

ARUBA AIRPORT AUTHORITY N.V.

ESG & Corporate Responsibility

REPORT 2024





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A Message from AAA

As part of Queen Beatrix International Airport's (Aruba Airport) commitment to sustainability and reducing its environmental impact, sustainability has been incorporated in every aspect of the airport operations to achieve various initiatives in three categories: sustainable aviation, sustainable operation, and sustainable airport community.

With various Airport Sustainability Certifications as the basis for current and future projects and initiatives, Aruba Airport leads by example by adopting sustainable and environmental best practices and continuous to inspire organizations on a national and regional level to do the same.



**SUSTAINABLE
AVIATION**



**SUSTAINABLE
AIRPORT OPERATIONS**



**SUSTAINABLE
COMMUNITY**

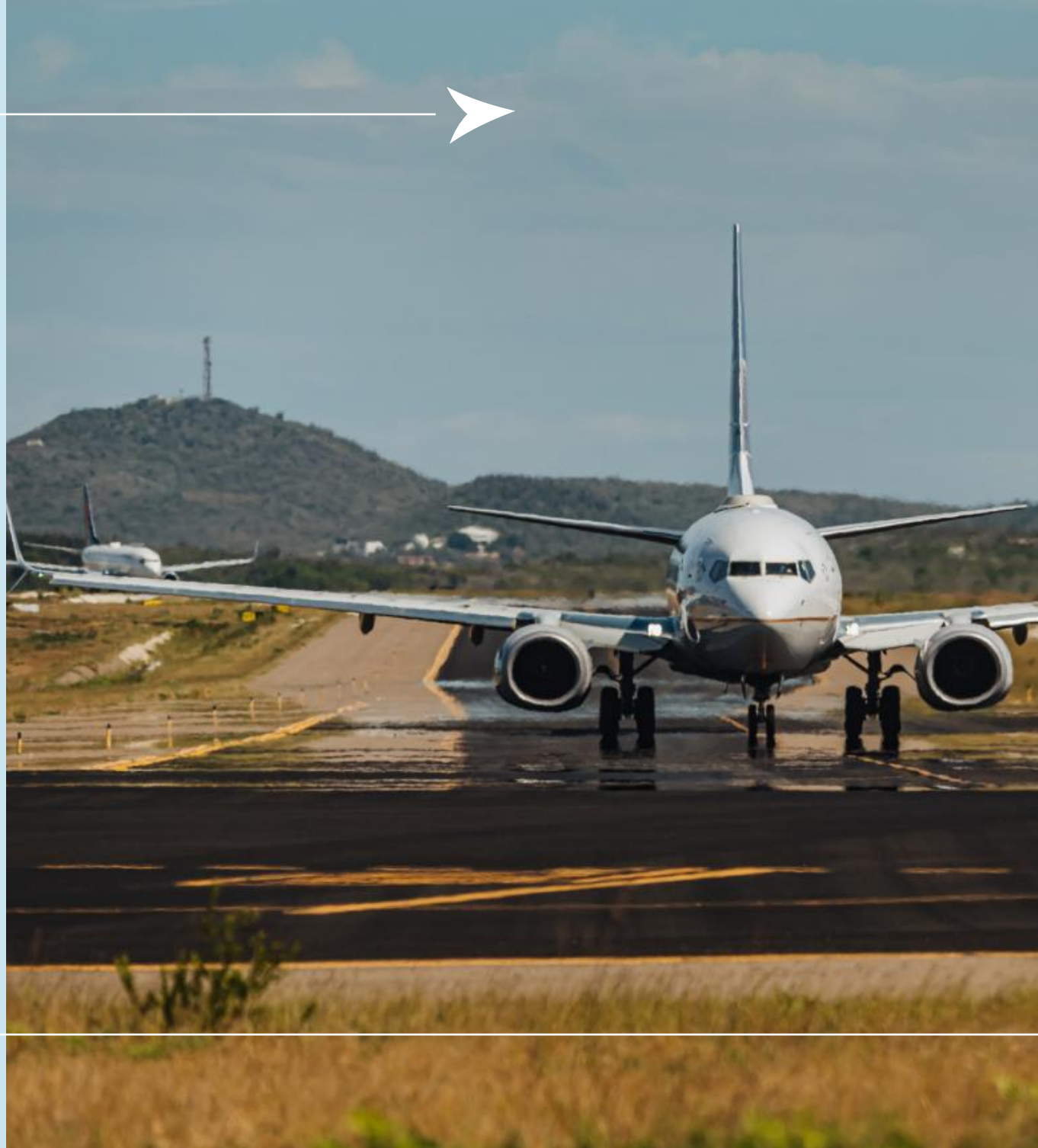


Introduction

AAA has been reporting on Corporate Social Responsibility (CSR) since 2021. Our CSR reports have been composed based on guidance of Corporate Social Responsibility Directive (CSRD) & European Sustainability Reporting Standards (ESRS).

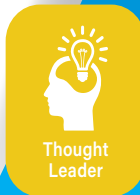
In 2024, AAA continued building upon its strong foundation of CSR by beginning to incorporate environmental, social and governance (ESG) principles into its reporting framework.

The ESG Framework used in this report is based on the guidance of the Airport Council International – Latin America & Caribbean ESG framework.



Our Aspiration 2030 at a glance

SUSTAINABLE SAFE
FUTURE PROOF



Introduction of AAA Sustain-A-Change Committee

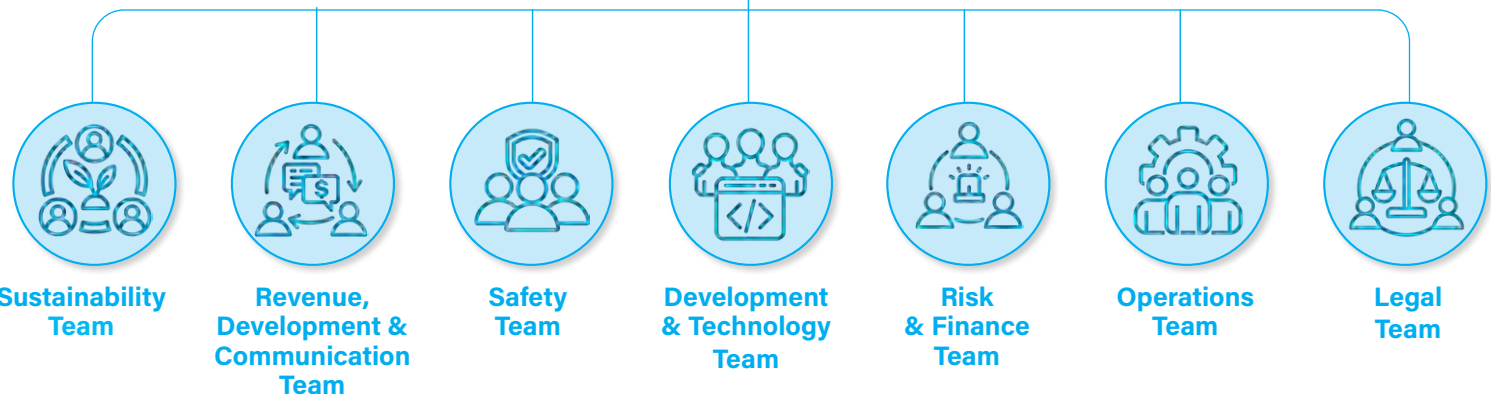
In 2024, AAA introduced the Sustain-a-Change Committee, a cross-functional team comprising of airport team members from various units. The committee's mission is to oversee and enhance the effectiveness of sustainable initiatives across the organization, contributing to cost savings, reducing carbon footprint, and aligning with the Sustainable Development Goals.



Sustainability & Corporate Responsibility Committee



Sustain-a-Change Management Team



Introduction of AAA Sustain-A-Change Committee

Objectives

While the primary accomplishment for 2024 was forming the committee, it marks the beginning of AAA's journey toward addressing these objectives more effectively. The committee's role in future years will focus on developing and implementing actionable plans to make measurable progress in these areas.



➤ **To Reduce
Airport Carbon
Footprint**

➤ **To Improve
Energy
Efficiency**

➤ **To Introduce
a Waste
Management
Plan**

➤ **To Improve
Water
Conservation**

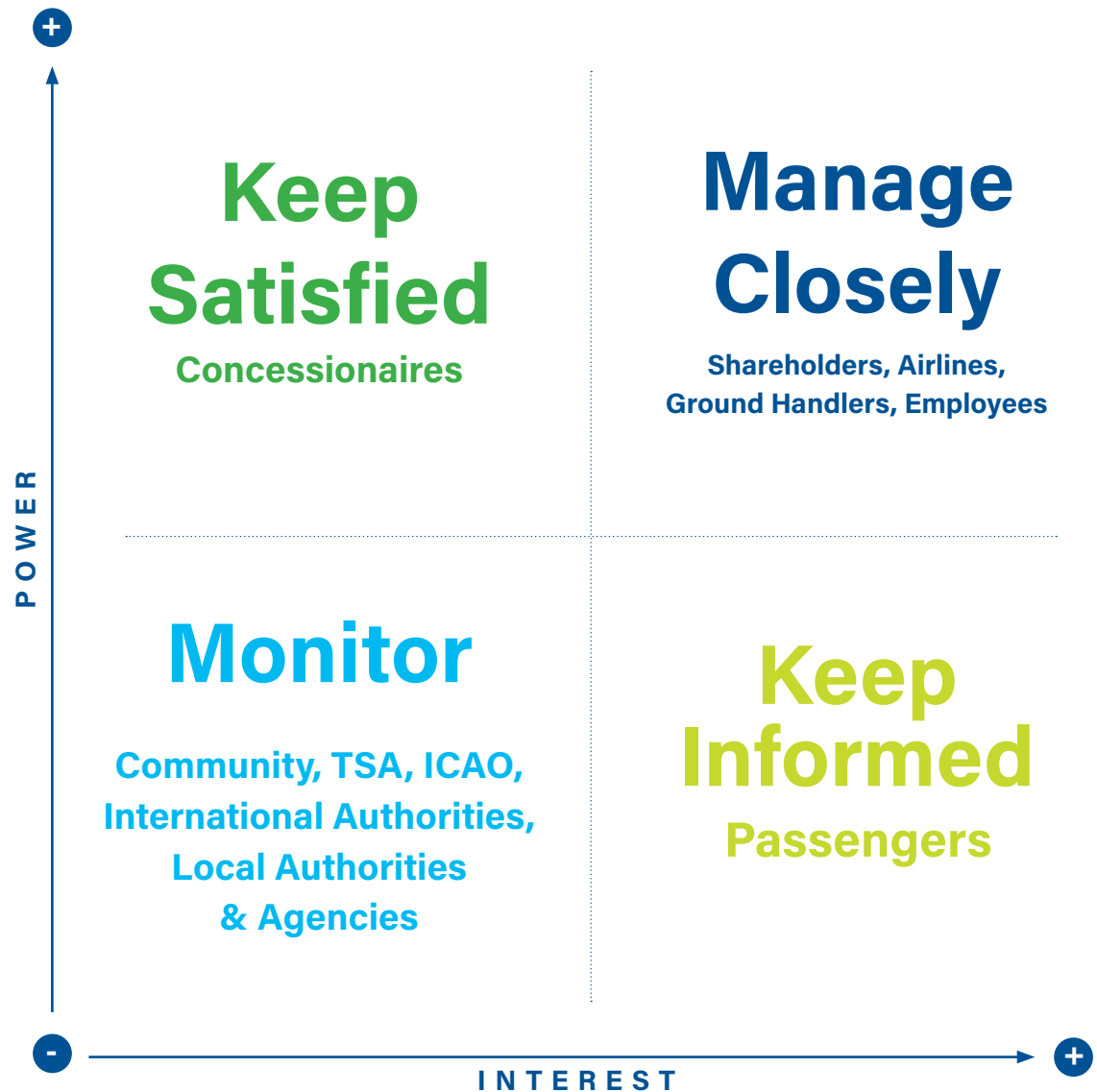
➤ **To Focus
on Health,
Safety, and
Wellbeing**

➤ **To do
responsible
business with
stakeholders
& third parties**

Stakeholder Matrix

Internal and External Stakeholders Engagement

In 2024, stakeholders of AAA were mapped in the Stakeholder Matrix, from an airport operator's perspective, reflecting the specific priorities and dynamics. The Stakeholder Matrix enables AAA to provide effective communication strategies and engagement with its stakeholders.



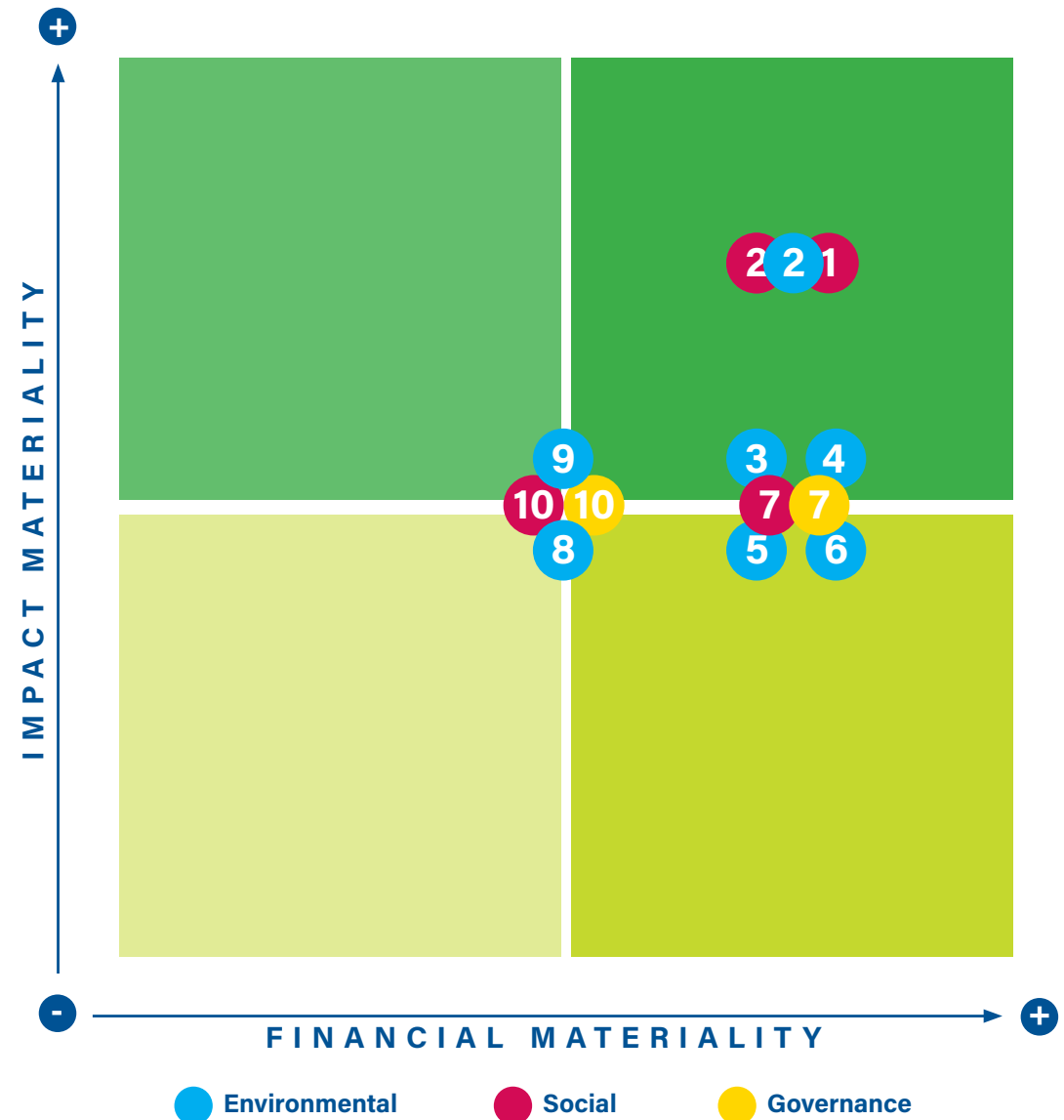
Double Materiality Assessment

The primary goal of this ESG double materiality assessment is to identify and assess key risks for AAA, opportunities, and impacts related to environmental and social aspects while evaluating their financial implications. This enables AAA to implement control measures to mitigate negative impacts and enhance positive contributions.

Top 10 Identified Risks and Impacts:

1. Economic impact
2. Carrying capacity
3. Climate change
4. Water management
5. Fuel spills
6. Ground water pollution
7. Airport security & passenger safety
8. Air pollution
9. Climate mitigation (decarbonization)
10. Workplace diversity/inclusion/equity

The ESG Double Materiality Assessment highlights for AAA critical risks, impacts, and opportunities for sustainable business practices. Implementing the defined measures will enhance resilience, stakeholder trust, and long-term business sustainability.



Environment





Climate Change

Climate Mitigation



AAA has been recertified at Level 3

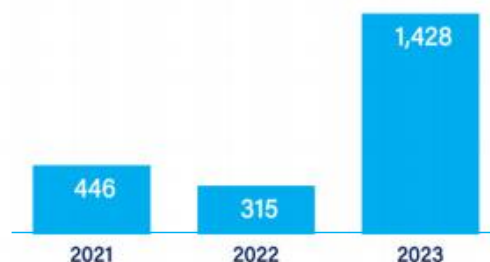
- In 2024, AAA has been recertified at Level 3 – Optimization of the Airport Carbon Accreditation based on 2023 quantified emissions. The Airport Carbon Accreditation commits AAA to continuously track its Scope 1, 2 and 3 greenhouse gas emissions.



SCOPE 1

Emissions in tCO₂e

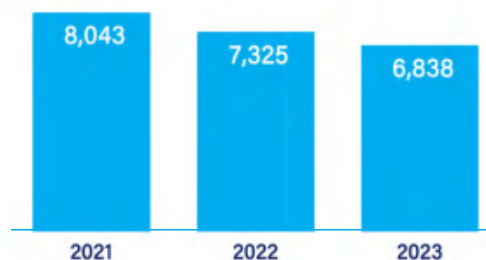
Direct emissions that are owned/controlled by AAA



SCOPE 2

Emissions in tCO₂e

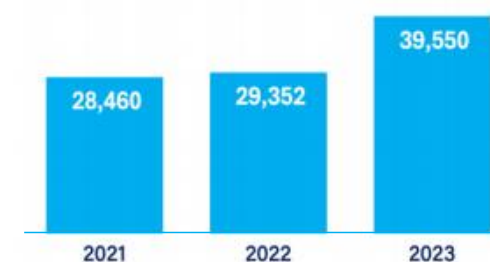
Indirect emissions that are a consequence of AAA's activities but occur from sources not owned/controlled by AAA



SCOPE 3

Emissions in tCO₂e

Indirect emissions that are a consequence of AAA's activities but occur from sources not owned/controlled by AAA





Climate Change

Climate Mitigation

Green Globe is a globally recognized standard for sustainable tourism and environment management, focusing on reducing environmental impact through energy efficiency, waste reduction, and resource conservation.



Certification Progress



Certification for the Green Globe Standard requires annual audits to ensure continual improvement. The audit cycle alternates between an on-site audit in the first year and a desktop audit in the second year. This pattern repeats to maintain certification and support ongoing sustainability efforts.

The Green Globe certification criteria consist of four main areas and 225 possible indicators including:

- 1. Sustainable Management
- 2. Social/Economic
- 3. Cultural Heritage
- 4. Environmental





Climate Change

Climate Adaptation

AAA is aware that climate change, such as severe weather, floods, rising sea levels and extreme heat, may have a significant impact on the airport's operations.

AAA is part of the Climate and Ocean Risk Vulnerability Initiative (CORVI) assessment, that has been initiated in 2024. The assessment is in the initial phase and will be further implemented in 2025.

To further strengthen AAA's commitment to sustainability, AAA has started the preparations for the IATA Environmental Assessment (IEnvA). The assessment provides a structured framework for improving environmental performance, while ensuring compliance with global and local standards.

LEED Gold Certification

LEED (Leadership in Energy and Environmental Design) is the world's most widely used green building rating system. LEED certification provides a framework for healthy, highly efficient, and cost-saving green buildings, which offer environmental, social and governance benefits.



Achievement:

- In 2024, the new check-in-hall has been awarded the LEED Gold certification, which is the 1st Airport Terminal in the Caribbean and the 1st building in Aruba to receive the LEED Gold certification.

68 out of 79
POINTS EARNED

ACI - LAC Green Airport Recognition

The ACI-LAC Green Airport Recognition program by Airport Council International (ACI) aims to promote the best environmental practices to minimize aviation's impact on the environment and to recognize airport members who have achieved outstanding accomplishments in their environmental projects.

Achievement:

- In 2024, AAA has been awarded the 1st ever ACI-LAC Green Airport Recognition in honor of its impeccable sustainability leadership and efforts.





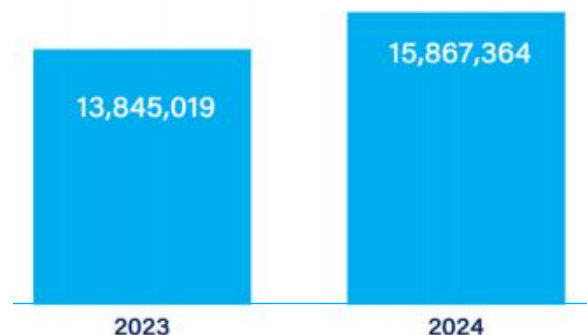
Climate Change

Energy Consumption

The energy used by AAA is supplied by Aruba's local energy company. Additionally, AAA has solar panel installations with an installed capacity of 65.18 kVA at the Utility Building, which delivers the generated power back to the local energy company.

In 2024, AAA consumed 15,867,364 kWh of electricity, an increase compared to 2023 due to increased passenger numbers and expansion of the airport buildings.

Usage in kWh



Achievements:

- **Light Timers**
Throughout AAA's terminal light timers have been reviewed and adjusted to minimize use during off-peak hours
- **HVAC**
AAA's HVAC system is monitored through a building management system to improve system efficiency
- **Apron Management Unit (AMU) Floodlights**
Created checklist for efficient use of floodlights during day and nighttime



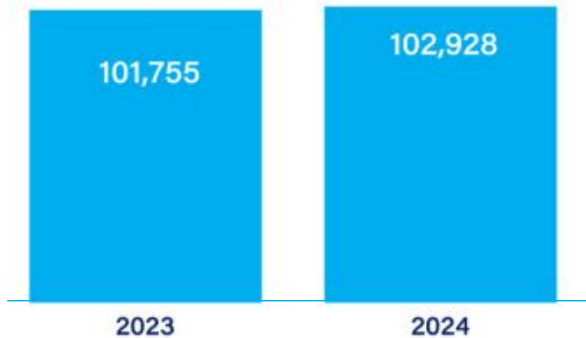


Water

Water Source and Consumption

AAA's water is sourced through the local water supply company.

Usage in m3



Water Quality Assurance

AAA increased its sampling frequency in 2024, to ensure the water used in operation complies with safety and environmental standards for all airport users, visitors and its community.

Achievement:

Water Quality Assurance

- Development of a Potable Water System Management Standard Operating Procedure (SOP)

Achievement:

Water Conservation

- Installation of efficient faucets and fixtures across the airport
- Efficient irrigation practices, use smart systems for irrigation and implement local species that do not require continuous watering

Achievement:

Water Saving Pilot Project

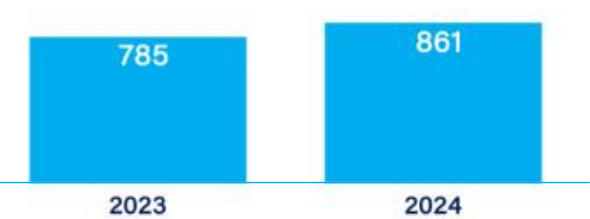
- A pilot project aimed at reducing water loss and energy consumption was introduced to collect and reuse condensed water to cool A/C intake temperatures

Materials & Resources

Waste

AAA's airport operations generate waste known as Municipal Solid Waste (MSW) from the airport facilities such as restrooms, food and beverage outlets, aircraft, ground handling operations, airlines, terminal operations, and office spaces.

Waste in Tonnage



Achievements:

- In 2024, AAA developed a Sustainable Waste Management Plan (WMP) based on a Waste Characterization Study that was conducted in 2023, which provided critical insight into the types of waste generated, enabling AAA to identify opportunities for waste reduction, recycling, and diversion from landfills.
- The WMP considers separation of general waste (MSW), plastic bottles, liquids, cardboard, cans, metals, wood, cooking oil, and hazardous waste. The WMP will be implemented in phases.



CHAPTER 2

Social



In 2024, a People Strategy Articulation Map was developed for the next 3 years and focuses on:





Labor Conditions

Benefits and Compensation

AAA has established a comprehensive Benefits and Compensation program for the organization's employees.

In 2024, AAA employees had access to the following benefits and compensation:



Health

- Medical
- Dental
- Vision
- Onsite First Aid and Emergency Support
- Wellness Incentive Program
- Employee Bike Purchase Program



Pay

- Market Competitive Salaries
- Recognition/Awards
- Performance-based Merit Increases



Saving

- Savings Plan
- Pension Plan
- Financial Planning Assistance



Time Off

- Vacation Days
- Paid Sick Time
- Paid Holidays
- Advance Payment
- Sick Time
- Short-term Disability
- Long-term Disability
- Family-related Leave



Extras

- Airport Parking Privileges
- Tuition Assistance
- Employee Emergency Fund
- Legal Advice
- Solar Panels Program
- Green Loan Program



Labor Conditions

Employer-Employee Relations

Collective Labor Agreement

As part of AAA's ongoing commitment to fostering a fair, equitable, and compliant workplace, AAA adheres to the terms of its Collective Labor Agreement. These agreements, reflect the dedication to upholding local labor laws, conventions, standards, and regulations.

This agreement establishes both the duties and rights of the employer and employee, ensuring a balanced and fair framework for workplace responsibilities and protections. It includes areas such as salaries, job functions, disciplinary measures, holidays, bonuses and performance allowances.

AAA's employees are covered by either collective labor agreement, individual labor agreements, or employment conditions regulations.

Employee Engagement

3.82

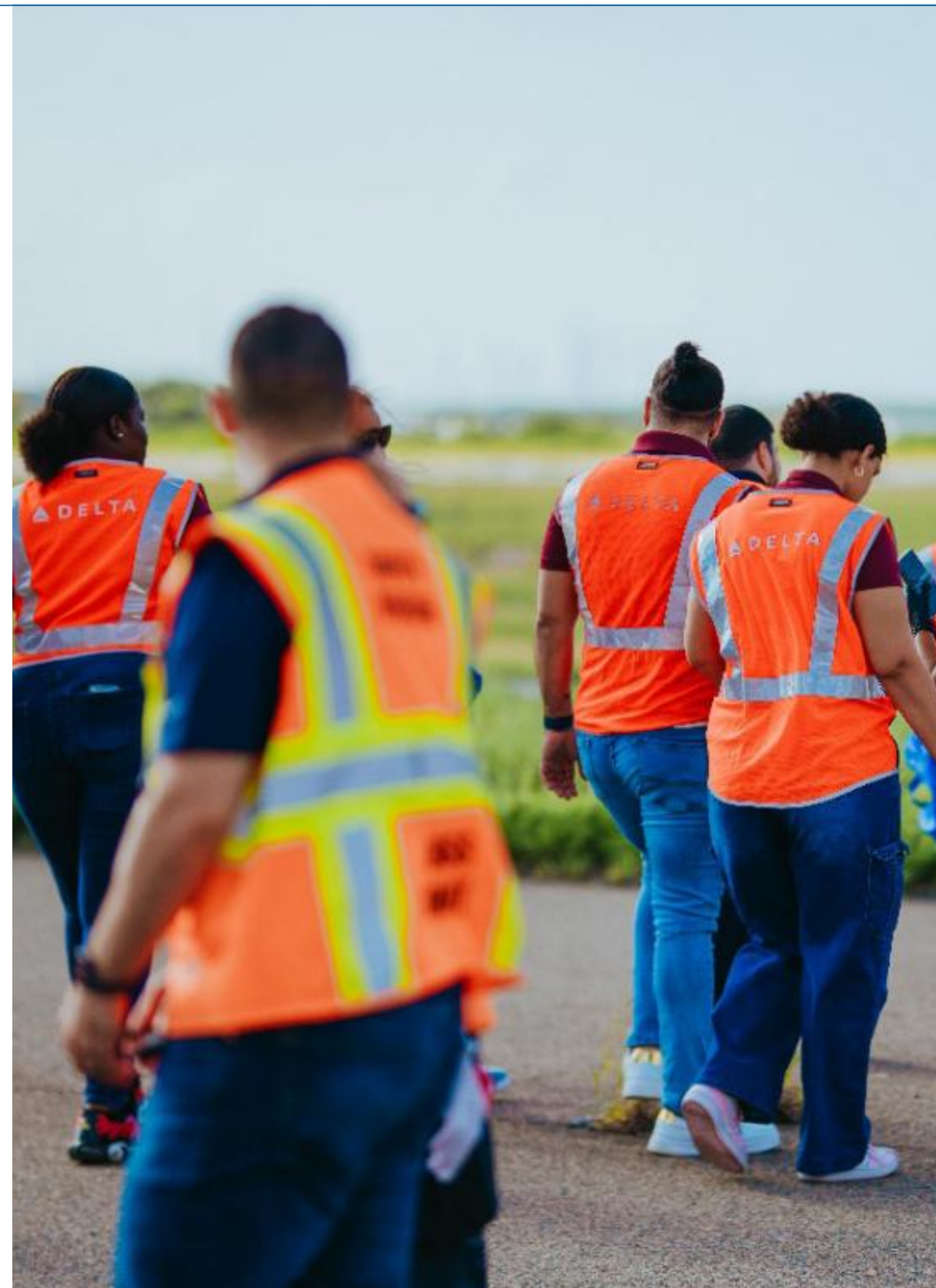
Engagement
Result 2023

3.69

Engagement
Result 2024

Quarterly sessions, HR Connect newsletter, Employee Appreciation Week, and other initiatives were organized to keep employees motivated, engaged and aligned with the company's goal.

Due to a decline in engagement in 2024, AAA has started working on an improvement plan for 2025, which will include Gallup's follow up surveys on strength (Clifton Strengths Method).





Labor Conditions

Health & Safety

Employee Safety

AAA provides all employees and the airport community with comprehensive safety training to ensure employees have the necessary skills and knowledge to operate and maintain a safe airport working environment.

Annual safety drills including emergency exercises are coordinated to train and equip employees with skills for real world scenarios to better prepare for safe responses.

Employee Health

In 2024, Emergency Response Team (ERT) Table-top exercises were re-introduced to train the team members in their first response, tactical approach to emergency situations inside the terminal, and medical knowledge as well as additional awareness sessions.



Achievements:

- 1 partial full-scale emergency in collaboration with KPA
- 1 full-scale emergency including the Airport's Crisis Management team, local Government authorities, airline representatives, and others
- 4 Foreign Object Debris (FOD) walks to encourage and maintain safety standard levels of awareness and compliance

Achievements:

- A new ERT structural refocus was introduced. The team now consists of 46 ERT members
- A total of 8 new ERT members now form part of the Airport ERT team consisting of 2 Emergency Medical Responders (EMRs) and 6 Emergency Response Officers (EROs)
- 1 ERT-focused Tabletop exercise was held in June 2024
- 376+ ERT incidents were handled
- A new ERT database was developed for responsible, accurate, and informed decision-making
- A new AAA ERT logo and uniform was introduced
- AAA's Health & Wellness Coordinator received certification as new Basic Life Support (BLS) instructor



Employee Wellbeing

AAA's Health and Wellness Policy focuses on providing enhanced emotional, physical, financial and environmental wellbeing to all employees through continuous awareness, education, tools and resources.

Mental Wellbeing

Psychological services on retainer fee is available to ensure the mental health of employees, which can be arranged through the Human Resources unit (HR).

Physical Wellbeing

AAA employees form part of the health and wellness program which includes a monthly contribution available for use at different fitness centers, or registered organizations. An Employee Bike Purchase Program is also available. Additionally, professional nutritional support and advice are available to encourage a healthier and balanced lifestyle for employees are available through employee insurance coverage.

Financial Wellbeing

Employees have the opportunity and available resources to maintain healthy finances by

receiving guidance and practical tools from the HR unit. Employees participate in a company savings plan, and additionally, can save for specific short-term goals as well.

Environmental Wellbeing

With a focus on creating a clean, safe, and healthy environment, AAA employees are encouraged to attend health and safety related awareness training such as OSHA to contribute to positive changes and signal important improvements.

Achievements:

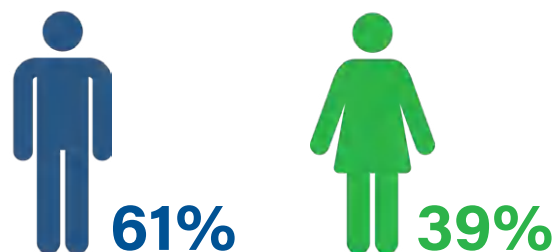
- 33.5% of AAA employees made use of the health & wellness contribution
- 30 employees completed OSHA training
- 5.4% of AAA employees made use of the Employee Bike Purchase Program (EBPP)



Labor Conditions

Talent Acquisition and Retention

Employee Overview



The average age at AAA is:

40 years

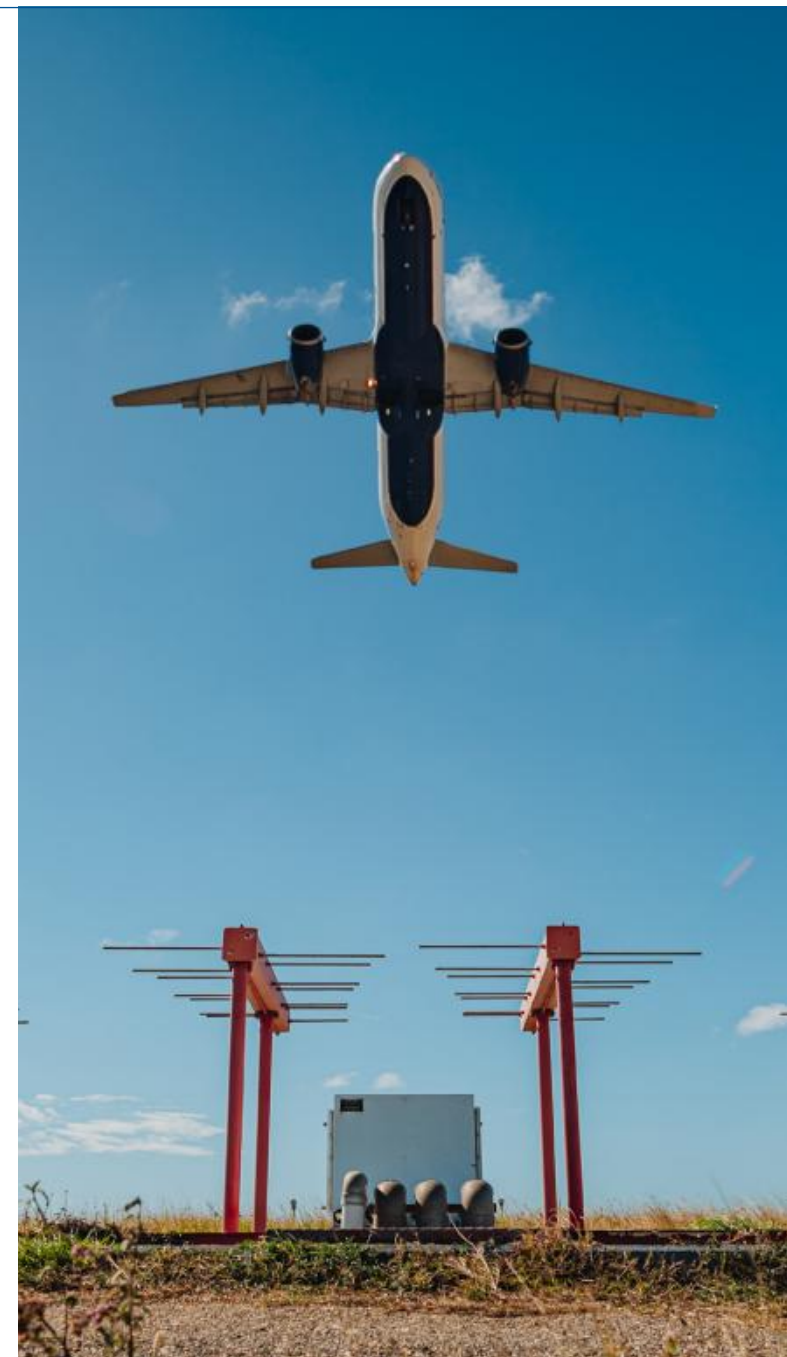
In 2024, the turnover rate at AAA was

1.92%

Achievements:

- AAA created onboarding and offboarding policies for its employees
- On-boarding Policy consisting of four parts:
 - 1) Pre-boarding
 - 2) Orientation
 - 3) Unit Onboarding
 - 4) Evaluation

Off-boarding Policy consisting of acknowledgment, knowledge transfer, data collection, exit interview, communication and next steps. This policy aims to ensure an effective, professional, and respectful off-boarding experience for all departing employees.





Labor Conditions

Training and Development

In 2024, the AAA Learning Hub was launched, to promote continuous learning within the company. The Learning Hub offers a range of courses covering various topics.

AAA also provides its employees with the opportunity to follow courses through well-known institutions such as ICAO, ACI and IATA, that are relevant to their job description, either virtual or in person.

Achievements:

- 2 new Certified Transportation Security Administration instructors
- New CTX 9800 Explosives Detection System (EDS) Simulator Training
- 20 AAA employees completed GSN 3 Airport Emergency Planning and Crisis Management course by Airports Council International





Diversity, Equity, and Inclusion

Diversity

87.3%

were born in Aruba

Only residents or individuals with valid work permit receive AIRB-badge.

Equity

Pay grading is based on function requirements and competencies and does not consider gender in the grading system.

Inclusion

AAA acknowledges the importance and commitment to fostering diversity and inclusion.

Achievements:

- AAA raised the Pride Flag for the 1st time, illuminated the airport facilities in rainbow colors, and created several communication publications
- AAA organized its 1st Pride Community event with staff and airport community members





Community Rights and Engagement

Land Acquisition and Resettlement

In 2024, AAA acquired a building in Wayaca, located in close proximity to the Airport. To increase office space availability as well as to create additional rental opportunities at the main terminal building. The airport adheres to local laws and regulations, also known as ROPV. The ROPV encompasses rules regarding the designation, construction, and use of land in Aruba.

Culture and Heritage

At AAA we believe that cultural traditions are part of our identity, therefore, AAA sponsors various cultural events.



Societal Contribution

AAA takes pride in contributing to society through Projects, Donations and Sponsors. Projects and Donations go through the Wings of Hope volunteer group and Sponsorships go through AAA's Revenue Development and Communication unit.

[Click here to go to the Corporate Responsibility Tab](#)

Sponsorships:

- Stichting Monumentenfonds Aruba
- University of Aruba
- National Tournament Bolas Criollas
- CreActivo Conference
- Billfish Release Tournament

2024
Sponsorships
185K
avg.

2024
Wings of Hope
Projects
300K
avg.

2024
Wings of Hope
Donations
95K
avg.



Customer Experience

Customer Satisfaction

Passenger experience is measured through Airport Service Quality (ASQ) surveys, that are conducted on all departing passengers to measure satisfaction- and experience rate.

3,293,317

Total Passengers



4.11

Satisfaction Rate

3.98

Experience Rate

Achievement:

- The Dutch Caribbean Cooperation of Airports (DCCA) proudly announced the lowering of Passenger Facility Charges (PFC) to \$15 per passenger for inter-island travel from the ABC Islands (Aruba, Bonaire, Curaçao) to the Dutch Caribbean as per January 1st 2025.

Information and Marketing Practices

In 2024, a new Public Address (PA) system was launched in the airport's existing Terminal to enhance the passenger experience. AAA communicates with its passengers through various communication channels such as social media, websites, local and international media.

30K
PR Distributed

952.9K
Reach on Facebook

105.6K
Reach on Instagram

Accessibility

For passengers and visitors, AAA offers designated reduced mobility parking spaces in the public parking areas, located near the terminals and several elevators are strategically located throughout the terminal to navigate between levels.

AAA facilitated a client orientation and mobility site visit for the visually impaired together with FAVI. While the purpose of this visit was for FAVI clients, AAA's team was also able to learn, experience and assess the process for further improvements.

[Click here to visit Hidden Disabilities Sunflower Network](#)



Achievements:

- AAA became an official member of the Hidden Disabilities Sunflower Network
- The Airport community received the Hidden Disabilities Sunflower Network awareness and training to recognize individuals wearing the official Sunflower lanyard to support their needs, making the invisible visible.

Governance



Ethical and Responsible Business Practices

In 2024, AAA included an Ethical Business Partners' clause in its Code of Conduct to ensure third party suppliers, vendors and other service providers comply with the same standards and requirements when conducting business and addressing conflicts of interest.

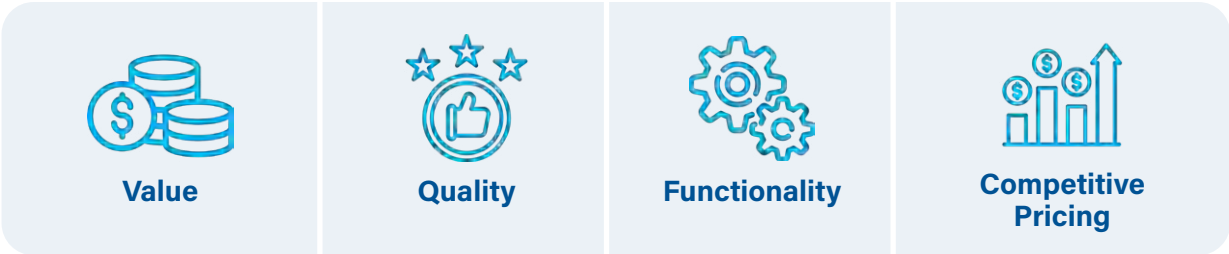
Achievements:

- 112 randomly scheduled tests took place amongst AAA employees for compliance with the Drugs and Alcohol (D&A) testing procedure
- 12 employees from third parties have tested positive for use of illegal substances

Anti-Competitive Behavior, Corruption and Conflict of Interest

AAA is dedicated to fostering a market environment built on ethical and fair competition. To ensure any activities that could undermine fair competition, the Anti-Competitive Behavior Evaluation matrix is applied.

Anti-Competitive Behavior Evaluation Matrix



AAA has a Tender and Purchasing Procedure policy that restricts any bribery, corruption and tax-evading activities.

All instances of actual, attempted, or suspected fraudulent or corrupt activities will be thoroughly investigated. AAA is committed to recovering any funds, assets, or benefits lost due to such activities and will enforce disciplinary and/or legal action against responsible parties. AAA is dedicated to ensuring that business relationships and activities are conducted objectively and impartially, free from the influence of personal or familiar interests.

Corporate Culture and Business Conduct

Building a culture of trust and integrity is key to ethical and responsible business practices. AAA emphasizes efforts to ensure accountability, responsibility and transparency across the organization through various committees and oversight bodies. These include:

BOSD

Responsibilities

- Provides oversight, guidance and support towards Leadership Team
- Ensures business is conducted in an ethical manner

Integrity Committee

Responsibilities

- Responsible for reporting line Speak-Up
- Oversees assessment and investigations on integrity matters
- Coordinates with all relevant authorities
- Responsible for building trust, accountability, and transparency throughout the organization
- Promotes ethical standards and ensures proper handling of integrity concerns
- Inform key leadership bodies including CEO, Audit Committee and BOSD



Financial Resilience & Business Continuity

Each year, AAA prepares an update of its Business Plan which looks five years ahead and focuses mostly on expectations regarding flights, passengers, revenues, costs and investments. Additional KPIs such as EBITDA, debt service coverage ratio and cash positions are also monitored.

AAA operates under covenants agreed upon with Lenders who financed the Gateway 2030 Terminal Expansion project. The Reserve and Dividend Policy further supports and guarantees the continuity of the company through various funds (e.g., emergency, capex). The financials of AAA are audited annually by a renowned accounting firm, ensuring transparency, accuracy, and compliance with financial regulations.

Achievements:

- AAA updated its Aerodrome Emergency Manual, including additional emergency/ crisis scenarios
- AAA updated its Business Continuity Plans to ensure adequate response in case of emergency situations
- AAA updated its Crisis Structure
- Key Safety personnel were assigned

Board Structure and Remuneration

The governance framework of the organization is structured to ensure strategic oversight and compliance with relevant regulations. This section outlines the roles and responsibilities of the BoD and BOSD:

Constellation:

The Board of Directors (BoD) consists of a sole statutory director structure and operates within the provisions of the Articles of Incorporation under supervision of the BOSD (*Annual Report 2024*).

Tasks BOD:

The sole statutory director (the “Chief Executive Officer” or “CEO”), chief executives and directors form the Leadership Team, are responsible for setting the Corporate Strategy, operational and financial objectives and ensuring compliance with all relevant laws and regulations as well as effective risk control and opportunity identification (*Annual Report 2024*).

Tasks BOSD:

BOSD focuses on the realization of the objectives, the risks in connection with the company’s activities, the internal systems for risk management and control and financial reporting (*Annual Report 2024*).



Ethical and Responsible Business Practices

Transparency

Policies and procedures for accurate tax reporting

AAA is required by law to adhere to monthly reporting obligations to the tax authorities. Tax figures are also incorporated into AAA's internal monthly financial reporting. The Annual Report discloses the yearly figures in compliance with International Financial Reporting Standards and is audited by external auditors. The tax authorities impose yearly reporting deadlines, of which AAA complies with through the support of an external tax advisor to ensure adherence to legal tax requirements.

Tax strategy accountability

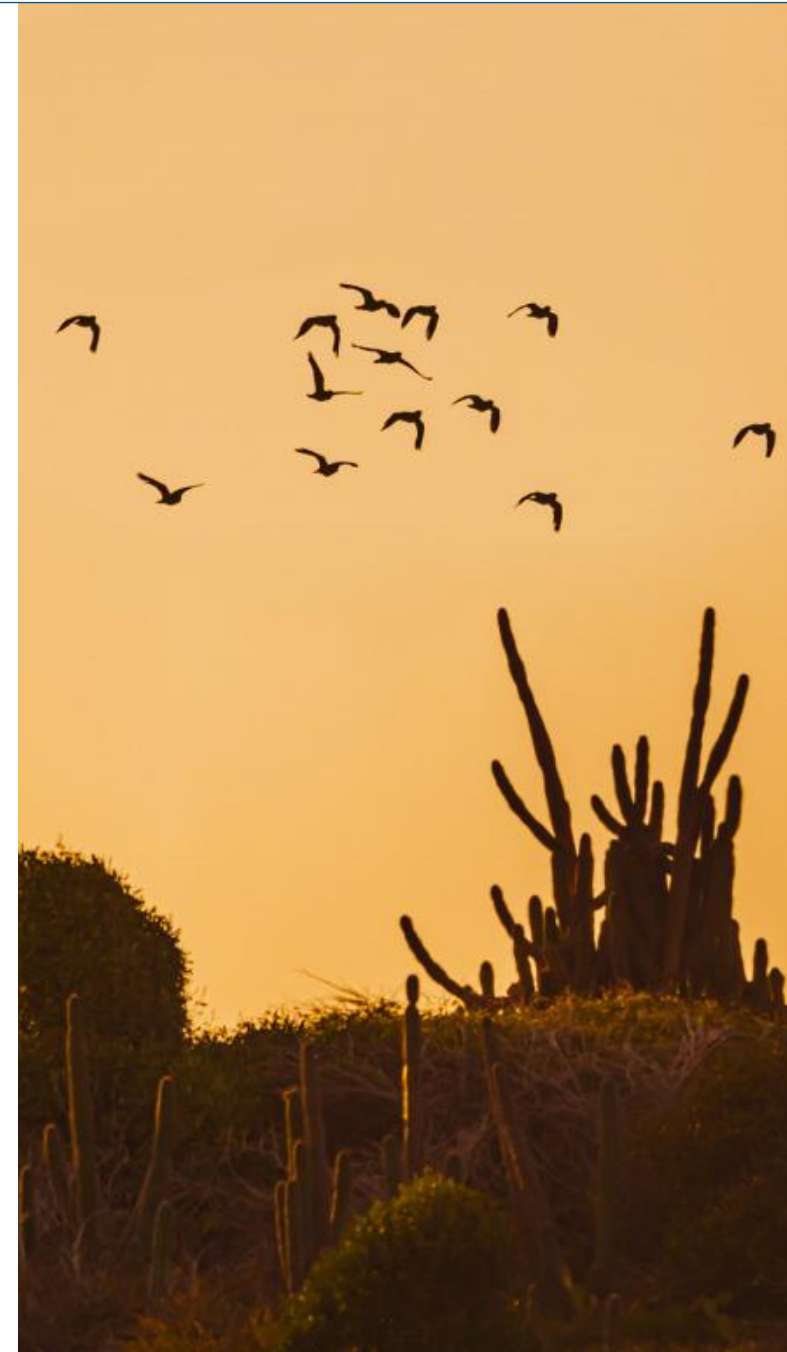
AAA's Chief Financial Officer (CFO) oversees the airport's tax strategy, while AAA's Tax & Process Analyst ensures compliance with this strategy.

Processes for compliance evaluation

AAA's internal audit department has the capability to assess adherence to tax regulations and strategy. External tax advisors also provide support to ensure compliance with tax regulations. AAA's Chief Financial Officer (CFO) and Tax & Process Analyst work collaboratively to monitor compliance with tax regulations.

Tax risk management framework

AAA manages risks related to tax compliance by having a dedicated Tax & Process Analyst who is responsible for ensuring compliance. Additionally, AAA collaborates with tax advisors who provide support in adhering to tax rules and regulations.



Risk Management

In 2024, AAA started its Business Continuity Plan where 5 top scenarios were determined in workshops, via interviews and questionnaires. Based on a cooling/HVAC outage scenario in August 2024, an additional continuity plan for this type of incident was developed.

AAA's Risk Management principal aims to provide oversight and governance of the key risks that AAA faces and to monitor current, upcoming, and emerging risks. AAA managed several Insurance risks and additional risks that were identified by the insurer. These included:

- Compliance risks that were addressed in the Risk Committee including gaps to be updated in the Compliance policy
- Project risks that were managed by periodical assessments for the GW2030 project and project assessments before the start of each project
- Operational, Financial, and Fraud risks that were addressed continuously in the monthly Risk Committee meetings

AAA's risk appetite determines the level and type of risk that AAA is willing to accept to achieve its company goals based on the Corporate Strategy. The applicable risk appetite for strategic, operational, reporting and compliance risks for the core business processes of AAA and as well for the Gateway 2030 project are defined by the Risk Committee and Board of Directors. These steer decision-making on the acceptable level of risk while enabling AAA to achieve its strategic objectives.

Top three risks for 2024:



**IT Vulnerability
based on
Cyber Security**



**IT Vulnerability
based on
IT Infrastructure**



**Fire & Life
Protection
Risk**

Achievements:

- Risk-themed sessions were held in Q1 and Q2 to address Business Impact Analysis and Business Continuity Workshops to reinforce Risk Assessments within AAA based on the strategic objectives for 2024 and linked with the Committee of Sponsoring Organizations of the Treadway Commission (COSO) framework
- 12 Risk Committee meetings were held in which 8 to 10 ongoing-, emerging-, and new risks were addressed on a regular basis
- 12 Gateway 2030 Risk Committee meetings were held where the top 5 risks were addressed
- 4 Gateway 2030 Risk Committee meetings for the Project Management Office were held to address all risks
- 6 Periodical Project Risk Assessment meetings were held for CAPEX projects to address all risks
- AAA Risk Appetite was set in Q1 through various workshops held by the Risk team
- Risk information sessions were held for IT and Finance & Accounting units

Airport Safety & Security

Emergency Preparedness

Organizational Structure

For effective emergency preparedness, the following organizational structure has been established for AAA:

Aerodrome Emergency Committee (AEC)

The AEC comprises of several members of Units directly involved with emergency response and is responsible for coordinating emergency response exercises, reviewing incidents to update emergency plans, and meeting at least twice annually to ensure preparedness.

Crisis Management Team (CMT)

AAA's Crisis Management team structure is based on international guidelines and local regulations on crisis management and is led by an Incident Commander (CEO) and other key roles including Safety, Operations, Planning, Logistics, Finance and others.

Rescue and Fire Fighting Services (RFFS)

RFFS services for the Airport are provided by the Government of Aruba and complies with Cat 9 RFFS.

Emergency Preparedness Policies

AAA is committed to ensuring a comprehensive and proactive approach to emergency preparedness through the implementation of various policies.

Aerodrome Emergency Manual (AEM)

Serves as a comprehensive guide for managing various types of emergencies, including aircraft accidents, hazardous materials incidents, fires, and natural disasters. It is designed to align with ICAO Annex 14 regulations.

The *Crisis Communication Plan* outlines procedures for handling media interactions, establishing communication protocols with government agencies, and ensuring effective public information dissemination during emergencies. It is fully integrated within the AEM.

Emergency Equipment and Infrastructure

AAA maintains an inventory of emergency equipment and infrastructure to ensure readiness for any incident, including firefighting equipment and an emergency infrastructure.

Incident Data

In 2024, a total of 33 reports were recorded by AMU including the subcategories Equipment to Facility, Equipment to Aircraft, and Equipment to Equipment.

Safety Management System (SMS)

The implementation of the SMS at AAA follows a structured approach to ensure compliance with international standards and enhance operational safety.

Achievement:

- RFFS Staff training has led to improved readiness and faster response times, enhanced coordination among multiple agencies during emergencies, and continuous updates to emergency plans based on post-exercise evaluations.



Privacy, Cybersecurity, and Data Protection

Achievements:

- Successful completion and introduction of the IT & Cybersecurity Roadmap 2024-2029, establishing a clear vision and actionable goals for the next five years
- A Cybersecurity Awareness Campaign was launched to educate and engage AAA employees
- Security monitoring capabilities were strengthened through the finalization and signing of a contract for Security Operations Center (SOC) services, ensuring proactive monitoring and timely responses to security incidents
- Recruitment of specialized personnel was initiated and completed to strengthen the organization's cybersecurity capabilities

Collectively, all these measures aim to strengthen operational resilience and advance the organization's cybersecurity maturity.

Trafficking of Human, Wildlife and Illegal substances

AAA has been working together with Coordination Center on Human Trafficking and Migrant Smuggling Aruba (CMMA) for the past four years to increase awareness on the topic of Human trafficking. In 2024, there were no cases reported of illegal wildlife trafficking through the airport.

The illegal trafficking of drugs remains a high priority for Customs and law enforcement. AAA actively collaborates with law enforcement in all cases to ensure the highest level of safety and security.

Badging Policy Restrictions

As per AAA's Airport Security Access Control & Badging Policy, anyone that wants to perform duties at AAA needs to request a badge and needs to be of legal age (18+), thus restraining the possibility of child labor occurring on airport premises. Furthermore, only residents or workers with work permits are eligible to receive an airport badge to work on airport premises.

Procurement & Supplier Management

Supplier/Third Party Management

The Compliance Policy outlines the Client Due Diligence process as part of procurement, requiring third-party screening for commitments exceeding the CEO mandate threshold. No commitment is finalized without a completed due diligence review, which provides advice and risk rating. This process ensures AAA identifies and mitigates potential risks, confirming the integrity and financial compliance of prospective or existing business partners.

Organizational Structure

AAA enforces the Four Eyes Principle for contracts, purchases, and bank transactions, assigning proxy levels based on staff roles. Purchases and contracts above a set threshold require review by three-member Tender Committee to ensure alignment with AAA's commercial, financial, and strategic goals.



Achievement:

- Implemented an updated Compliance Policy in 2024 to address legislative changes and other critical items encountered in practice

CHAPTER 4

Corporate Responsibility



Corporate Responsibility

Wings of Hope Projects

AAA's Wings of Hope Volunteer group's main purpose is to assist the local community through impactful socially responsible projects with United Nation's Sustainable Development Goals as its guiding principle.

In 2024, a total of 8 projects were successfully executed with a budget of 350K, and approximately +300 volunteer hours.



Project 1 - Food Voucher Assistance

In 2024, Wings of Hope assisted 68 families throughout the year with food/groceries cards, once a month, in close collaboration with Directie Sociale Zaken (DSZ) who identified families most in need.

Project 2 - Aruba DOET 2024

Wings of Hope financially contributed to the Aruba DOET project by Stichting Cas Marie who focused on building a greenhouse, creating a stimulating and inspiring environment for their daily activities.

Project 3 - Back-2-School Tuition

In 2024, a total of 92 students received school tuition fee assistance across several education streams (Kindergarten, Primary, EPB, MAVO, HAVO, VWO), ensuring these students receive their education regardless of difficult family and/or financial circumstances.

Project 4 - AUA Airport Runway Run

Wings of Hope organized the 2nd AUA Airport 5K Runway Run on Sunday March 17, 2024, where a total of 125 runners gave back to the community in an unforgettable way. In the presence of all runners and volunteers, Wings of Hope symbolically handed over a donation of AWG 7,500.00 to 2 foundations including Trampolin Pa Trabao and Funari.

Project 5 - Obesity Awareness Campaign

In 2024, Wings of Hope launched an Obesity Awareness campaign for the airport community focusing on prevention. Based on AAA's health risk assessment and screening results, the awareness video included main topics such as blood pressure, blood glucose, heart attack, and nutrition.

Project 6 - Innovative Learning

Wings of Hope proudly provided Graf von Zinzendorf School (GVZ) in the presence of class students, teachers, and WoH team members, 6 smartboard screens to the entire school contributing to a more modern and interactive way of education.

Project 7 - Christmas Happiness Community Project

With focus on our community's elderly members, Wings of Hope organized a fun Christmas Lunch event for a total of 80 clients of SABA. A total of 13 Wings of Hope volunteers helped serve lunch to all clients and SABA representatives, and was accompanied by live entertainment and a special gift for all.

Project 8 - Environment Contribution Project

In 2024, Wings of Hope contributed financially to the Aruba Conservation Foundation, to assist in executing environmental projects that benefit the local flora and fauna. Yearly Park passes were available to AAA employees to also focus on their health and wellbeing and enjoy nature's calming scenery.



Wings of Hope Projects

● 2022 ● 2023 ● 2024

	1. No Poverty	2. Zero Hunger	3. Good Health and Well-being	4. Quality Education	5. Gender Equality	6. Clean Water and Sanitation	7. Affordable and Clean Energy	8. Decent Work and Economic Growth	9. Industry, Innovation and Infrastructure	10. Reduced Inequalities	11. Sustainable Cities and Communities	12. Responsible Consumption and Production	13. Climate Action	14. Life Below Water	15. Life on Land	16. Peace, Justice and Strong Institutions	17. Partnerships for the Goals
Food Voucher Assistance		● ● ●															
Aruba DOET 2024								●		●							
Back-2-School Tuition				● ● ●						● ●							
AUA Airport Runway Run			● ● ●							●			● ●				
Obesity Awareness Campaign			●														
Innovative Learning				● ●													
Christmas Happiness Community Project										●							
Environment Contribution Project			●				●						● ● ●	● ●	● ● ●		● ● ●

Wings of Hope Donations

In 2024, Wings of Hope donated a total of AWG 92K. AAA, through its donations, aims to support specific projects and programs aligned with our guiding principles, to create new opportunities and a sustainable future for all. In 2024, Wings of Hope contributed to the following Donation projects:

	1. People	2. Planet	3. Prosperity	4. Partnerships	5. People	6. Planet	7. Prosperity	8. Partnerships	9. People	10. Planet	11. Prosperity	12. Partnerships	13. Planet	14. People	15. Prosperity	16. Partnerships	17. Planet
Brighter Future Academy <i>Adopt a Blessing Program Foundation</i>																	
CineAruba <i>4th Playa Film Festival</i>																	
Colegio Conrado Coronel <i>Mondi di Alimentacion</i>																	
Prinses Amalia Basisschool <i>Kinderboerderij</i>																	
Stichting Stap voor Stap <i>After School Project</i>																	
Centro di Barrio Santa Cruz <i>Project Kitchen Facility</i>																	
Animal Welfare Alliance Aruba <i>AWAA Spaying and Neutering Program 2024</i>																	
SKOA - Colegio Cristo Rey <i>C-Touch Board</i>																	
SKOA - Imelda Kleuterschool <i>Digital Boards in the Classrooms</i>																	
Centro di Barrio Noord - CBN Eagle <i>Baseball Field Lighting</i>																	
SKOA - Colegio Felipe B. Tromp <i>Upgrading to OneScreen</i>																	
FAVI <i>FAVI-ATIA 2025</i>																	
Scol Duna Un Man <i>Social Emotional Skills Program</i>																	

Outlook 2025



Environment

- Rollout Sustainable Waste Management Plan
- Waste Water Treatment Pilot Project
- Renewal of Airport Carbon Accreditation
- Recertification of Green Globe Certification
- Pursue LEED Gold certification for GW PH 1B
- Initiate FBO NBAA Sustainable Flight Department Accreditation
- IEnvA Risk Assessment 2024/2025
- CORVI Land Aruba Assessment 2024/2025



Social

- Airport Accessibility Assessment
- Occupational Health and Environmental Workplace Wellbeing Assessment
- Rollout Basic Life Support in-house training for Airport Community



Governance

- Upgrade Airport Training Center
- RFI Contractors and Consultants: to ample the pool of potential suppliers
- Recertification of Aruba Airport by Civil Aviation Authority
- Cyber Security Training and Exam



Corporate Responsibility

- Project 1:** Food Voucher Assistance
- Project 2:** Aruba DOET 2025
- Project 3:** Back-2-School Tuition
- Project 4:** AUA Airport Runway Run 2025
- Project 5:** Solar Panel for a Foundation
- Project 6:** KIA Social Reintegration
- Project 7:** Protection of Women against Violence
- Project 8:** SABA Carnival Celebration



Thank You!

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