q2 2020 - Q4 2021	Airport operations and management
Contractor's Staff	80 to 100	65 to 80	15 to 20	0	Q2 2020 - Q4 2021	Skilled/Unskilled Labour & Technicians/Engineers

**Direct Workers:** About 8 workers will be employed by PJIAE as part of the Project Management Unit (PMU) of which 6 local and 2 foreign staff as Direct Workers. The Consultant will engage approximately 10 workers, of which 2 will be local staff and 8 will be foreign staff as Direct Workers. These Direct Workers will be mostly technical staff with skills in engineering, financial and environmental and social fields. Under Component 4, the Project would finance the PJIAE's personnel expenditures, which potentially include all the PJIAE staff, consisting of around 262 workers for the airport operation and management (except the PMU and Consultant's staff mentioned above), all of whom will be local but for two foreign workers.

Details of female workers to be hired under the Project are not known at this stage.

No community workers will be engaged under the Project.

**Contracted Workers:** The Project will engage one main Contractor for carrying out the overall implementation of the works with subcontractors for the supply and installation of materials and various equipment. The estimated number of contracted workers to be employed by the Contractor will be in the order of 80 to 100. About 65 to 80 local skilled and unskilled labour will be engaged by the Contractor and subcontractors for carrying out the construction activities and another 15 to 20 staff will be engaged as technicians and engineers being foreigners.

Workers under the age of 18 will not be permitted in the implementation of the Project.

Details of female workers to be hired under the Project are not known at this stage.

**Timing of Labour Requirements:** Project execution activities are expected to start in the second quarter of 2020 and to be completed in the fourth quarter of 2021.

**Migrant Workers:** It is not likely that any migrant workers will be engaged under the Project.

## 2. ASSESSMENT OF KEY POTENTIAL LABOUR RISKS

This section describes the following, based on available information:

**Project Activities:** A summary of the works proposed under the Project are:

- **Interior Construction:** New partitions, interior doors and hardware, ceilings, interior signage, restroom fittings/accessories, countertops, millwork, etc.;
- **Stairs:** New stair finishes, clean/replace handrail, parapets and guardrail on all stair cases;
- **Interior Finishes:** New finishes throughout the Terminal Building facilities;
- **Vertical Conveying Systems:** Elevators and escalators to be refurbished or replaced where damaged beyond repair. This includes from the basement, 1<sup>st</sup> floor to 2<sup>nd</sup> floor public/staff and service elevators;
- **Plumbing:** Existing plumbing (sanitary fixtures, domestic water, waste, vent and storm drainage piping, etc.) to be repaired or replaced where damaged beyond repair;
- **HVAC:** Remediation of all utility rooms, refurbishment/replacement of mechanical equipment and distribution devices, controls, etc.;
- **Fire Protection:** Existing fire protection piping to be replaced where damaged and replacement of all sprinkler heads;
- **Electrical:** Secondary power cabling, including repair and/or replacement of distribution panels, lighting, fire alarm, communications systems, CCTV, access control system, etc.;
- **Security Screening:** Replacement of all damaged passenger security screening equipment;
- **Baggage Handling System:** Replacement of belt systems, drivers, security screening machines, power distribution panels and control systems, new self-serve bag drop system;
- **Terminal Façade:** Replacement of all damaged and missing outer cladding and window panes;
- **Fixed & Loose Furnishings:** All new check-in and gate counters, immigration and emigration booths, new seatings, office furnishings, etc.;
- **Special Construction:** Replacement of all four existing passenger boarding bridges, including new pre-conditioned air and 400 Hz provisions.
- **Universal Access:** Restore Airport Terminal's facilities for the disabled to ensure universal access. These include the restoration of ramps, elevators and toilets for the disabled.

**Key Labour Risks:** The key labour risks which may be associated with the project activities could include:

- Lack of awareness on occupational health and safety requirements such as the use of personal protective equipment (PPE) and safe workplace practices;
- The conduct of hazardous work, such as working at heights and use of heavy machinery;
- Possible accidents due to the use of rotating and moving equipment;
- Electrical safety due to the use of or faulty electrical devices, such as cable plugs, cords, hand tools, etc.

## 3. BRIEF OVERVIEW OF LABOUR LEGISLATION: TERMS AND CONDITIONS

This section sets out the **key aspects** of national labour legislation with regards to the term and conditions of work and how national legislation applies to different categories of workers identified in Section 1.

The overview focuses on legislation which relates to the items set out in ESS 2, paragraph 11 (i.e. wages, deductions and benefits). The Labour Legislation of Government of Sint Maarten (GoSM) will apply to all the Project Workers.

A brief overview of the legislation in terms of wages, deductions and benefits are summarized below:

- The Gross hourly minimum wages are given below:

Age	Hourly Wage (in ANG)
21 years and over	8.77
20 years	7.85
19 years	7.44
18 years	6.56

- The hourly minimum wages apply to all workers;
- A worker has the right to at least a wage that is equal to the current hourly minimum wage. However, employers may decide to pay higher wages;
- The weekly minimum wage is determined by multiplying the number of hours worked per week by the hourly minimum wage. The normal number of hours of work in a week is 40.  
The monthly minimum wage is calculated by multiplying the weekly minimum wage by 4.33 or the hourly wage by 173.33.

#### 4. BRIEF OVERVIEW OF LABOUR LEGISLATION: OCCUPATIONAL HEALTH & SAFETY

References: Veiligheidslandverordening (Safety Ordinance - AB 2013 GT no. 438) & Veiligheidsbesluiten I-III (Safety Decrees I-III - AB 2013 GT no. 348; no. 280; no. 350 ).

- Aim at enhancing the safety and health of labourers through the prevention of accidents and fire on the work floor and the promotion of a healthy working environment (e.g. temperature, light, sound, furniture, ambient air, provision of drinking water);
- The employer is obliged to properly implement and maintain adherence to all regulations and directives from these ordinances;
- Inspectors may issue a work stop order until violations are properly resolved;
- The employers must report accidents on the work floor immediately to the labour inspectorate in case of death and injuries requiring first aid attendance and/or hospital admittance. Follow up reporting is to be undertaken by the employer in case of partial or complete invalidity of a worker or workers may occur. The employer shall also report serious accidents in which no personal injury was the result;
- In the case of a construction company with more than 100 employees, a dedicated person responsible for safeguarding the health and safety of the employees must be appointed;
- Safety Decree I: Regulations on working environment (e.g. lighting, hygiene, temperature, ambient air quality, first aid; restrooms, changing rooms, canteens, night accommodations, PPE, safe operation of machinery, accident prevention);
- Safety Decree II: Detailed regulations on scaffolds, suspended working floors, gangways, ladders, working on roofs, cranes, lifting gear, winches, pulleys, suspensions, safety around construction and demolition sites;
- Safety decree III: Detailed regulations on construction, installation, operation and maintenance of reservoirs for liquids and gases.

#### 5. RESPONSIBLE STAFF

- PJIAE Management Board will be responsible for the engagement of the PMU staffing, their Consultant's staff and Contractor;
- The Human Resource Manager at PJIAE is responsible for all labor relations of the PMU staff;
- The Project Director of PJIAE will be responsible for the overall management of the PMU staff, their Consultant's staff and the Contractor;



- Environmental and Social (E&S) Specialist of PMU will oversee implementation of the occupational health and safety (OHS) aspects of the Project (awareness);
- Contractor's Environmental, Social, Health and Safety (ESHS) Specialist will be responsible for occupational health and safety (OHS) of the workers during implementation of the Project;
- Contractor's ESHS Specialist will be responsible for the training of the workers;
- E&S and Communication Specialists of PMU and ESHS Specialist of the Contractor will be responsible for addressing worker grievances (for PJIAE - E&S and Communication Specialists, for Contractor - ESHS Specialist, to be split into two paragraphs).

## 6. POLICIES AND PROCEDURES

PJIAE's Environmental, Health and Safety (EHS) Policy Statement is given in Annex 6 of the ESMP. The intent of the EHS policy statement is to reinforce the commitment by PJIAE to the EHS principles.

The requirements of this policy apply to PJIAE employees, entities, contractors and joint ventures under PJIAE's operational control. PJIAE's commitments include the following:

- Every employee and contractor working on behalf of PJIAE or working under a contract signed with PJIAE is expected to share PJIAE's commitment to pursue the goal of not harming people. The following elements will be integrated into the planning process of the parties involved in the execution of the works:
  - i. Environmental protection, occupational and community health and safety, gender equality, child protection and considerations for vulnerable people (including those with disabilities);
  - ii. There will be a provision made against sexual harassment, gender-based violence (GBV), sexual exploitation and abuse (SEA) and including HIV/AIDS awareness and prevention, and;
  - iii. Broad based, culturally appropriate stakeholder engagement on project activities, thereby earning the confidence of beneficiaries of PJIAE's activities and society at large, being a good neighbour and contributing to sustainable development of Sint Maarten.
- For the purpose of the Policy and/or Code of Conduct, the term "child" or "children" means any person or persons under the age of 18 years;
- PJIAE's policy is to comply with all health, safety, security and environmental laws, rules and regulations, not just because it is legally required, but also because PJIAE believes it is the responsible way to conduct its business and to promote greater environmental and social awareness and responsibility, at a minimum:
  - i. Apply good international industry practice to protect and conserve the natural environment and to minimize unavoidable impacts;
  - ii. Provide and maintain a healthy and safe work environment and safe systems of work;
  - iii. Protect the health and safety of local communities and users, with particular concern for those who are disabled, elderly, or otherwise vulnerable;
  - iv. Ensure that the terms of employment and working conditions of all workers engaged in the Works meet the requirements of the Labour Legislation of Sint Maarten and the International Labour Organisation (ILO) conventions to which the host country is a signatory;
  - v. Be intolerant of, and enforce disciplinary measures for illegal activities. To be intolerant of, and enforce disciplinary measures for GBV, inhumane treatment, sexual activity with children, and sexual harassment;
  - vi. Incorporate a gender perspective and provide an enabling environment where women and men have equal opportunity to participate in, and benefit from, planning and development of the Works;

- vii. Work co-operatively, including with end users of the Works, relevant authorities, contractors and local communities;
  - viii. Engage with and listen to affected persons and organizations and be responsive to their concerns, with special regard for vulnerable, disabled, and elderly people;
  - ix. Provide an environment that fosters the exchange of information, views, and ideas that are free of any fear of retaliation, and protects whistleblowers;
  - x. Minimize the risk of HIV transmission and to mitigate the effects of HIV/AIDS associated with the execution of the Works;
- PJIAE has a systematic approach to health, safety, security and environmental management designed to ensure compliance with the law through the implementation and use of environmental and safety management systems through their contractors;
  - PJIAE trains their employees and requires their contractors to be aware of and meet their responsibility for the protection of health, safety and the environment, and to achieve continuous performance improvement;
  - PJIAE actively identifies and manages risks to prevent or reduce possible adverse consequences from its activities;
  - PJIAE assesses and manages exposure of employees and contractors to EHS hazards in its operations;
  - PJIAE monitors the Contractor's environmental performance and undertakes a precautionary approach to environmental challenges;
  - PJIAE will regularly report on environmental issues on their website: <https://www.sxmairport.com>;
  - Employees, supervisors, operational managers or contractors who knowingly engage in or condone environmental health or safety violations are subject to disciplinary action including suspension or termination;
  - PJIAE will continue to engage its leadership and resources to effectively and efficiently implement and execute the commitments above.

The measures adopted to address significant safety risks of the Project are summarized below:

Description of the Risk/Impact	Mitigation Measures	Responsibility	
		Implementation	Supervision
Lack of awareness among workers on the ESHS risks and requirements of the Project.	Before commencing the works on site PJIAE and the Contractor shall provide training to all heirs workers on basic ESHS risks associated with the proposed construction works and the workers' responsibility. The training program shall be repeated on a monthly basis. Contractor's site engineers will arrange weekly toolbox talks to the construction workers on ESHS risks associated with the construction activities that will be carried on that particular week. The Contractor's monthly training program will also cover topics related to Code of Conduct such as sexual harassment, particularly towards women and children, violence, including sexual and/or gender-based violence and respectful attitude while interacting with the local community.	Contractor	PJIAE and its Consultant
Lack of relevant PPE's will increase the risk of worker's exposure to construction hazards.	Contractor shall provide personal protective equipment (PPE) for workers, such as safety shoes, helmets, safety vests, masks, gloves, protective clothing, goggles, full-face eye shields and ear protection based on the work requirements. Workers shall maintain the PPE properly by cleaning dirty ones and replacing damaged ones.	Contractor	PJIAE and its Consultant

Description of the Risk/Impact	Mitigation Measures	Responsibility	
		Implementation	Supervision
Risk of fall while working at heights.	Contractor shall install guard rails with mid-rails and toe boards at the edge of any fall hazard area. All workers shall use fall preventing devices such as full body harness in conjunction with the shock absorbing lanyards.	Contractor	PJIAE and its Consultant
Risk of accidents from being struck of machinery or moving equipment.	Contractor shall hire trained operators for the safe operation of specialised vehicles such as forklifts, including safe loading and unloading. Moving equipment with restricted rear visibility shall be outfitted with audible back-up alarms. Flagman will be provided to each moving equipment operator to guide the movement of equipment.	Contractor	PJIAE and its Consultant
Exposed or faulty electrical devices, such as cables, cords, hand tools, can pose a serious risk to workers.	Contractor shall mark all energised electrical devices and lines with warning signs. Contractor shall check all electrical cords, cables and hand power tools for frayed or exposed cords and following manufacturer recommendations for the maximum permitted operating voltage of the portable hand tools.	Contractor	PJIAE and its Consultant
Transport of material from the harbour to the airport will happen occasionally, and during these days, the increased traffic use of the road by construction vehicles will affect the movement of normal road traffics and the safety of the road-users.	The Contractor shall implement a 'Traffic Management Plan' approved in the C-ESMP, which will also be shared with the local traffic authorities. The Contractor shall avoid peak rush hours for transport of material. The Contractor shall place traffic signs and flagmen at required places to control the traffic. The Contractor shall employ trained drivers and regularly inspect vehicle safety.	Contractor	PJIAE and its Consultant
Emergencies at worksite results from the natural and man-made hazards, typically in the form of fire, explosions, leaks or spills.	The Contractor shall prepare an emergency preparedness and response as part of C-ESMP. The Contractor shall mark the fire escape routes and train the workers on emergency evacuation from the terminal in case of fire. Emergency drills shall be conducted on a regular basis. The Contractor shall have adequate fire extinguishers at the work site and all site Contractor's supervisors shall be trained with the operation of extinguishers. The Contractor shall have adequate spill kits for control of oil spills and leaks.	Contractor	PJIAE and its Consultant

The reports to be prepared for monitoring of compliance with OHS risks are summarized below:

#	Title of the Report	Contents of the Report	Frequency of Report Preparation	Report to be prepared by
1	ESHS Monitoring Report	Compliance status of the Project with the environmental and social mitigation and monitoring measures.	Monthly	Contractor
2	ESMP Monitoring Report	Compliance status of overall Project with ESMP requirements.	Quarterly	PJIAE
3	Incident Reports	Incident investigation reports for all major incidents covering details of the incident, root cause analysis, and actions taken to address the future recurrence of this event.	Initial investigation report within 24 hours; Detailed Investigation Report within ten days	Contractor

## 7. AGE OF EMPLOYMENT

- The minimum age for employment on the project is 18 years;
- The Government issued Identity Cards or passports will be used to verify the age of project workers;
- If underage workers are found working on the Project, the PJIAE will provide immediate notification to the Contractor and labour office and instruct immediate termination of the worker by the Contractor. If PJIAE is fined by local authorities because a contractor employed a minor, PJIAE will pass the cost of the to the contractor and the contractor must terminate the minor immediately.

## 8. TERMS AND CONDITIONS

Terms and conditions in terms of working hours and wages to be followed for the employment of workers in accordance with labour legislation of the GoSM are described in this section.

The legislation classify workers into two categories, non-schedule workers and schedule workers:

Non-schedule workers are employees with a regular five days, 40-hours-working week (during regular office hours between 07:30 hrs - 16:30 hrs).

Schedule workers are employees (e.g. security) whose working hours fall partly or completely outside the normal office (business) hours. These terms apply to PJIAE workers as Direct Workers as defined by the ESS 2 Labour and Working Conditions. Direct Workers are employed directly by the Borrower to work specifically in relation to the project. The terms and conditions of the PJIAE workers will not change as a result meeting the definition of Direct Workers<sup>1</sup>.

### A. NON-SCHEDULE WORKERS

#### **Working hours**

- Maximum 10 hours per day and a maximum average of 40 hours per week, calculated over a period of four weeks;
- Working hours including overtime amounts to a maximum of 50 hours per week calculated over a period of four weeks with the understanding that the total working hours per day including overtime should not exceed 11 hours and the working hours per week should not exceed 45 hours calculated over a 13 week period;
- A deviation is possible by means of a Collective Labour Agreement (CLA).

#### **Breaks**

- Employees working based on the “regular” working schedule are entitled to a break of maximum one (1) hour.
- The breaks are not part of the working hours and are therefore not paid at the hourly salary.

#### **Periods of Rest**

- In the period between 16:30 hrs at night and 7:30 hrs in the morning;
- Sundays;
- Official Holidays.

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<sup>1</sup> The PJIAE staff will be treated as Direct Workers because *Component 4 Support of PJIAE Operations* will finance select PJIAE Operating Expenditures limited to the salaries and benefits of PJIAE personnel during the implementation of the Terminal Building construction works under Component 1 of the Project. In this regard, all provisions of ESS 2 will apply to all the workers of PJIAE under the category “Project” and/or “Direct Workers.” The PJIAE has labour rules and conditions in alignment with the CLA and local labour laws and many of the requirements of the ESS 2. PJIAE has prepared this LMP and is included in the ESMP. These instruments and requirements will be shared with the PJIAE staff.

## B. SCHEDULE WORKERS

### Working Hours

The working hours per shift and per week amount to the maximum number of hours as reflected in the following diagram:

Type of shift	Maximum per shift	Maximum per week
<b>Day shift:</b>		
without overtime	10 hours	45 hours
including overtime	11 hours	55 hours
<b>Night shift:</b>		
without overtime	9 hours	45 hours
including overtime	10 hours	50 hours
<b>Stand-by:</b>	16 of the 24 hours	112 hours

### Breaks

- The Employee, if he has to perform work for more than 6 hours per shift, is entitled to a break. The work of the Employee is alternated with:
  - i. a break of at least half an hour, if he has not performed work for more than 5 hours;
  - ii. breaks totaling at least 45 minutes combined, if he has performed work for more than 8 hours, but not more than 10 hours;
  - iii. breaks of at least 1 hour combined, in the event he has performed work for more than 10 hours.
- One of the breaks is at least one consecutive half hour and can be taken either 2 hours after the shift has begun or 2 hours before the shift is due to end.
- The breaks are not part of the working hours and are therefore not paid at the hourly salary.

### Periods of Rest

- The daily rest period of the Employee shall be at least 11½ hours during a 24-hour period. In a period of 7 x 24 hours this daily rest period may be reduced once to a minimum of 8 hours.
- The consecutive rest period of the Employee per period of 7 x 24 hours amounts to a minimum of 36 hours or a minimum of 60 hours in a period of 9 x 24 hours. This rest period may be reduced once every five weeks to a minimum of 32 hours, respectively 54 hours.
- The Employee after having worked the night shift (which ends after 02.00 hours), is entitled to a rest period of at least 14 hours. In a period of 7 x 24 hours this rest period may be reduced once to at least 8 hours.
- The Employee after a series of 5 night shifts is entitled to a consecutive rest period of at least 48 hours.
- The Employee, within a period of 52 consecutive weeks, is entitled to at least 13 weekends off. A weekend off runs at least from Friday 18.00 hours to Monday 06.00 hours, or from Saturday 18.00 hours to Tuesday 06.00 hours, provided that at the most 6 of these 13 weekends off, start on Friday at 24.00 hours and on Saturday at 24.00 hours respectively.
- The different minimum rest periods are reflected in the following diagram:

Rest type	24 hours	5 nights shifts	7 x 24 hours	9 x 24 hours	52 weeks
Standard	11 ½	48	36	60	13 free of which 6 on a Saturday or a Sunday
Deviation	8	-	32	54	-
from	one day in a standard week of 7 x 24 hours		once every 5 weeks	once every 5 weeks	

### C. OVERTIME AND OVERTIME COMPENSATION

There is overtime in the following situations:

- If the employee works during his period of rest;
- If the employee works longer than the maximum period of labour per day or per week.

#### **Note:**

For an employee in part time service, overtime work only exists, if the hours worked exceed the average weekly working hours of an Employee in full time service.

### D. RULES RELATING TO OVERTIME

- If the employer calls upon the employee to work overtime during a day on which the employee is free according to his work schedule, then a minimum of three hours of overtime should be paid;
- The Employee who falls in salary classification 8 or lower, and on the orders of the direct line manager does overtime work, is entitled to overtime pay;
- The pay for overtime work amounts per overtime hour worked to the normal hourly salary increased by the overtime allowance, as stated in the next paragraph<sup>4</sup>;
- In calculating the overtime pay, by hourly salary is meant, the 1/173<sup>rd</sup> part of the relevant monthly salary of the Employee;
- The Employee will be awarded for overtime according to the 'Arbeidsregeling 2000' (Attachment in the CLA);
- In the event at least two hours of overtime work must be performed, immediately following the normal shift, or in the event an Employee is called during a current shift to perform duties during at least two hours, the Employer shall provide the Employee in question with a voucher of the amount of ANG25.00 to be used for obtaining a hot meal and is valid for 30 days after it has been issued. The Employee shall also be given a period of 30 minutes to consume this meal during working hours.

### E. OVERTIME COMPENSATION

Situation for compensation of wages are:

- Exceeding the maximum working hours - 150%;
- Overtime on a schedule day off - 200%;
- Overtime on a day of rest - 200%;
- Overtime on an holiday - 250%;
- Overtime in combination with night-time work (for schedule workers only) - 150%.

Further, employee and employer may agree in writing that instead of paying overtime in money it is compensated completely or partially in days off (time-back) according to the above mentioned overtime percentages.

## **9. GRIEVANCE REDRESS MECHANISM**

PJIAE has an existing Grievance Redress Mechanism (GRM) in place to receive concerns and grievances from key stakeholders and the public affected by the Project. The Grievance Mechanism serves as a critical avenue to allow all the key users and stakeholders of the airport to send their complaints and/or concerns of the progress regarding the reconstruction of the airport terminal during the Project implementation. The GRM will address all these complaints within a reasonable time, protect against retaliation and allow for escalation of complaints. If complaints are not resolved in time by the GRM this should be reported to the PJIAE management board. A summary of the grievances received should be included in the monthly and quarterly monitoring reports.

If grievances are repeated, unresolved or submitted by several people, this should be escalated to the Unions or Labour Department. The GRM should be broadly communicated to all PJIAE staff.

In addition, the Contractor shall have a separate Grievance Redress Mechanism (GRM) in place to deal exclusively with those that involve workers employed by the Contractor for the construction activities. The Contractor will be responsible for managing their GRM.

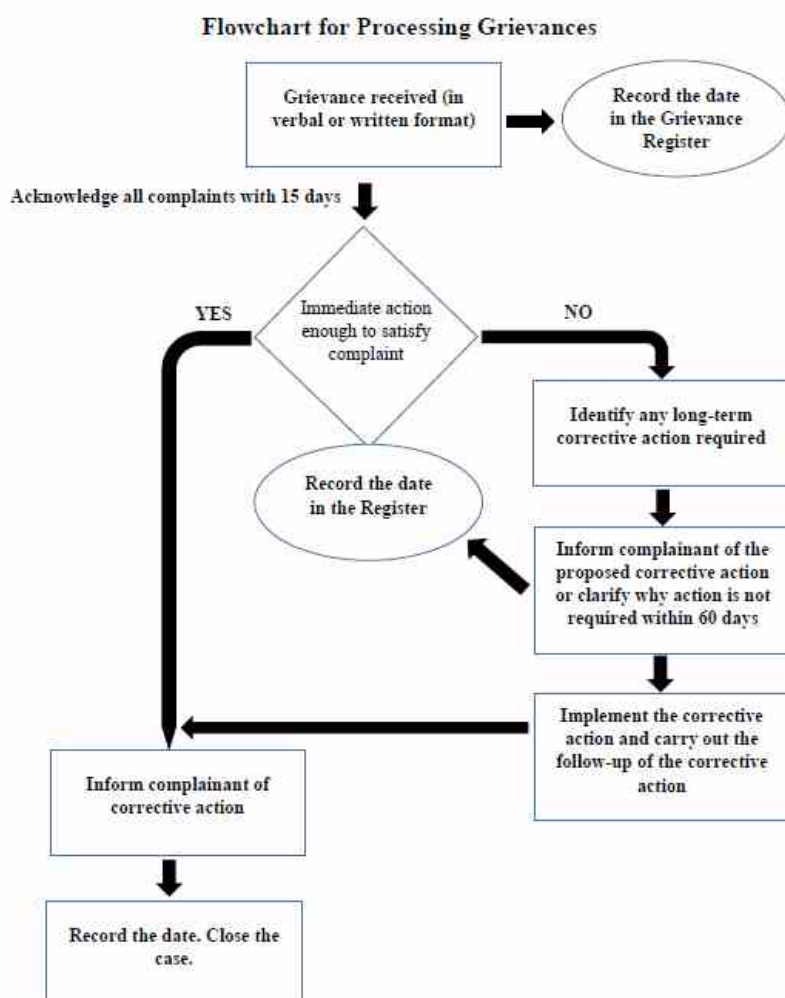
PJIAE will ensure and oversee that the Contractor shall implement their GRM.

**Key Stakeholders and Public can submit Complaints and Feedback through a number of channels at PJIAE**

The different reporting options and documents are available in the English language and include the following:

- Service Desk: Operational from 7:00 hrs in the morning to 7:00 hrs in the evening via telephone: 1-721-546-7778 or 1-721-546-7779;
- Email: [servicedesk@sxmairport.com](mailto:servicedesk@sxmairport.com) (for technical issues only);
- Facebook: <https://www.facebook.com/sxmairport> ;
- Instagram: <https://www.instagram.com/sxmairport/> ;
- SXM Website: Reporting safety related grievances on the tab > Airport Info > Safety Suggestion Form: <https://www.sxmairport.com/quality-assurance.php> ;
- Drop Boxes: Anonymous reporting of safety concerns through the Quality Assurance Drop Box found near the Check-In counter area;
- Reporting by telephone: 1-721-546-7507 (HR) or 1-721-546-7777, Passenger Experience Department (PED)
- Human Resources Department: Wistleblower Policy;
- Code of Conduct: Risk Assessment Policy (Investigation Team of Human Resources).

The GRM operated by PJIAE is depicted below.



## **10. CONTRACTOR'S MANAGEMENT**

The PJIAE will make reasonable efforts to ascertain that the Contractor and their subcontractors hire the workers from legitimate labour entities in the country. PJIAE may ask the contractors to provide the following information:

- Business licenses, registrations and permits of the local entities that supply labour to the Contractor and its subcontractors;
- Documents relating to a labour management system, including OHS issues (for example: labour management procedures).

## **11. COMMUNITY WORKERS**

Not relevant to the Project.

## **12. PRIMARY SUPPLY WORKERS**

The PJIAE will not directly procure any primary supply contracts. The main Contractor who subcontract the supply of materials and equipment for implementation in the project works will be responsible to include the same conditions and specifications on ESHS aspects to its subcontracting agreements.

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### Annex 3: Environmental Standards Applicable to the Project

Extracted from World Bank Group Environmental Health & Safety General Guidelines, 2007

#### WHO Ambient Air Quality Guidelines

	Averaging Period	Guideline value in $\mu\text{g}/\text{m}^3$
Sulfur dioxide ( $\text{SO}_2$ )	24-hour	125 (Interim target-1) 50 (Interim target-2)
	10 minutes	20 (guideline) 500 (guideline)
Nitrogen dioxide ( $\text{NO}_2$ )	1-year 1-hour	40 (guideline) 200 (guideline)
Particulate Matter $\text{PM}_{10}$	1-year	70 (Interim target-1) 50 (Interim target-2) 30 (Interim target-3) 20 (guideline)
	24-hour	150 (Interim target-1) 100 (Interim target-2) 75 (Interim target-3) 50 (guideline)
Particulate Matter $\text{PM}_{2.5}$	1-year	35 (Interim target-1) 25 (Interim target-2) 15 (Interim target-3) 10 (guideline)
	24-hour	75 (Interim target-1) 50 (Interim target-2) 37.5 (Interim target-3) 25 (guideline)
Ozone	8-hour daily maximum	160 (Interim target-1) 100 (guideline)

Sources World Health Organization (WHO). Air Quality Guidelines Global Update, 2005.

PM 24-hour value is the 99th percentile. Interim targets are provided in recognition of the need for a staged approach to achieving the recommended guidelines.

#### Noise Level Guidelines

Receptor	One Hour $\text{LAeq}$ (dBA)	
	Daytime 07:00 - 22:00	Nighttime 22:00 - 07:00
commercial	70	70

Guidelines values are for noise levels measured out of doors.

Source: Guidelines for Community Noise, World Health Organization (WHO), 1999.

#### Noise Limits for Various Working Environments

Location/activity	Equivalent level $\text{LAeq}$ , 8h	Maximum $\text{LA}_{\text{max}}$ ,
Light industry (decreasing demand for oral communication)	50-65 dB(A)	110 dB(A)
Open offices, control rooms, service counters or similar	45-50 dB(A)	-
Individual offices (no disturbing noise)	40-45 dB(A)	-
Classrooms, lecture halls	35-40 dB(A)	-

### Indicative Values for Treated Sanitary Sewage Discharges

Pollutants	Units	Guideline Value
pH	pH	6 – 9
BOD	mg/l	30
COD	mg/l	125
Total nitrogen	mg/l	10
Total phosphorus	mg/l	2
Oil and grease	mg/l	10
Total suspended solids	mg/l	50
Total coliform bacteria	MPN / 100 ml	400

## **Annex 4: PJIAE's Emergency Response Manual**

The Emergency Response Manual is available with PJIAE. In this Annex only the contents of the referred document is shown.

# EMERGENCY MANAGEMENT MANUAL

Princess Juliana  
International Airport





## DISTRIBUTION RECORD

#	Company	Date / Signature
001	President	
002	Director OPS	
003	Director ATS	
004	Director FCD	
005	Director TD	
006	Manager SEC	
007	Manager OPS	
008	Manager RFF	
009	Manager PPS	
010	Manager FMD	
011	Manager LEG	
012	Manager QAD	
013	Manager MCS	
014	Manager PRO	
015	Manager RAD	
016	ATS Dept	
017	OPS Dept	
018	RFF Dept	
019	SEC Dept	
020	Secretariat	
021	AIRLINES	
022	HANDLERS	
023	CARGO	
024	RETAIL	
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## **Annex 5: PJIAE's Stakeholders Engagement Plan (SEP) and Grievance Redress Mechanisms (GRM)**

The Stakeholder Engagement Plan (SEP) is also published on the Airport's website:

<https://www.sxmairport.com/document-forms.php>

# The Government of Sint Maarten



Princess Juliana  
International Airport  
Operating Company N.V.



## Princess Juliana International Airport - Sint Maarten Reconstruction of the Terminal Building Project

### Stakeholder Engagement Plan (SEP)

August 2019

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## I. INTRODUCTION

The Stakeholders Engagement Plan (SEP) is a guide to the public on the outreach and information disclosure plans of the PJIA as the project moves through critical milestones. The 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. The SEP's design and implementation 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 & monitoring of the project's environmental and social risks and impacts.

Activities to be performed at the Princess Juliana International Airport (PJIA) focus on 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.

The implementation of the SEP will support PJIA's overall goal of "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."

Sincerely,

**PJIAE N.V.**

Managing Board

## II. OBJECTIVES OF THE STAKEHOLDER ENGAGEMENT PLAN

1. The SEP and Information Disclosure are critical for keeping all the key users and stakeholders of the airport informed of the progress in the repairs leading to full operational capacity. This Stakeholder Engagement Plan (March 2019) has been developed and is included in the draft Environmental and Social Management Plan (ESMP). The PJIAE Operating Company Engagement has included discussions with Government agencies that provide oversight of the airport terminal, airlines representatives, ground transport operators, passengers (who currently use a temporary terminal), and vendors who operated business at the closed terminal. Other stakeholders are: airport staff, airline offices, Customs Department, Immigration and Border Protection Service, shop and restaurant owners in the airport, passengers and taxi operators.
2. The draft ESMP and progress of the reconstruction activities are being shared with the stakeholders to obtain their feedback and have been disclosed on the PJIAE's website. Consultations will be continued during the implementation of the Project through its completion as described in the SEP. Stakeholder consultations will receive and record feedback, this in turn will be reported by the PJIAE communication team to the PJIAE management as part of the monthly and quarterly reporting process.
3. The objectives of the Stakeholder Engagement Plan are to:
  - Share the project's intended goals, investments, impacts, grievance and feedback mechanism and timeline to the public.
  - Establish a systematic approach to stakeholder's engagement, which will assist to identify stakeholders and project affected parties, to build and maintain constructive relationships.
  - 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.
  - 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.
  - 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.
  - Provide project-affected parties with accessible and inclusive means to raise issues and grievances and allow PJIAE to respond to and manage such grievances.
4. 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), summarizing the assessment of all or part of PJIAE's 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.

## III. HISTORY

5. The Princess Juliana International Airport (PJIA) 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.

6. Due to the increased passenger traffic and the forecasted growth at the time the PJIA 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 PJIAE serves were all kept informed on the plans and development of this undertaking.
7. 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 90 meters (200 ft) overrun on both ends of the runway to comply with the International Civil Aviation Organization (ICAO) rules.
8. 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 passenger boarding bridges 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.
9. 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 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 PJIA terminal building and airport infrastructure endured enormous damage, crippling the airport operations.
10. 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, forcing the closure of the airport facilities and 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 temporary Arrival Pavilion on March 22, 2018.
11. 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, Johnney'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.
12. 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 14, 2018.

#### IV. PROJECT DESCRIPTION

13. The project development objective is to restore the passenger capacity of PJIA to pre-Irma levels with improved resilience to hurricanes.

14. **The proposed Project will contribute to the reconstruction program of the PJIA through restoring the passenger terminal function** with improved resilience to the future hurricanes and safety of the airport.  
The program includes the reconstruction of the passenger terminal as well as the other key airport facilities such as air traffic tower, firefighter facilities, fuel farm relocation, runway rehabilitation.
15. **The Project will reconstruct the internal terminal facilities damaged by hurricanes while keeping the existing building structure.** While the terminal facilities inside the building were seriously damaged by wind and rain intruded through destroyed doors and roof, the building structure<sup>1</sup> itself has sustained practically no damage except the roof.  
Accordingly, PJIAE is implementing a series of the works, including: (i) Preliminary internal cleaning and demolition (completed); (ii) Terminal roof waterproofing repair (completed) and betterment to enhance resilience (to be completed in May 2019); (iii) Temporary terminal reconstruction (Package 1) to reopen a limited area of the ground floor of the terminal (completed in December 2018); and (iv) mold remediation of the remaining terminal prior to Package 2 reconstruction (to be completed by September 2019) and (v) full terminal reconstruction (Package 2).  
The works under (i)-(iv) are fully financed from PJIAE's own financing resources and will be concluded before (v) Package 2 starts.
16. **The Project will support PJIAE and the GoSM in implementing the terminal reconstruction program, focusing on Package 2 works.** The project is a **US\$129 million** operation financed by a **US\$72 million** World Bank managed Trust Fund (WB TF), US\$50 million European Investment Bank (EIB) loan and US\$7 million of counterpart funds.
17. **The proposed Project includes the following four components.**
  - a. **Component 1: Reconstruction of the PJIA passenger terminal facilities (US\$ 107 million, of which US\$ 50 million will be financed by the World Bank managed Trust Fund, US\$ 50 million European Investment Bank loan and US\$ 7 million counterpart funds).**  
This component will support, among others, the Package 2 works of the terminal reconstruction, consisting of terminal facility restoration and equipment reinstallation. The planned works will include, *inter alia*, passenger boarding bridges, entrance doors, dry walls, furniture/counters, electrical and IT systems, baggage handling system, security installations and firefighter facilities. Passenger boarding bridges and entrance doors will be replaced with better resilience to hurricanes.
  - b. **Component 2: Project Management and Capacity Building (US\$0.5 million financed by the World Bank managed Trust Fund).**  
This component supports activities related to project management and capacity building for PJIAE. The component will support PJIAE in (a) project implementation, management and monitoring and evaluation, including environmental, social and fiduciary aspects of the Project; and (b) capacity building activities to PJIAE to improve airport resilience and air traffic safety. The activities will be defined based on the need's assessment during the implementation. The component will also finance training and operating costs required for these activities.
  - c. **Component 3: Capacity Building and Project Management for the Government of Sint Maarten (US\$0.5 million financed by the World Bank managed Trust Fund).**  
This component will support the GoSM on matters of project management and on capacity building in areas including airport governance and air traffic regulation, determined based on needs assessed during Project implementation. The component will also finance training and operating costs required for these activities.

<sup>1</sup> The original building was designed according to the Dutch building codes.

- d. **Component 4: Support of PJIA's Operations will fund the operations of PJIAE** through the financing of select PJIAE Operating Expenditures (OPEX) so that PJIA's operations can continue without interruption during the **reconstruction** period. The PJIAE OPEX financed by this component will be limited to expenditures incurred for the salaries and benefits of all PJIAE personnel and other non-procurable operating expenditures, including utilities.

## V. ENVIRONMENT

18. The Simpson Bay and Beacon Hill Community Councils are organizations, which have shown great interest in the ongoing projects at the PJIA 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 are briefed on developments at the airport, including the project and 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:

- i. New Aircraft Hangers
- ii. Fuel Farm
- iii. Fixed Based Operations (post groundbreaking update)
- iv. New Goddard Catering Building
- v. Rescue and Firefighting Building

A map of the project location of the PJIA is shown in [ANNEX 1](#).

## VI. BRIEF SUMMARY OF PREVIOUS STAKEHOLDER ENGAGEMENT ACTIVITIES

19. **The PJIAE already has a Stakeholder Engagement Process in place.** The SEP and Information Disclosure are critical for keeping all the key users and stakeholders of the airport informed of the progress in the repairs leading to full operational capacity. The PJIAE already has a Stakeholder Engagement Process in place. This process has included discussions with Government agencies that provide oversight of the airport terminal, airlines representatives, ground transport operators, passengers (who currently use a temporary POD terminal) and vendors, who operated business at the closed terminal. Other stakeholders are: airport staff, airline offices, Customs Department, Immigration and Border Protection Service, shop and restaurant owners in the airport, passengers, taxi and bus operators.
20. **The Stakeholder Engagement Plan builds on this process which will be continued during the implementation of the Project through its completion.** This SEP detailed here will be included in the ESMP. The SEP describes the different stakeholders of the Project and how PJIAE currently engages its stakeholders, including through: circulation of monthly newsletters, conducting monthly facilitation meetings and maintaining a news webpage. Reconstruction activities are being shared with the stakeholders to obtain their feedback.

## VII. STAKEHOLDER TARGET GROUPS

21. To implement an effective stakeholder's engagement plan PJIAE has identified the internal and external target groups for the SEP and the necessary tools needed to effectively communicate to the groups as listed below.
  - **Internal Target Group:** The employees of the PJIAE, Airlines, Handlers, Charters, Retail Concessionaires, F&B Concessionaires, Goddard Catering Services, Sol Group, Cargo Operators/Handlers, Customs, Alpha Team - Police, Immigration, Wheelchair Services, VIP Services, Airport Taxi Association, St. Maarten Civil Aviation Authority (SMCAA),

Commuters and FBO Operators. The PJIAE has also consulted travel operators, taxi union and worker's union.

- **Support of PJIA's Operations:** This is financing select PJIAE Operating Expenditures (OPEX) limited to the salaries and benefits of PJIAE personnel during the execution of the terminal construction works under Component 1 of the Project. In this regard, all provisions of ESS 2 will apply to all the workers of PJIAE under the category "Project" and/or "Direct Workers." PJIAE has prepared a Labour Management Plan (LMP), which spells out the requirements for PJIAE in the management of workers. These include working conditions and management of worker relationships, non-discrimination and equal opportunity, protecting the workforce, grievance redress mechanism and occupational health and safety. The plan and other relevant information will be shared with the PJIAE staff.
- **External Target Group:** The island population of St. Maarten/St. Martin, Passengers, Government of St. Maarten, Airline headquarter affiliates, the Collectivité of St. Martin, 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 (SMCAA) and Air Service Development Committee (internal and external joint group).

22. PJIAE has been regularly carrying out the monthly consultation meetings with the stakeholders, primarily the airport users such as the airline offices, travel operators, taxi union and worker's union on the on-going reconstruction construction activities and the proposed Project activities and to receive their feedback.

The process of stakeholder engagement will involve the following, as set out in **Table 1** below. 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, announcements of key milestones and/or any significant changes.

**Table 1: PJIAE Stakeholder Groups and Engagement Mechanisms**

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	Mechanism of engagement
<b>Airlines (Main Offices)</b>	Provide insight into pilot project, lessons learned, and expanded services.	Monthly 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>Aviation Security Meetings</b> AVSAF hosted by Quality and Safety Assurance Department	Security Meetings including the police authorities, head of security, customs, and Immigration. Provided project updates on safety mishaps that may have occurred and how to prevent them.	Monthly meeting	Provide key milestone updates and share safety reports	<ul style="list-style-type: none"> <li>• Monthly facilitation meetings</li> </ul>



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	Mechanism of engagement
<b>Airlines, Handlers &amp; Concessionaires</b>	Provide information on airport operational and reconstruction status, achievements and planned goals.	Monthly meetings to 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-sessions. Record discussions, comments/ questions raised and responses.	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>
<b>External Stakeholders</b> (Simpson Bay and Beacon Hill Communities and NGO's)	Provide information to stakeholders about past, present and future planned activity at the airport and rebuilding efforts.	This meeting hosted by the Managing Board. Monthly meetings to provide regular update on projects and accomplishments to Simpson Bay and Beacon Hill Council/ Community Representative. 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 various meetings. Concerns can also 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 of PJIAE</b>	Educate the staff on the requirements of Standards (ESS 1, 2, 4 and 10) for Direct/Primary workers.	Information and Consultation forum to be arranged to make staff of PJIAE aware of what to expect and what is required of them under the standards ESS 1, 2, 4 and ESS 10.	The project will have a GRM. Feedback is also provided during the open floor segment of meetings and/or staff Q&A sessions.	<ul style="list-style-type: none"> <li>• Email</li> <li>• Monthly newsletter</li> <li>• Monthly division/ department meetings.</li> </ul>
<b>PJIAE 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	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>

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	Mechanism of engagement
	hub countries.			
<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 &amp; operational reports</li> <li>• Formal letters</li> <li>• Conference calls</li> </ul>
<b>Government agencies, such as VROMI, Ministry of Labor NRPB</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>Bond Holders</b>	Bondholders are a key stakeholder that can impact the project's financing strategy for the reconstruction program.	The Managing Board provides monthly reports to the bond holders. The reports include updates on the reconstruction process of Package 2.	Feedback is provided during scheduled teleconference calls or visits to the main office in New York.	Teleconference or live meetings
<b>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.	Bi-weekly meetings between Managing Board and Supervisory Board of Directors. 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 airport and rebuilding efforts.	Press briefings are held to present the accomplishments made during the key stakeholder meetings and process of project.	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>

23. 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.

## VIII. PLANNED CONSULTATIONS

24. Moving forward the monthly meetings above will be used to receive feedback on the project documents, including the draft SEP and draft ESCP which were disclosed for consultation on April 16, 2019 on the PJIA's website. In particular, PJIAE will hold an Information and Consultation forum for the staff of PJIAE to make them aware of what to expect and what is required of them under the relevant standards as a result of Component 4 financing of PJIA operating expenditures limited to expenditures incurred for the salaries and benefits of PJIAE



personnel and other non-procurable operating expenditures, including utilities. PJIAE will engage with stakeholders throughout the project life-cycle, in a timeframe that enables meaningful consultations with stakeholders on project developments.

## IX. DISADVANTAGED / VULNERABLE INDIVIDUALS OR GROUPS

25. PJIA has two contractors who provide services for the physically disabled. The airport has concession agreements with two companies<sup>2</sup> to provide wheelchair services to passenger on request. The Ground Handling Company plans to purchase more AVRs ramps and several lifts to bring down wheelchairs from the aircrafts.

Mobility services can be requested on line and/or by telephone. The airline also has an AVI ramp, which is used for B737 aircrafts to transport physically challenged persons. The transport concession companies are also required to disseminate relevant information about access to the airport and airport developments to organizations representing the disabled. The PJIA Communications office will also explore how to make information available to the visually impaired through voice apps.

In addition, the SEP will consider 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.

## X. STAKEHOLDER ENGAGEMENT PROGRAM

26. 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.

Goals		Timeframe
1	E-Newsletters	January 2018 to present (monthly)
2	Press Releases	November 2017 to present (varies)
3	Radio and TV Advertisements	November 2018
4	Print / Online Media Ads	January 2018 to present (monthly)
5	Public Service Announcements	November 2017 to present
6	Publications	March 2018 to present (monthly or when requested)
7	Website Management	November 2017 to present (live flight updates, content)
8	Media Campaigns	November 2017 to present (quarterly/upon request)
9	Internal Notices	November 2017 to present (based on urgent requests)
10	Social Media	November 2018 (annually)
11	Photo Shoots	November 2018 (annually)
12	Media Policy	November 2018 (revisited annually)

## XI. PROPOSED STRATEGY FOR INFORMATION DISCLOSURE

27. The tools utilized to disseminate the pertinent information on behalf of the PJIA is equally as significant as the issued statement. Over a period, the media was the key tool utilized to reach the stakeholders and the public. Other channels that to be used to distribute content are listed below.

<sup>2</sup> Accessible Ventures and Connor Wheelchair Services.

Latest Tools	Common Tools
<ul style="list-style-type: none"> <li>• Travel Booking Web pages</li> <li>• Website <a href="https://www.sxmairport.com/">https://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 Family 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, Airlines, 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>

## XII. HOW ARE MESSAGES COMMUNICATED ?

28. The SEP will be communicated to the stakeholders and forwarded through 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>• Newsletters</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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29. Project on the road to the official reopening in 2020. This newsletter 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.



### 30. 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.



### 31. Websites

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.

### 32. Facilitation meetings

The PJIA 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

### 33. Walk-throughs and sessions

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 1 -Temporary Operations project showcased the abovementioned inclusion of the stakeholders for the Package 2 - Reconstruction of the Terminal Building. Management plans to grant the stakeholders the same honor to give input on Package 2.

#### 34. **Social Media**

There are multiple ways to leverage social media to provide information to **key stakeholders** on PJIA emergency project developments. Link exchanges are also carried out with the tourist offices of St. Maarten to highlight general progress in post Hurricane recovery efforts. The social media gateways that are used to communicate to the globe includes the following:

- Twitter
- Instagram
- Facebook
- LinkedIn

#### 35. **Publications**

Some Key project developments made be posted in international or local publications to ensure accuracy and unbiased reporting on project events. 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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#### 36. **Press Conferences**

Press Conferences are organized to make major announcements by the PJIA on key project developments. Relevant and reputable **media** are invited to gain insight on the latest SXM Airport updates. At given points there are press conferences hosted when there is an airline inaugural ceremony or a grand opening of an airport concession.

### **XIII. RESOURCES AND RESPONSIBILITIES**

37. The Managers and Directors of the PJIA 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.
38. The PJIAE's Corporate Communication Specialist is responsible for communicating regularly with the stakeholders through circulation of monthly e-newsletters, internal notices, participating in the monthly facilitation meetings and maintaining a news webpage whereby all press releases about the project is also posted at:  
<https://www.sxmairport.com/newsletter.php>.  
The Grievance Redress Mechanism is also featured on the website with the related documents.
39. The Communication Department plays a critical role in the implementation of the Stakeholder Engagement Plan ensuring that there are consistent messages on project updates from the airport authorities. The Corporate Communication Specialist (CCS) is charged with the responsibility of ensuring that all local and international media, key stakeholders and the public in general are informed of the latest updates of the PJIA. The stakeholders must be able to retrieve information from all the relevant avenues to be well informed.

The Corporate Communication Specialist has established effective relationships with the media at large. The CCS will increase public awareness of the project by:

- (i) Providing key data regarding major updates of SXM Airport.
- (ii) Maintaining effective communication within the organization is equally important to avoid the dissemination of erroneous information.
- (iii) Making all stakeholders aware of specific information provided by the Management of the PJIAE on key aspects of the project. 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.
- (iv) Providing general information about the SXM Airport Project milestones, and
- (v) Communicate all safety campaigns and concerns to the stakeholders via the relevant departments and facilitation meetings.

#### XIV. TIMELINES FOR PROJECT MANAGEMENT - PACKAGE 2

40. The timelines of the projects are detailed below and will be announced to the public through the PJIA website.

Projects	Tentative Dates
<b>Remediation of Terminal Building (pre-works Package 2)</b>	
Review of previous Received Bids	November 2018
Changes to and Finalisation of Revised Scope	Q3 - 2019
Resubmission of Bids / Evaluation and Recommendation Report	Q3 - 2019
Approval from the Supervisory Board of Directors, Award of Contract	Q3 - 2019
Start of Remediation Works	Q3 - 2019
Completion of Remediation Works	Q1 - 2020
<b>Package 2: Reconstruction of Terminal Building</b>	
Finalisation of Design and Tender Documents	Q4 - 2019
Approval of Tender Documents from World Bank	Q4 - 2019
Invitation to Bid, Issuance of Tender Documents	Q4 - 2019 / Q1 - 2020
Submission of Bids, Evaluation Report of Bids and Recommendation	Q1 - 2020
Approval from the Supervisory Board of Directors, Award of Contract	Q1 - 2020
Commencement of Reconstruction	Q2 - 2020
Completion of Package 2	Q4 - 2021

#### XV. FEEDBACK AND GRIEVANCE REDRESS MECHANISM FOR THE PROJECT

41. PJIAE has an existing GRM in place to receive concerns and grievances from key stakeholders affected by the project. The GRM will receive stakeholder complaints and will address all these complaints within a reasonable time. The Grievance Mechanism serves as a critical avenue to allow all the key users and stakeholders of the airport to send their complaints and/or concerns of the progress in the repairs of the airport terminal. This mechanism will be extended to receive the complaints during the Project implementation.
42. The GRM will address all these complaints within a reasonable time, protect against retaliation and allow for escalation of complaints. If complaints are not resolved in time by the GRM this should be reported to the PJIAE management board. A summary of the grievances received should be included in the monthly and quarterly monitoring reports.. A summary of the status of handling of the grievances received should be included in the monthly and quarterly reports to the NRPB and to the World Bank. Confidentiality will be paramount in the treatment of complaints. The Code of Conduct expected of staff contracted to work on the project will be disclosed to the public through the ESMF. If grievances are

repeated, unresolved or submitted by several people, this should be escalated to NRPB. The GRM should be broadly communicated to all stakeholders.

In addition, the GoSM has a separate Grievance Redress Mechanism (GRM) to deal exclusively with those that involve workers employed by the Contractor for construction activities. PJIAE'S Communications officer at PJIA will be responsible for managing the project GRM.

43. **Box 1**

**Box 1: Key Stakeholders and Public to submit Complaints and Feedback through a number of channels at PJIAE**

The different reporting options and documents are available in the English language and include the following:

- Operational from 7:00 hrs in the morning to 7:00 hrs in the evening via telephone: 1-721-546-7778 or 1-721-546-7779;
- Email: [servicedesk@sxmairport.com](mailto:servicedesk@sxmairport.com) (for technical issues only);
- Social Media:  
<https://www.facebook.com/sxmairport/> ;  
<https://www.instagram.com/sxmairport/> ;
- SXM Website: Reporting safety related grievances on the tab > Airport Info > Safety Suggestion Form: <https://www.sxmairport.com/quality-assurance.php> ;
- Drop Boxes: Anonymous reporting of safety concerns through the Quality Assurance Drop Box found near the Check-In counter area;
- Reporting by telephone: 1-721-546-7507 (HR) or 1-721-546-7777, Passenger Experience Department (PED);
- Human Resources Department: Whistleblower Policy;
- Code of Conduct: Risk Assessment Policy (Investigating team of Human Resources).

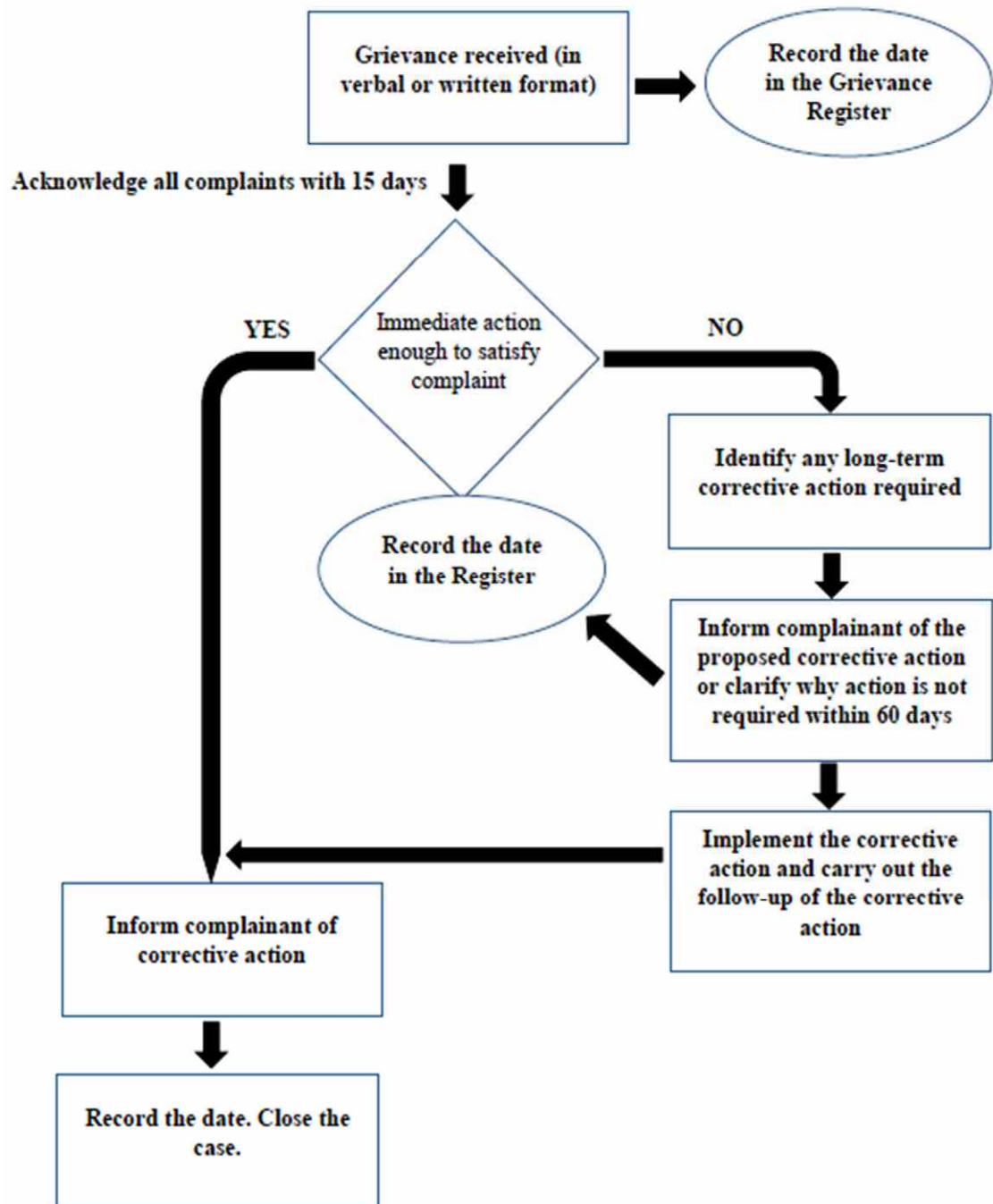
44. If there are any complaints on the progress of the reconstruction project, the stakeholders can call or make a report via email through the Service Desk presided by the Projects, Planning and Systems Department (PPS) whose responsibility is to channel the complaints of PJIAE. Service Desk can be reached via telephone: 1-721-546-7778 or 1-721-546-7779. The Service Desk department is operational from 7:00am through 7:00pm. All concerns are filtered to the relevant departments and the Project Management team to address the reported matters about the project. The GRM will receive stakeholder complaints and will address all these complaints within a reasonable time. The GRM operated by the Service Desk is depicted in the chart below.

A Feedback and Grievance Form is included in **ANNEX 2**.

45. In addition, PJIAE will ensure that the Contractor will setup a separate Grievance Redress Mechanism (GRM) to deal exclusively with those complaints that involve workers employed by the Contractors for construction activities. The PJIAE will hire an environmental and social specialist who will monitor the GRM and implementation of the Contractor's environmental and social safeguards commitments.



### Flowchart for Processing Grievances



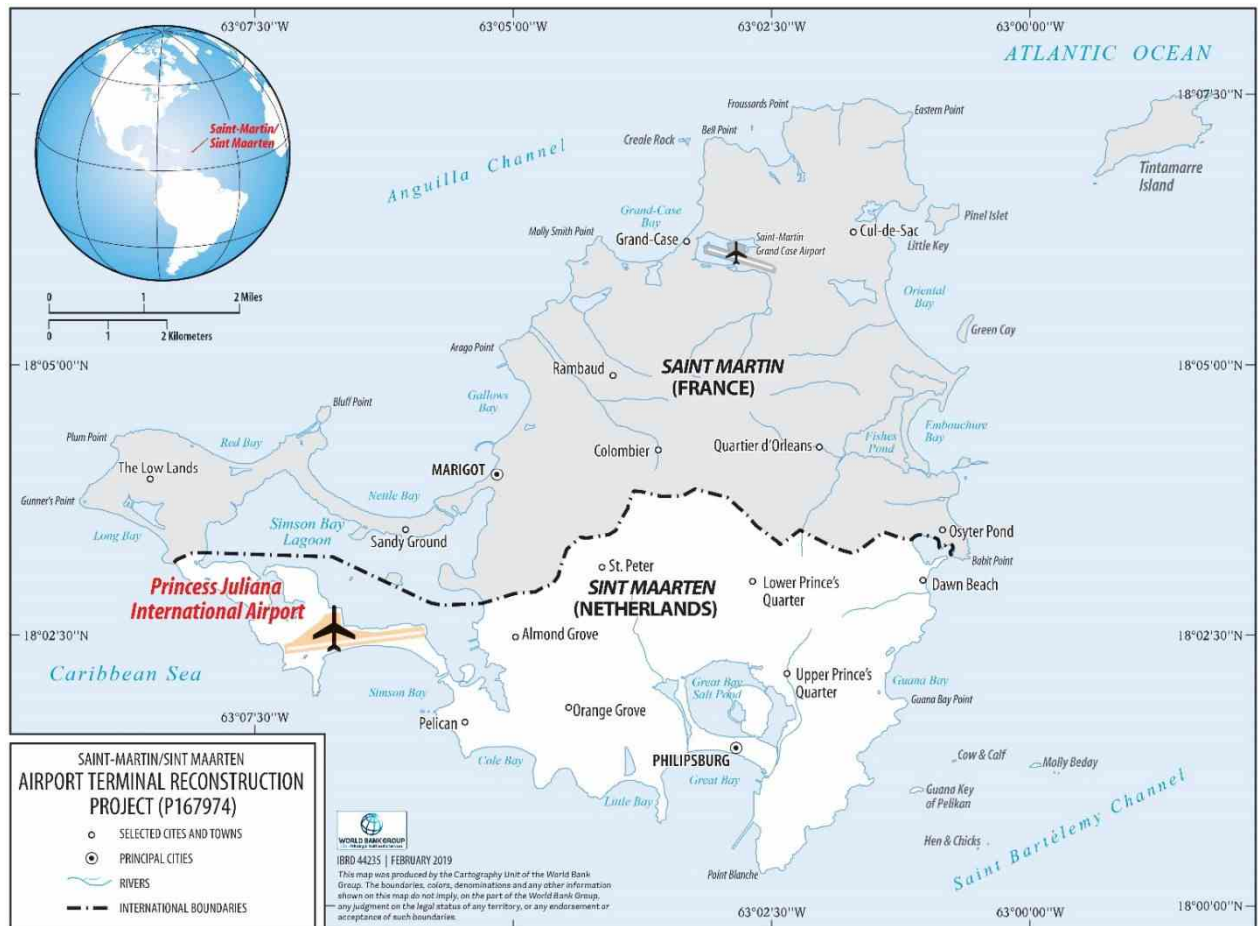
46. Meanwhile, consultations will be continued during the implementation of the project through its completion. Stakeholder consultations will receive and record feedback, this in turn will be reported by the PJIAE Project Management team to the PJIAE management as part of the monthly and quarterly reporting process.

## XVI. MONITORING AND REPORTING

47. The implementation of the SEP will be monitored by the Corporate Communications Officer and the PIU Social and Development Officer when the person is hired.

## ANNEX 1

Map showing location of the Project Site at Princess Juliana International Airport, St. Maarten





## ANNEX 2

### Feedback and Grievance Form

Public Grievance Form	
<b>Reference No:</b>	
<b>Full Name:</b>	
<b>Contact Information</b> {Please mark how you wish to be contacted (mail, telephone, e-mail)}	<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 ? To whom did it happen ? What is the cause 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 happening to resolve the problem?</b>	

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

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

Please return this form to the Human Resources Department:  
[hr@sxmairport.com](mailto:hr@sxmairport.com) or Tel: +1 (721) 546-7507

## Annex 6: PJIAE Environmental and Social Policy Statement

The intent of the Environmental, Health and Safety (EHS) policy statement is to reinforce the commitment by Prince Juliana International Airport Authority to the EHS principles.

The requirements of this policy apply to PJIAE employees, entities, contractors and joint ventures under PJIAE operational control.

PJIAE commitments include the following:

- Every employee and contractor working on behalf of PJIAE or working under a contract signed with PJIAE is expected to share PJIAE's commitment to pursue the goal of not harming people. The following elements will be integrated into the planning process of the parties involved in the execution of the works:
  - Environmental protection, occupational and community health and safety, gender equality, child protection and considerations for vulnerable people (including those with disabilities).
  - There will be a provision made against sexual harassment, gender-based violence (GBV), sexual exploitation and abuse (SEA) and including HIV/AIDS awareness and prevention.
  - And broad based, culturally appropriate stakeholder engagement on project activities, thereby earning the confidence of beneficiaries of PJIAE activities, and society at large, being a good neighbor and contributing to sustainable development of Saint Maarten.
- For the purpose of the Policy and/or Code of Conduct, the term “child” / “children” means any person(s) under the age of 18 years. PJIAE's Code of Conduct is included in **Annex 7**.
- PJIAE's policy is to comply with all health, safety, security and environmental laws, rules and regulations, not just because it is legally required, but also because PJIAE believes it is the responsible way to conduct its business and to promote greater environmental responsibility, at a minimum:
  - i. Apply good international industry practice to protect and conserve the natural environment and to minimize unavoidable impacts;
  - ii. Provide and maintain a healthy and safe work environment and safe systems of work;
  - iii. Protect the health and safety of local communities and users, with particular concern for those who are disabled, elderly, or otherwise vulnerable;
  - iv. Ensure that terms of employment and working conditions of all workers engaged in the Works meet the requirements of the ILO labour conventions to which the host country is a signatory;
  - v. Be intolerant of and enforce disciplinary measures for illegal activities. To be intolerant of, and enforce disciplinary measures for GBV, inhumane treatment, sexual activity with children, and sexual harassment;
  - vi. Incorporate a gender perspective and provide an enabling environment where women and men have equal opportunity to participate in, and benefit from, planning and development of the Works;
  - vii. Work co-operatively, including with end users of the Works, relevant authorities, contractors and local communities;
  - viii. Engage with and listen to affected persons and organizations and be responsive to their concerns, with special regard for vulnerable, disabled, and elderly people;
  - ix. Provide an environment that fosters the exchange of information, views, and ideas that is free of any fear of retaliation, and protects whistleblowers;
  - x. Minimize the risk of HIV transmission and to mitigate the effects of HIV/AIDS associated with the execution of the Works.
- PJIAE has a systematic approach to health, safety, security and environmental management designed to ensure compliance with the law through the implementation and use of environmental and safety management systems through its contractors.
- PJIAE trains its employees and requires its contractors to be aware of and meet their responsibility for protection of health, safety and the environment, and to achieve continuous performance improvement.

- PJIAE actively identifies and manages risks to prevent or reduce possible adverse consequences from its activities.
- PJIAE assesses and manages exposure of employees and contractors to EHS hazards in its operations.
- PJIAE monitors the entity's and its contractors' environmental performance and undertakes a precautionary approach to environmental challenges.
- PJIAE regularly reports on environmental issues on <https://www.sxmairport.com>
- Employees, supervisors, operational managers or contractors who knowingly engage in or condone environmental health or safety violations are subject to disciplinary action including suspension or termination.
- PJIAE will continue to engage its leadership and resources to effectively and efficiently implement and execute the commitments above.

Michel Hyman  
COO  
PJIAE N.V.

## Annex 7: PJIAE's Code of Conduct



Princess Juliana  
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# Do The Right Thing Right



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# PJIAE

# Code of Conduct

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Version Date	Version Number	Nature of Revision	Section/Page(s) Revised	Revised by Name and Title	Approved by Name and Title



**Princess Juliana  
International Airport**  
Operating Company N.V.

## Our Mission

To be the regional leader in providing safe, secure, quality and profitable airport services that contribute to the general economic and tourism development of St. Maarten/St. Martin and the region we serve.

## Our Vision

En route to new horizons

## The PJIAE Values

- P** People : People are developed, and their contributions are valued and respected. Excellence in service and performance are expected and rewarded.
- J** Judicious : All actions are guided by prudence and application of sound judgment based on cooperation and trust.
- I** Innovation : Work is carried out in an environment where new ideas are promoted, encouraged, and implemented with enthusiasm
- A** Acceleration : We maximize the velocity of people's growth and readiness for the future.
- E** Ethics : All actions are guided by righteousness, integrity, and fairness and are based on established responsibilities and accountability.

## The PJIAE Guiding Principles

- 1. Safety and Security : Highest practical standards of Safety and Security
- 2. Labor relations : Fair pay and conditions. Working relationship that will lead to higher productivity and higher service standards for airport customers and users.
- 3. Quality Customer Service : The highest levels of customer facilities and services to maintain the airport's competitive position and encourage customer loyalty.
- 4. Developed Air Service Network : Premier gateway to/from St. Maarten and surrounding islands. Its hub-function the best network of connections in the region. Strong relationships with stakeholders
- 5. Community Relations : Good relationship with stakeholders. Operation in harmony with the community in general.
- 6. Partners in business : Partnering and engaging in dialogue with all companies operating at the airport to realize higher productivity and higher standards of service for airport customers and users.
- 7. Flexible Organization : Enhance capabilities and or response to challenges in PJIAE's operating environment within a framework built on best business practices.
- 8. Environmental awareness : PJIAE will act environmentally responsible and seeks to ensure equilibrium between its ecological and business environment.
- 9. Corporate Governance and Regulatory Compliance : PJIAE encourages best business practices with emphasis on absolute compliance with existing laws and regulations. PJIAE aims at internalizing best business and government practices.





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10. Sound Financial and  
Commercial  
stewardship

Sound financial and commercial stewardship aimed at the effective and economic use of airport properties and assets.<sup>1</sup>

## **The PJIAE Motto**

PJIAE = Employees

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<sup>1</sup> The outlined guiding principles are intended to be applied as a set and not individually, to ensure balanced and effective decision making aimed at realizing the objectives of PJIAE



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## **A Message from our C.F.O./acting C.E.O**

The success of a business depends on many factors. Naturally there are the products and services, the pricing policy and the timing and quality of delivery. Without these, there is no business. However, what distinguishes a successful and sustainable business from short-lived ventures is the discipline of all its employees, management and staff to live by certain business principles. As a principles and values-based company, PJIAE expects all staff to behave in a responsible and principled way. Compliance is embedded in our PJIAE culture and supports our mission to serve the region, airlines, passengers and other stakeholders. It's critical that as PJIAE employees we know, understand and unwaveringly follow the policies that are fundamental to the proper practice of our business. There are no shortcuts in compliance. This code of conduct will help you understand what PJIAE expects of you and what our customers and stakeholders expect of us. It's not an exhaustive list of every policy you may need to know in your particular role, but it's a good roadmap and, if you have further questions, it directs you to additional resources. Our social architecture – the PJIAE Values, our Vision, Mission and Guiding Principles – and this Code of Conduct provide the best guidance for our decisions and actions.

Please read this Code of Conduct carefully. Each one of us is responsible for observing this code. It will help you arrive at a heightened appreciation of the value of ethical conduct and full compliance. It ensures our compliance with the applicable laws as well as ensure our achievement of the highest standards of corporate responsibility and our determination to integrate our ten guiding principles into our everyday work. Doing the right thing right (for the right reasons) is the only way to earn and keep the confidence and trust of our partners (airlines, concessionaires), the passengers, our customers, the public and the region we serve.

**Ravi Daryanani**

*C.F.O./acting C.E.O.*

PJIAE N.V.



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## **Declaration of acceptance of PJIAE Code of Conduct.**

### **GENERAL PRINCIPLES**

This code is complementary to PJIAE policies. Responsibility for managing the PJIAE Code of Conduct rests with the Compliance Department. To ensure it is understood by employees and third parties this Code is also available on the PJIAE web-site

Please read it carefully and make sure you fully understand it, then sign the attached slip and send it back to the HR department.

**IF YOU ARE CONCERNED THAT YOU DO NOT FULLY UNDERSTAND ANY PART OF THIS CODE:**

- Read the respective policies as they apply for your department
- if there isn't a related policy, or if you have read the policy and still have questions, consult your Supervisor/manager/director or send an e-mail stating your question to the compliance email:  
[compliance@sxmairport.com](mailto:compliance@sxmairport.com)



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## DECLARATION OF ACCEPTANCE

### OF PJIAE CODE OF CONDUCT

This is to acknowledge that I have received our PJIAE's Code of Conduct.

I hereby declare that I have read/ reviewed the PJIAE Code of Conduct and that I fully understand the mission, vision, values and guiding principles of behavior that PJIAE embodies

I understand that compliance with the PJIAE Code of Conduct is mandatory for every PJIAE employee. I agree to comply with the standards contained in the code and all related policies and procedures as is expected as part of my continued employment or association with PJIAE.

I also believe that by complying with the PJIAE Code of Conduct, we all contribute towards improving the working environment and become better professionals as well as better individuals. I understand that we are expected to promote these principles wherever possible.

I acknowledge that the code is only a statement of principles for individual and business conduct and does not constitute an employment contract.

I will report any potential violation of which I become aware of promptly to my supervisor/ manager /director or the compliance officer.

I understand that any violation of the code of conduct or any organization policy or procedure is grounds for disciplinary action, up to and including discharge from employment.

I confirm that I comply with these standards and that I have disclosed any actual or potential conflict of interest. In addition, I understand that the PJIAE Code of Conduct is published on the PJIAE website and I can consult it whenever I have a question or concern.

### PLEASE SIGN AND RETURN TO THE HUMAN RESOURCES DEPARTMENT

Name: \_\_\_\_\_

Department \_\_\_\_\_

Division \_\_\_\_\_

Place and date \_\_\_\_\_

Signature

Holder of Code of Conduct



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# 1. Understanding Our Code

## Introduction

When all is said and done, all of us want to be proud of the work we do at PJIAE, knowing that we have done our part to provide safe, secure, quality and profitable airport services, contributed to the general economic and tourism development of St. Maarten/St. Martin and the region we serve and earned and maintained our reputation for high ethical standards. But in today's complex, global business world, no company can assume that the right course of action is always clear, nor can it take for granted the continued goodwill of others. Even companies with great reputations must invest in protecting that reputation. To help us at PJIAE Do the Right Thing Right, we have designed this Code of Conduct. Doing the right thing right is not always easy. Ethical behavior goes beyond compliance with the laws. One of the attributes that sets PJIAE apart is that we do the right things (right), in the right ways and for the right reasons. At times, we might sacrifice some immediate advantage, but in the long run, when we adhere to high ethical standards, we benefit our passengers, our partners (airlines and concessionaires), our fellow employees and our (other) stakeholders.

Please read this Code of Conduct carefully and keep it handy for your reference. This Code of Conduct answers some of the important questions about our conduct; the PJIAE Values and Guiding Principles and your own good judgment answer the rest.<sup>2</sup>

## Scope

Every person conducting business for PJIAE must follow this Code of Conduct, together with all applicable laws and PJIAE policies and Guiding Principles. This includes all staff and levels of management, thus every PJIAE employee whatever position he holds and whatever form of contract he is under (e.g. employee, supervisor, manager, officer, director, board member as well as consultants, contract workers, temporary workers, school-job-trainees and interns).

## Your Responsibilities

One of your responsibilities is to follow the law and PJIAE policies and procedures as you conduct business on behalf of PJIAE. While this Code of Conduct has been written to familiarize you with many of the policies that apply at PJIAE, it does not supersede them or act as a substitute for reading each policy that applies to your specific job. We all need to understand the policies that apply to our work and our roles. Check with your function and your supervisor/manager/director to learn about job-specific information that you need to know.

Remember, no written policy or code on its own can guarantee compliance with the law or ethical decision-making. Each of us must do our part. Here are just a few ways you can Do The Right Thing Right.

- **Act with honesty and integrity**

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<sup>2</sup> If an employee is concerned that any point in this Code conflicts with the laws he should consult the Compliance department.



*Conduct business with honesty, integrity, fairness and in a manner, that protects PJIAE's public image and reputation. (Integrate PJIAE's core values in your daily behavior and strictly apply the guidelines stated in this code.*

- **Follow the rules**  
*Follow the law and PJIAE policies and procedures as you conduct company business.*
- **Respect others**  
*Respect hierarchical instructions. Respect fellow employees/colleagues, management, government officials, our business partners and others.*
- **Ask**  
*If you are unsure about what to do or have questions about law, policy, ethics or other compliance issues, ask your supervisor/manager/director or consult the resources identified by this Code.*
- **Excel in your performance**  
*Perform your tasks to the best of your abilities and take every opportunity to enhance your skills and share your knowledge. Constantly set a good example in your general behavior.*
- **Teamwork**  
*Contribute towards ensuring an efficient and stimulating teamwork atmosphere*
- **Report violations**  
*Remain vigilant in respect of the application of the code of Conduct. Promptly report all known or suspected violations of law, this Code or PJIAE policies through the appropriate channels. If someone asks you or pressures you to do something that might be a violation, report that also.*
- **Cooperate with investigations**  
*Fully cooperate with PJIAE investigations into potential violations. This includes being forthcoming and telling the truth. Ensure the confidentiality of information when requested.*

## **Additional Responsibilities of supervisors/managers/directors**

If you are a supervisor/manager/director, you have additional responsibilities. You must take steps to promote compliance and prevent violations in the areas you supervise/manage/direct. Lead by example. You must serve as a positive role model and should encourage others to follow this Code and PJIAE policies. What you do encourages others to do the same thing. Here are some specific ways you, as a supervisor/manager/director, can fulfill these obligations.

- **Foster a culture of compliance and ethics through personal leadership**
  - Demonstrate the highest ethical standards (honesty, integrity, fairness and responsibility) and quality in your work every day and expect the same from the people who report to you.
  - Never give others the impression that it is acceptable to ignore our policies or skip steps. Do not create or tolerate an environment where employees feel pressured to bend rules.
- **Guide employees, consultants, trainees, school-job-trainees and temporary employees**
  - Ensure that your direct reports complete all corporate and job-specific compliance training. (Including the mandatory safety training every two years.) On a regular basis, review with your direct reports the policies that apply to them.





- Make sure suppliers, consultants, trainees, school-job-trainees and temporary staff working in your area act in a manner consistent with this Code and policies that apply to them.
- **Prevent and report problems**
  - Be proactive and take steps to prevent problems before they happen; do not condone them when they do.
  - Respond to employees who raise concerns in a way that makes them feel secure and at ease when/while sharing their issues.
  - Be responsible for reporting violations you suspect or that others (not just your direct reports) share with you.

## Disciplinary action

Failure to comply with the Code, PJIAE policies or applicable law will subject employees to disciplinary action up to and including termination of employment, to the extent permitted by law. Disciplinary action may also be taken when supervisor/manager/directors ignore misconduct or fail to correct it. In addition, PJIAE may terminate the services or work engagement of non-employees who fail to comply with the Code, our policies, and applicable law.

## 2. Asking Questions and Getting Help

*PJIAE's values are **people** (= respect), **judicious** (=prudence, sound judgment), **innovation**, **acceleration** (=maximize people's growth) and **ethics**. All actions are guided by honesty, integrity and fairness. Cooperation, trust and shared objectives, thus teamwork, are vital to success. High standards for service and performance are expected and rewarded. Open and candid dialogue is therefore also encouraged at PJIAE. When in doubt, ask a question or raise an issue.*

## Resources for Getting Answers

Part of being able to Do The Right Thing Right is seeking help when you need it. If policies and procedures do not provide enough direction, ask your supervisor/manager or director for clarification. There are many resources available to help you when you have a question or need additional guidance about the topics discussed in this Code of Conduct or about compliance in general. These include:

Resource	Number to Call
Your supervisor	Refer to PJIAE's Telephone Directory
Your manager	Refer to PJIAE's Telephone Directory
Your director	Refer to PJIAE's Telephone Directory



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Your Human Resources Advisors	7506 PJIAE, or 1-721-546-7506 outside of PJIAE,
The PJIAE Legal Counsel	7505 PJIAE, or 1-721-546-7505/ 1-721-520-7429 outside of PJIAE
The Compliance Officer	7567 PJIAE, or 1-721-546-7567 outside of PJIAE
The SXM Airport Business Conduct line	You may ask questions or request guidance via email: <a href="mailto:compliance@sxmairport.com">compliance@sxmairport.com</a>

## Making Ethical Decisions

No code of conduct can cover every situation. When you face ethical issues, which are difficult to resolve, ask yourself these questions to help you Do The Right Thing Right:

- Is it legal and ethical?
- Is it consistent with PJIAE's Code of Conduct and PJIAE policies?
- Is it consistent with the PJIAE Values and Guiding Principles?
- What feels wrong about this situation or action?
- How could my decision affect our stakeholders?
- How will I feel about myself later if I do it?
- How could my decision affect my reputation and that of PJIAE?
- Would I be comfortable explaining it to my family and friends?
- Would I be comfortable if it appeared on television, in a newspaper or in the social media?

If you are still uncertain about the ethics or legality of an issue, seek additional guidance before proceeding. Keep asking questions until you are certain that you will **Do The Right Thing Right**. (And for the right reasons)

## 3. Reporting Concerns

*We all have a responsibility to protect PJIAE from unethical behavior and policy violations. It's important to tell someone if you know of a problem or suspect something is wrong. At PJIAE, we value ethics, respect, cooperation and trust. The earlier potential issues are raised, the sooner they may be resolved. If you do not feel comfortable about something you are asked to do, or witness something that seems irregular, first check that your information is accurate.*



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## Reporting a Possible Violation

You play an important role in helping us meet our high standards for compliance. When you raise issues or report concerns, we can consider the matter, take timely and appropriate action, and make corrections, if required. The Audit Committee of the Supervisory Board of Directors is responsible for overseeing the accounting and financial reporting processes at PJIAE. The Audit Committee of the SBOD is also responsible for overseeing corporate responsibility and compliance. To support these responsibilities, PJIAE has established procedures for reporting and handling financial and other compliance complaints. Financial complaints may relate to questionable accounting or auditing matters including noncompliance with internal accounting controls or dishonest statements involving a supervisor, manager, director or accountant. Other compliance complaints include good faith concerns about conduct that is inconsistent with the PJIAE Values and Guiding Principles or that violates a law or regulation or PJIAE policies and procedures.

**Q:** What matters should be reported?

**A:** You can report good faith concerns about financial irregularities and other compliance issues or misconduct, such as violations of applicable law, regulation, or PJIAE policy.

## Compliance email or drop box

You can email: [compliance@sxmairport.com](mailto:compliance@sxmairport.com) Or drop your concerns off in the compliance drop boxes at the different locations.

### Do The Right Thing Right

- Promptly raise concerns about any suspected misconduct.
- Drop your concerns in one of the compliance drop boxes if you suspect a violation of the Code of Conduct, a PJIAE policy or applicable law. Employees can also contact a Human Resources officer or the Compliance officer. (Contact information is provided in Section 2 of this Code.)
- If the issue is sensitive get advice/assistance from HR department or your supervisor/manager/director.
- If the matter is very sensitive – send an email to [compliance@sxmairport.com](mailto:compliance@sxmairport.com)
- Sending an email anonymously is not forbidden but it is not recommended as it makes investigation more difficult.

## Drop boxes

The drop boxes are placed at the different location where PJIAE has its offices at present. The drop boxes will be emptied daily.

Each concern will be registered and given a reference number and a follow up date. The reference number will be shared with you once you contact us for it. Though not required, you are encouraged to provide your contact information in case additional information is needed. Please note that failure to provide all the information you have may prevent us from conducting a thorough investigation. PJIAE takes all concerns dropped in the boxes seriously and handles them on a case-by-case basis. Investigations are handled in a manner that, in our view, is as confidential as possible under the



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circumstances. PJIAE will attempt to determine whether misconduct has occurred and will take the action it decides is appropriate.

You can contact us via email at any time during the process to receive follow-up information or final feedback, using the reference number you were originally given when you reported your concern. Please be aware that we may be limited in the information that can be shared. Note that investigations may take some time. Don't assume nothing is happening just because it takes a while to close a matter.

## Anonymity and Confidentiality

You can also make your concerns known anonymously. However, at times we might discourage or prohibit anonymous reporting or restrict the scope of what may be reported through the Compliance drop boxes, such as only allowing reports of accounting or financial irregularities. The specific reporting restrictions will be described to you when they come online.

All information you submit will be treated in as confidential a manner as we determine is possible under the circumstances. This means the information you report will be shared only with those who need to know to answer your question or look into the matter. However, in some cases, PJIAE may be required by law to reveal your identity. In addition, it may not always be possible to keep your identity confidential if, for example, you are one of a small number of people who know certain facts, or you work in a very small department where it may be obvious from the details who originated the complaint.

## Our Non-Retaliation Policy

PJIAE will not tolerate any retaliation. Our policy prohibits intimidation or retaliation against employees who report a compliance concern in good faith or participate in good faith in any investigation or other proceeding. Our Non-Retaliation policy applies to reports made through the compliance drop boxes, via any of the other resources identified in this Code of Conduct, or in any other appropriate manner.

### Extra Focus:

- Reporting a violation is mandatory
- Retaliation is forbidden and will lead to disciplinary action
- False allegations will result in disciplinary action and, in serious cases, could lead to individual legal liability

### Important Note:

PJIAE is committed to the highest standards of ethics and compliance, transparency and investigation of complaints. However, should you feel your complaint was not dealt with timely, effectively or satisfactorily, please note that you always have the right to seek further assistance from the Ombudsman or independent legal assistance.

## 4. International and local inspections and requests

*Our business operates in a highly regulated environment. Maintaining ethical, respectful and cooperative relationships with government agencies (local and international), policy makers and other public*



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*officials is critical to our ability to deliver safe, secure, quality and profitable airport services.*

## St. Maarten Civil Aviation Authority Inspections and other International Aviation Agencies Requests

The airport business is regulated locally and globally by agencies (St. M CAA, FAA and ICAO e.g.). Therefore, we expect that our facilities and activities will be inspected from time to time. PJIAE has a long history of working in cooperation with governments and regulatory bodies around the world, and we welcome government and international aviation agencies inspectors as our partners in ensuring safety, security and quality.

### Do the Right Thing Right

- Provide a positive and cooperative environment for inspectors throughout the inspection process.
- Never make false or misleading statements to any government/regulatory official.
- Be familiar with your department's procedures for complying with a request for access to PJIAE's premises or responding to an inquiry, information request, or other legal document.

**Q:** What should I do when I can't answer a government inspector's question during an interview?

**A:** If you do not know the answer, say so and tell the inspector you will get the answer promptly (from your supervisor, manager or director). Do not guess or make up a response. Also, do not present information in a misleading way or omit critical information.

## Respecting the Environment

PJIAE is committed to operating in an environmentally responsible manner. We will comply with all applicable laws and regulatory requirements relating to environmental, health and safety and security matters.

Consistent with our obligations under applicable law, PJIAE seeks to ensure equilibrium between its ecological and business environment. PJIAE will take the appropriate steps to monitor environmental issues and concerns and encourage environmentally friendly initiatives.

### Do The Right Thing

- Be sure that your work activity is environmentally sound. Participate in PJIAE programs targeting conservation of energy and resources, waste reduction and recycling if any.
- Promptly report all environmental incidents, including potentially harmful releases into the atmosphere, land or water.
- Cooperate fully with any investigation by PJIAE into an environmental incident and with any subsequent corrective actions.
- Participate in PJIAE-provided training.



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**Q:** I observe someone smoking on airside and I know that this is not allowed. What should I do

**A:** Approach the individual and inform him that this is not allowed and to cease smoking immediately. Inform the Operations Department of this.

## 5. Our Relationships with Airlines, Concessionaires, Suppliers and others

### PJIAE Business Conduct.

All PJIAE Business is guided by honesty, integrity and fairness and at PJIAE we focus on ways to ensure that our businesses partners compete based on equality, quality, price and service. PJIAE will not tolerate or participate in any business conduct, transaction or activity that violates these principles.

#### Do The Right Thing Right

- Do not engage in discussions or make agreements with any actual or potential partner about pricing policies, discounts, or other terms of sale that conflict with PJIAE values and guiding principles.
- Do not engage in discussions or make agreements with any actual or potential competitor/partner about the sale (or non-sale) of either our services/products or theirs.
- Never accept bribe or attempted bribes from customers or suppliers to help their business (or hurt their competitors).
- Exercise caution when you engage in conduct that could give the appearance of unfair competition or the abuse of your position as Airport Authority.

**Conflict of Interest:** see our conflict of interest policy

**Anti-corruption:** see our anti-corruption policy

**Q:** I work in the IT department. One of our customers asked if I could work with him on weekends to help set up a new accounting system.

Since this project is different from the work I do for the customer through PJIAE, may I take on the contract work?

**A:** No. This situation represents a conflict of interest. To avoid the perception that you might offer preferential treatment to this customer, you must decline the arrangement. Refer the customer to the conflict of interest section of our code and/or our conflict of interest policy.

#### Do the Right Thing Right



- Do not make, offer, or promise any payment, gift, service, or anything of value (directly or indirectly) that is intended to improperly influence the actions of government personnel or private individuals to advance PJIAE's commercial interests.
- Do not provide anything of value, including grants, donations, or gifts, to encourage the recipient, either from the government or private sector, to advance PJIAE's commercial interests. Review the additional PJIAE policies that address this subject in specific contexts as well as PJIAE conflict of interest policy.
- Be aware that customs in one country, including gift giving, may not be lawful or appropriate elsewhere.

## 6. Our staff and our workplace

*The PJIAE Values are most evident in our work environment. As PJIAE employees, we take pride in living the company's values in everything we do, and we seek to foster an environment of teamwork cooperation, mutual trust and respect.*

**Important Note — It may seem that one person's choices and actions will have little impact on a large company like PJIAE. This is not true. Everything you do helps to build and sustain an environment that embraces the PJIAE Values.**

### Our Work Environment

All employees must follow all applicable laws and observe the highest standards of professional behavior, exhibit integrity always, treat others with respect and comply with company policies (including the PJIAE dress-code).

You are responsible for maintaining the company's good reputation. Never engage in any conduct or activity that could raise questions about PJIAE's honesty or integrity, or that might cause embarrassment to the company. Ultimately, others judge PJIAE by whether you live the PJIAE Values.

#### Do the Right Thing Right

- Follow all PJIAE policies, including those discussed in the Code of Conduct, and live the PJIAE Values and Guiding Principles.
- Be honest in your words and actions. Never act in a way that could discredit PJIAE, or could be offensive to customers, regulatory agencies employees, colleagues or others.
- Act professionally and always adhere to accepted industry or professional standards that apply to you.
- Take the right steps to safeguard PJIAE property.

**Q:** I understand we are working in a continuous changing business environment. Will the PJIAE Values, the Code of Conduct and our policies still apply in these new business settings?

**A:** Yes. The PJIAE Values are enduring. Similarly, the Code of Conduct describes policies that apply to all of us in every environment and under all circumstances in which we do business. Our business may





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change, our markets may change, but the PJIAE Values and the Code of Conduct will continue to guide us. The Code of Conduct is a living document and will be updated periodically. Our website will have the latest version.

**Extra Focus —** Be aware that e-mails, posters, calendars, screen savers, photographs, cartoons, etc., which are inappropriate and offensive to others may be considered harassment. Making derogatory references concerning personal characteristics, such as gender, race, or religion, as well as inappropriate touching and personal threats, could also be harassment.

## Non-discrimination and a Harassment-Free Workplace

At PJIAE we believe PJIAE = employees. PJIAE is committed to fostering a workforce with good labor conditions whereby people are valued and appreciated for their contributions and new ideas are encouraged and implemented with enthusiasm. Such a workforce strengthens PJIAE and will lead to higher productivity and higher service standards for airport customers and users.

Behavior that amounts to unlawful discrimination or harassment (including sexual harassment) violates PJIAE's policies and the PJIAE Values. This behavior undermines our ability to work together in teams, and it is contrary to our belief in the importance of respecting each other.

### Do the Right Thing Right

- Never engage in any unlawful discrimination.
- Discourage and report comments, jokes or epithets that are inappropriate, offensive or derogatory to others.
- Never seek sexual favors in return for employment rewards.
- Never take part in conduct that is hostile or threatening nor encourage others to do so.
- Know how to find and use telephone numbers that are appropriate for reporting specific issues.

**Q:** What is unlawful discrimination?

**A:** Generally, these laws prohibit discrimination in employment based on the inappropriate use of personal characteristics, such as race, color, national origin, gender, religion, age, sexual orientation, ancestry and disability. Learn what policies apply in St. Maarten.

## Safety and security at PJIAE

Safety and security is a priority in everything we do. You have an obligation to your fellow colleagues and to those who pass through our airport to be sure work conditions in your area meet our safety requirements. You can do this, for example, by participating in (the mandatory) safety and security workshops every two years, participating in the fire and or evacuation drills, following safety standards, and promptly reporting safety concerns.

We are committed to a workplace without substance or alcohol abuse. You may not be on the airport premises, in company vehicles, perform work for PJIAE if you are impaired by drugs or alcohol. We encourage you to seek treatment for any substance-related problems.

PJIAE is committed to a workplace free of violence.

You should immediately report offensive, threatening or violent behavior, whether verbal or physical. Violent or threatening acts are not permitted and will not be tolerated.

**Do the Right Thing Right**





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- Act in a reasonably safe manner
- Be responsible for any visitor you bring at the airport
- Know the health and safety rules for your department including emergency response plans
- Promptly report unsafe or unsecure situations and events
- Participate in PJIAE-provided trainings for your function and attend the mandatory safety training
- Display/wear your Airport Security Pass on your most outer garment always as per the security specifications

**Important note – if on occasion, alcohol may be provided or be available at some work-related or company sponsored events and you choose to drink at these events, we expect you to behave safely and responsibly. Manager(s) who organize these functions must ensure responsible alcohol distribution and use.**

**Extra Focus — Each PJIAE department is responsible for establishing and maintaining department-specific policies and procedures that are designed to meet or exceed applicable environmental, health, safety and security laws and standards. The PJIAE aerodrome manual provides the National Aerodrome Standards that PJIAE and its users are required to comply with, to meet the requirements stipulated under art 171 of the Aviation Decree.**

**The PJIAE Safety and Security Program is based on standards and recommended practices as laid down in ICAO annex 17, ICAO document 8973 and the National Security Program.**

**The PJIAE ATS Standard Operating Procedures Manual (ATSSOP) contains the standard requirements and procedures pertaining to the provision of air navigation services and are mainly based on the requirements as laid down in ICAO annex 11 and on the requirements of general measurements/provisions for execution of art 22 lid 1 of the Aviation ordinance.**

## Protection of personal information

**Definition — Generally, “personal information” is information relating to an individual whose identity is known or can be figured out from the information by direct or indirect means. This definition is not exhaustive.**

**Examples include an individual’s name, address or family data.**

At PJIAE, we respect personal privacy. Everyone in the company has a role to play in protecting and securing personal information. Any concerns related to a potential and/or actual breach of personal information are serious in nature, are thoroughly investigated and, if appropriate, measures are taken, up to and including immediate termination of employment, to the extent permitted by applicable laws. Non-employees may have their services terminated for violating this Policy and related governance. PJIAE collects certain personal information about many different types of individuals, including our employees, passengers, and those with whom we conduct business. Collection and use of personal information is important to our business, but unlawful use or disclosure of this information could hurt the person or persons about whom the information pertains, PJIAE and our stakeholders. For these reasons, we are committed to the lawful stewardship of personal information.

## Do The Right Thing Right

- If you have access to personal information, you have a responsibility to safeguard it, use it only for lawful purposes and share it only with authorized persons.
- Comply with specific protocols or agreements with respect to how PJIAE handles personal information, for example, commitments made in a PJIAE policy or website privacy statement.
- Use appropriate security measures to protect personal information against improper access, destruction, alteration, storage or use.
- Know your function’s policies and procedures for protecting personal information. Also, be aware that special rules may apply to some types of personal information and certain processes that you may undertake.



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**Q:** What should I do if I think personal information has been disclosed inappropriately?

**A:** Promptly call the SXM Airport Business Conduct Line to report your concerns so that the matter can be investigated. PJIAE has a responsibility in some cases to notify individuals if we learn that there may have been a breach in the security of their personal information. PJIAE will make this determination and respond appropriately.

## Use of company systems

**Extra Focus —** Examples of company systems include PJIAE's computers, e-mail, voicemail, instant messages, telephone records, networks, and Internet access.

Company systems are corporate assets that generally should only be used for company business. All PJIAE systems and the records and information stored on them are the property of PJIAE regardless of how you mark or label them. Generally, you should not expect any confidentiality or privacy when using company systems. Where legally permitted to do so, PJIAE may at its sole discretion inspect your files and messages or monitor your Internet usage at any time without advance notice or consent. Use of a company system constitutes consent to inspection, monitoring and access by PJIAE, as permitted by law.

### Do The Right Thing

- Never create, send, display or receive inappropriate, offensive or disruptive material on any PJIAE system.
- To protect yourself and PJIAE, you should not share your password for any PJIAE system.
- Do not expect confidentiality or privacy when using company systems, except as provided by applicable law.
- Return all PJIAE property and equipment, including all information and records stored on them when your employment ends.

## 7. Our stakeholders

### Conflicts of interest

**Definition —** A “conflict of interest” exists any time you allow the prospect of personal gain to improperly influence the way in which you conduct PJIAE's business. Some examples of conflicts include using your PJIAE position for personal gain, outside employment with a competitor and favoritism in awarding company business.

You are responsible for acting professionally and making business decisions without any consideration of personal gain. Avoid situations in which personal interests, outside activities, financial interests or relationships conflict or even appear to conflict with the interests of PJIAE. We prohibit such conduct.

### Do The Right Thing

- Avoid situations where a reasonable person would question whether you were inappropriately influenced in making a business decision.
- Deal with suppliers, customers and everyone doing business with PJIAE objectively, professionally and fairly.



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- Never seek or accept payments, fees, loans or services from any person or firm as a condition of doing business with PJIAE.
- Do not accept gifts from people or firms doing or seeking to do business with PJIAE. In certain specific situations where declining a gift would likely cause an offense or embarrassment, the *Conflicts of Interest Policy* provides a Courtesy Gift Exception that accommodates these rare and specific situations.
- Never do business on behalf of PJIAE with a relative or a person with whom you have a close, personal relationship.

**Q:** I've been invited to speak at a conference that I think will benefit PJIAE. In addition to a waiver of conference registration fees, the organizers have offered to pay me a small honorarium and to pay for my travel and hotel expenses. May I accept their offer?

**A:** You may not accept money for speaking at a conference or meeting. However, if your supervisor/manager/director determines that your attendance benefits PJIAE, you may accept a waiver of conference fees. You may also accept incidental meals generally offered to attendees. Travel, hotel, and all other related expenses should be paid by PJIAE as provided in PJIAE's travel policy.

## Financial integrity

**Important Note —** Financial records are not only those that we report publicly. Records containing financial information are found across the company and form the foundation of our public disclosures. Every financial record in every function must be accurate, true and complete.

We have a responsibility to provide full, fair, accurate, timely and clear disclosures in reports and documents we file. You must help ensure that we meet that responsibility. Our CEO, the CFO and the Director of the Financial Division have additional responsibilities and must adhere to a specific Code of Business Conduct and Ethics that supplements this Code.

### Do The Right Thing

- Keep PJIAE records accurate, true and complete.
- If you are involved in preparing reports and documents for PJIAE, be sure that the content is full, fair, accurate, timely and clear.
- Cooperate fully with PJIAE's independent public accountants and never take any action to coerce, manipulate or mislead them.

## Business Records and Information

Manage all records and information in a manner that protects the integrity of the information and ensures appropriate access. Our policy relating to records and information facilitates decision-making, supports PJIAE's legal, financial, regulatory, and contractual obligations, and promotes organizational efficiency.

### Do The Right Thing

- Be familiar with the *Records Retention Schedule* as it applies to your function's records.
- Retain all records for the time needed to comply with applicable laws and PJIAE's policies.



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- Never create, alter, or destroy records, information, data or documents with the purpose to impede the efforts of any governmental or regulatory agency.

**Q:** I am moving to a new department in PJIAE. Should I take all my records with me?

**A:** Many of your electronic records will automatically transfer with you, such as e-mails and those stored in electronic folders. However, records that are part of your old department's business should stay with that department. Before you transfer, talk with your supervisor/manager/director about the best way to ensure that the proper records (including electronic records) remain with your old department.

## Safeguarding PJIAE's Information

**Important Note** — Whenever the Code talks about laws, this includes regulations, too. Similarly, when you see a reference to PJIAE's policies in this Code, it includes PJIAE's written policies, values, guiding principles, standards, procedures and other governance documents.

Information is an especially important asset for a company like PJIAE. It gives us a key competitive advantage and must be protected. Information you create or receive on the job is the company's property, and you are responsible for safeguarding it.

PJIAE is well known in business and financial communities, and you may know someone who would be interested in information you have about PJIAE. However, you should never discuss PJIAE's protected information with anyone outside the company unless such disclosure has been approved in advance as required by our policy. (Public Relations)

Before sending confidential data to any outside companies, institutions, or individuals, you need to obtain appropriate Corporate Authorization as well as a written confidential disclosure agreement. Contact the Legal Department to obtain a confidential disclosure agreement or to ensure the appropriate confidentiality language is included in the applicable agreement with such company, institution or individual.

## Do The Right Thing Right

- Understand the different types of information that PJIAE has and know how to properly use and protect them.
- Never use PJIAE's information for non-PJIAE business or personal endeavors.
- Never provide PJIAE's information to any third party without first getting corporate authorization as required by our policy. Also, use a confidential disclosure agreement when required by policy and follow other procedures in your function.
- When you have confidential third-party information, respect its proprietary and/or confidential nature. Do not use or disclose this information in a way that violates any legal or contractual obligations with the third party.

**Extra Focus** — Confidential disclosure agreements protect a party's disclosure of information by requiring the party that receives the information to use and handle it in a confidential way. Often, when two companies are considering doing business together, they sign such an agreement to share information that will enable a better understanding between them.

## Investor and Media Relations



PJIAE has a responsibility to maintain an orderly flow of information to the public and to its investors. All PJIAE's dealings with its investors and the media, including reporters, must be properly managed to make certain that accurate and timely information is given to investors and the public. We also need to be careful to comply fully with all laws governing our disclosures.

Reporters, media representatives, investors, and investment analysts may try to solicit information directly from you. Only the public relations officer/managing director or designated Corporate Communications spokespersons are authorized to speak to the news media. Investor inquiries will be handled in a similar manner by the Chief Financial Officer (CFO) (and or the Director Financial Division, if so assigned by the CFO). If you receive an inquiry about PJIAE from an investor, financial analyst, the media or any other outside party, you should not respond to the request.

### Do The Right Thing Right

- Refer all requests for information from the media or financial community to the appropriate PJIAE resource

**Q:** During a fundraising barbeque, a reporter asked me what I thought the political candidates' positions were on issues that faced PJIAE. I wasn't sure what to say. Was I correct to not respond?

**A:** Yes. Your opinion might have been misinterpreted as an official statement from PJIAE. Any public statement about PJIAE should be reserved for the designated member of the Managing Board/Corporate Communications Department Spokesperson. The best thing to do is to say that you don't speak for PJIAE and refer the reporter to the appropriate media contact within PJIAE.

## 8. Additional Information about compliance at PJIAE

### PJIAE's Compliance Program

PJIAE's compliance program is driven by PJIAE's commitment to conducting business with integrity and in compliance with all applicable laws. We do this by informing and educating staff and others who conduct business on our behalf about the requirements and our expectations. We also regularly monitor our compliance program to identify any existing compliance-related issues, to determine whether the program is operating as intended, and to identify potential improvements.

The major features of our compliance program include:

- Oversight by our Board of Directors (through its Audit Committee).
- A Compliance Officer, who is responsible for making sure that the necessary elements of an effective compliance program are in place. The Compliance Officer also reports to the Board of Supervisory Directors on compliance matters.
- A Risk Assessment Committee, which champions PJIAE's culture of compliance and business ethics by ensuring that it is the foundation of the company's strategy, goals and objectives. This Committee is chaired by PJIAE's Compliance Officer and is comprised of the Division Directors.
- A (soon to be installed) Compliance Council, which consists of senior management from each of the company's functions. Compliance Council members provide input and recommendations as to compliance priorities, policies, decisions, and strategic direction of the program.
- Written policies and supporting documentation such as this Code of Conduct, and our Compliance Policies.



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- Communication of our compliance program requirements through our Code of Conduct, our internal and external websites and other communication vehicles.
- Ongoing training and education of staff on our compliance program and its requirements.
- A SXM Airport Business Conduct Line, through which anyone, internal or external to PJIAE, can report misconduct without fear of retaliation. Callers may remain anonymous unless it concerns issues whereby anonymity is discouraged or not permitted by law.
- Routine monitoring of our compliance risks through normal processes embedded in our operations and audits that use a unified approach across our business activities. Results are reported to the Compliance Officer.
- Timely and appropriate investigations into reported concerns about potential compliance violations.
- Appropriate responses to violations of our policies and steps to prevent recurrence.
- A risk-based approach to the design of our Compliance Program and program activities.

### **Index**

PJIAE reserves the right, at its sole discretion, to modify any aspects of the compliance program, including, without limitation, this code and company policies, at any time, for any reason, and with or without notice. If there is a conflict between this code and a specific policy, the policy currently in effect will govern.

The Code is available on the PJIAE website (intranet). The intranet version will contain any changes made after the date of any printed publication and will be the most current version of the Code.

### **List of policies**

PJIAE Policies and Standards referenced in this code



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## List of Policies

### PJIAE Policies and Standards referenced in this Code:

Code of Ethics for the CEO, CFO and Senior Financial Officers, 7

Confidential and Proprietary Information Policy, 7

Conflicts of Interest Policy, 5; 7

Environment, Safety and Security Policy, 4; 6

Mandatory Safety and Security Training Policy, 6

Policy against Harassment, 6

Professional Conduct Policy, 6

Protection of Personal Information Policy, 6

Records and Information Management Policy, 7

Social Media Policy, 6

Standard for Gifts to PJIAE Employees

Travel Expense policy

Use of Company Systems and Internet Conduct Policy, 6

Whistleblower policy