

# LUIS MUÑOZ MARÍN INTERNATIONAL AIRPORT (SJU) SUSTAINABILITY PLAN HIGHLIGHTS











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## SJU OVERVIEW

Aerostar Airport Holdings, LLC, operator **of the Luis Muñoz Marín International Airport (SJU)**, developed SJU's first Airport Sustainability Plan (ASP), which was published in January 2024. The development of the ASP was conducted with the support of the Federal Aviation Administration (FAA) and is consistent with the objectives of the FAA's Sustainability Program and Aviation Climate Action Plan. Both programs are designed to provide support and guidance for airports to incorporate sustainability practices into airport operations and business practices.

Prior to the development of the SJU ASP, Aerostar developed an Environmental Sustainability Policy to commit to the implementation of sustainability initiatives at SJU. To further demonstrate commitment to sustainability and resiliency, as part of the SJU ASP Planning Process, Aerostar developed a refined Sustainability Pledge which was derived from the previously developed Environmental Sustainability Policy. SJU's Sustainability Pledge was the guiding statement for the development of the ASP and will be utilized by Aerostar to implement and prioritize sustainability initiatives moving forward.



## 2023 QUICK FACTS

**151,133** aircraft  
operations at SJU,  
a **4%** increase from 2013

**12,197,553**  
passengers, an increase of  
**46%** since 2013

Note: The baseline year for the SJU ASP was 2022 and considered 2022 operations and passenger statistics. This summary report updates the information in the ASP with recent 2023 statistics for SJU.

SJU



## SJU SUSTAINABILITY PLEDGE

The Luis Muñoz Marín International Airport strives to be a leader in sustainability, resiliency, and innovation within the Caribbean region emphasizing economic stability, operational efficiency and safety, climate adaptation, natural resource conservation and compliance, and community engagement.



# SUSTAINABILITY PLANNING PROCESS

The planning process developed and followed for the ASP provided flexibility for changes in the operating environment, consideration of available resources, opportunity for continuous improvement, and a methodology for implementation and performance monitoring. The process also considered stakeholder goals, as well as local, regional, and federal sustainability and climate goals. For the purposes of the ASP, Aerostar followed the FAA's recommended steps as described in the FAA's Memorandum, *Airport Sustainable Master Plan Pilot Program*.

The Project Team coordinated with three primary stakeholder groups: Airport Tenants, Government Agencies, and the Sustainability Action Committee (SAC). Tenants included companies such as airlines, concessionaires, aircraft refuelers, and rental car companies. Government Agencies specifically included the FAA, Puerto Rico Ports Authority (PRPA), and Puerto Rico Department of Transportation (PRDOT), all of which were instrumental in promoting the thoroughness of the ASP. The SAC is comprised of a 7-member committee of Aerostar staff, primarily department leads, that provided insight and guidance throughout the development of the ASP. The SAC will also be responsible for oversight and coordination among departments for the ongoing implementation of the ASP utilizing a "Plan-Do-Check-Act" process.



## Step 1

**Project Kickoff**

## Step 2

**Prepare Baseline  
Assessment**

## Step 3

**Identify Policy Statement,  
Sustainability Goals &  
Performance Targets**

## Step 4

**Develop Implementation  
Plan and Process to  
Review**

## Step 5

**Prepare Sustainability  
Management Plan**



# SJU SUSTAINABILITY PLAN CATEGORIES

Following the development of the Sustainability Pledge and discussions with Aerostar staff, six sustainability categories were identified as the overarching themes and focus areas for the ASP.

**Goals** are defined as broad, general statements of intention that support the overall intent of the sustainability category and typically have a long, ongoing timeframe. **Objectives** are narrow, specific, and easy-to-measure statements that usually have a shorter timeframe. **Targets** provide a specific timeframe and means of measuring the success and completion of each objective. Specific **Initiatives**, or strategies, are actions to support implementation and help to move SJU towards achieving the goals and targets.

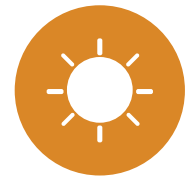
Goals, objectives, targets, and initiatives were further developed and are provided throughout each section of the ASP.



**Climate  
Resiliency**



**Water  
Conservation &  
Capacity**



**Energy  
Management  
& Emissions  
Reduction**



**Waste  
Management**



**Natural  
Resources**



**Internal/External  
Outreach**





# CLIMATE RESILIENCY

**As part of the ASP, a Climate Vulnerability Assessment was conducted to evaluate known climate hazards, assess SJU's vulnerabilities, and identify areas of opportunity for climate adaptation or mitigation.**

In recent years, Puerto Rico has repeatedly been impacted by the effects of climate change as shifting temperature and precipitation patterns, increased occurrence of extreme weather events, and other impacts have become more prevalent in day-to-day life. As a result, Aerostar has begun to identify and assess climate risks to staff, passengers, and assets to protect the integrity of the airport's structures, health and safety of employees and passengers, airline schedules, and economic viability of airport operations. SJU serves a crucial role in supporting the regional economy through the transport of goods and services and providing local jobs. In the event of a climate hazard, SJU is often looked to deploy emergency management operations, support evacuation operations, and be the landing point for outside aid. Given SJU's importance to the region, understanding existing vulnerabilities and planning for projected increases in the severity or frequency of climate hazards is essential.

As a part of the ASP development, once a list of climate risks were identified, a functional area vulnerability assessment was conducted. The assessment divided SJU's assets and operations into functional areas and assessed the criticality of each asset to support SJU operations. The functional areas were also assessed for their current sensitivity and adaptive capacity to each climate risk. Coupling the assessments of criticality and adaptive capacity resulted in a climate risk vulnerability score for each functional area. The vulnerability scoring illustrated areas that were of higher concern and were utilized to draft strategies and initiatives to increase adaptive capacity and resiliency throughout the airport.

**The Climate Vulnerability Assessment used data and literature to identify climate hazards including:**



Extreme Heat



Precipitation/  
Inland Flooding



Drought



Earthquakes



Tropical Cyclone



Tsunami



Sea Level Rise  
and Storm Surge

## Climate Risk Analysis

- Data, Methodology & Literature Review
- Order of Magnitude Risk Assessment


















## Functional Area Vulnerability Assessment







- Functional Area Criticality Ranking
- Vulnerability Assessment (Sensitivity & Adaptive Capacity)

## Identification of Resiliency Needs

- Climate Adaptation Goals, Strategies & Implementation

**GOAL:** Protect the airport from existing climate threats and prepare for future climate change

Objective	Target	Initiative	Implementation Timeframe
Enhance resiliency of the airport to prepare for flooding events and sea level rise	<ul style="list-style-type: none"> <li>Annually increase the number of resiliency measures implemented</li> <li>Decrease percent of airport property impacted by future sea level rise and/or storm surge by time horizon</li> <li>Continue to increase amount of pervious surfaces on the airport property</li> <li>Continually eliminate invasive plant species from drainage canals and implement wildlife management control</li> </ul>	<b>CR-1</b> Develop a climate adaptation plan for SJU	
		<b>CR-2</b> Conduct a comprehensive hydrologic and hydraulic study	
		<b>CR-3</b> Create resiliency design guidelines for tenants that outline potential mitigation or adaptation measures to implement at SJU	 
		<b>CR-4</b> Remove nuisance plant species from drainage areas to restore the canal functions that protect the airport from climate hazards	
Protect assets, staff and passengers from climate-related impacts such as hurricanes, flooding, power loss, etc.	<ul style="list-style-type: none"> <li>Increase number of critical assets protected through the implementation of flood proofing measures</li> <li>Reduce instances of heat illness for employees and passengers</li> </ul>	<b>CR-5</b> Flood proof building envelope	  
		<b>CR-6</b> Elevate and harden critical infrastructure including communication systems, security systems, and roadway infrastructure out of the floodplain and in consideration of future sea level rise conditions	  
		<b>CR-7</b> Implement green infrastructure design and training to protect people from the effects of extreme heat	 
Prepare for potential emergency relief efforts	<ul style="list-style-type: none"> <li>Increase availability of shaded staging areas to assist with post-disaster relief</li> <li>Annually update Continuity of Operations Plan and Airport Emergency Plan</li> </ul>	<b>CR-8</b> Identify gaps in preparedness and post-disaster emergency response needs and implement strategies to ensure continuity of operations and safe working conditions	
		<b>CR-9</b> Update and continue to update Continuity of Operations and the Airport Emergency Plan to incorporate impacts from climate hazards	
Enhance internal and external communications in emergencies	<ul style="list-style-type: none"> <li>Reduce gaps in communication within the passenger terminal area and to the community</li> </ul>	<b>CR-10</b> Provide comprehensive communication systems in passenger terminal areas, connected to emergency power supply	
		<b>CR-11</b> Broaden community lifelines to ensure resilient external communication is achieved	

 Short-Term (0-2 years)
   Mid-Term (2-5 years)
    Long-Term (5+ years)

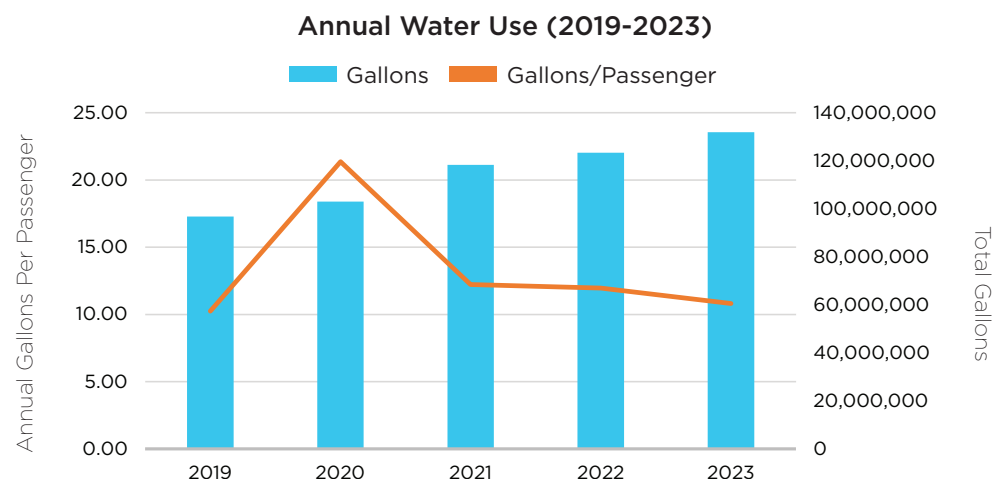




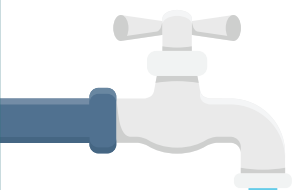
# WATER CONSERVATION AND CAPACITY

Water supply and conservation at SJU was assessed by reviewing invoices from the current water management supplier for Puerto Rico and SJU including limitations to water supply. Water is provided to SJU by the Puerto Rico Aqueduct and Sewer Authority (PRASA). In 2023, SJU consumed an average of 361,439 gallons of water daily equating to 10.82 gallons per passenger annually. While the potable water tank system at SJU can hold 750,000 gallons, these tanks are only filled to capacity in preparation for emergencies.

As hurricanes have become more prevalent and intense in recent years, the existing water supply infrastructure and wastewater systems have illustrated significant challenges in being able to be repaired after major storms to provide critical services to the citizens of Puerto Rico in a timely manner. Initiatives were identified to address these challenges moving forward.



*Note: The peak in Gallons/Passenger in 2020 was a result of reduced passenger volumes during the COVID-19 pandemic.*



## Trends in water usage for 2023 include:

Annual water consumption totaled **131,925,145** gallons

Average daily water consumption was **361,439** gallons














**10.82** gallons were used per passenger

## HIGHLIGHTS

Existing initiatives completed and ongoing at SJU that have shown reduced potable water use and increase efficiencies include:

- Conducting ongoing leak detection and correction
- Remodeling terminal restrooms to include low flow fixtures
- Limiting ground irrigation through drought resistant landscaping
- Replacing air conditioning units and systems

**GOAL:** Enhance water capacity and manage water use efficiently

Objective	Target	Initiative	Implementation Timeframe
Implement water conservation measures	<ul style="list-style-type: none"> <li>Decrease water use per passenger by 25% by 2030; 50% by 2035</li> <li>Replace potable water with reclaimed water where applicable by 2030</li> </ul>	<b>W-1</b> Utilize current water collection systems in hangars for aircraft washes	
		<b>W-2</b> Conduct comprehensive leak detection audit and upgrade pipes and aging systems	 
		<b>W-3</b> Install low-flow fixtures throughout all Aerostar-operated facilities	
		<b>W-4</b> Encourage/require new tenants to install low-flow fixtures and report annual potable water usage to Aerostar	 
		<b>W-5</b> Use non-potable water for uses such as fire protection/testing, runway cleaning, rental car cleaning, etc.	
		<b>W-6</b> Assess necessary infrastructure improvements to make conversion from potable to non-potable systems where applicable	
		<b>W-7</b> Improve metering for tenants to encourage further water conservation	
Improve water capacity to safeguard against contamination and potable water supply concerns	<ul style="list-style-type: none"> <li>Increase potable water supply to accommodate a 7-day supply for emergencies by 2030</li> </ul>	<b>W-8</b> Install redundant water systems/tanks	  
		<b>W-9</b> Develop and implement a potable water testing plan	
		<b>W-10</b> Conduct an HVAC water collection system pilot project	

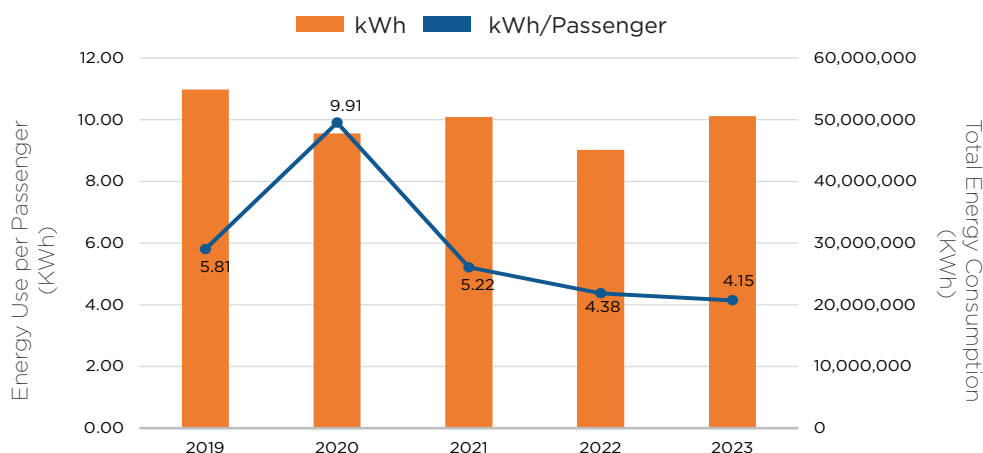




# ENERGY MANAGEMENT AND EMISSIONS REDUCTIONS

## Energy

Energy is supplied to SJU by the Puerto Rico Power and Energy Authority (PREPA) from the San Juan Combined Cycle Power Plant which is a combined cycle gas turbine that runs on liquefied natural gas (LNG). To assess energy usage at SJU, past invoices from PREPA were tabulated for recent years.



Note: The peak in kWh/Passenger in 2020 was a result of reduced passenger volumes during the COVID-19 pandemic.



## Energy usage trends in 2023:

- The total energy consumption in 2023 by the Airport was **50,579,356 kWh** (4.15 kWh electricity per passenger)
- From 2019 to 2023, kWh per passenger decreased **28.6%** from 5.81 kWh per passenger in 2019
- Since 2019, total annual energy consumption at SJU has decreased **7.9%** even as passenger volumes have increased

## HIGHLIGHTS

To date, Aerostar has implemented the following initiatives to promote energy conservation:

- Replacement of air conditioning units and implementation of a new Building Management System
- Provision of ground power and preconditioned air at Terminals B and C gates
- Replacement of lighting poles and installation of new LED lighting along Salvador V. Caro Avenue, west of the bridges
- Replacement of damaged main electrical distribution feeder
- Planning and design for a new solar array on the existing parking garage
- Planning and design for a new on-site power plant to provide increased reliability at SJU

## Emissions

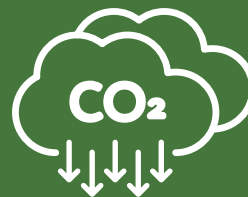
As part of the ASP, an emissions inventory was conducted to calculate the emissions produced at SJU. Previously, Aerostar conducted an emissions inventory to assess SJU's Scope 1 and Scope 2 emissions as part of its submission for the Airports Council International's (ACI) Airport Carbon Accreditation (ACA); therefore, the emissions inventory conducted as part of the ASP focused on Scope 3 emissions to supplement the data from the ACA submission. Airport emissions were assessed by using two FAA-approved models:

1. Aviation Environmental Design Tool (AEDT):  
used for aircraft operations and stationary sources
2. Motor Vehicle Emission Simulator (MOVES):  
used for construction activity



Aligned with the FAA's Net Zero Emissions by 2050 goal, Aerostar has developed a Net Zero Emissions Roadmap, which

identifies key strategies to reduce airport emissions from various sources and includes recommendations for fleet electrification, alternative fuels, energy efficiency, and increased recycling, amongst others.



## GHG Emissions Inventory Categories According to the FAA

**Scope 1:** Emissions from airport-owned or controlled sources. Examples include airport-owned power plants that burn fossil fuel, conventional vehicles that use gasoline, or conventional GSE that use diesel fuel.

**Scope 2:** Indirect emissions from the consumption of purchased energy (electricity, heat, etc.).
















**Scope 3:** Indirect emissions that the airport does not control but can influence. Examples include tenant emissions, on-airport aircraft emissions from passenger vehicles arriving or departing the airport, and emissions from waste disposal processes.
















SJU received Level 1 ACA in 2023 after calculating Scope 1 and Scope 2 emission sources



## GOAL: Reduce energy usage

Objective	Target	Initiative	Implementation Timeframe
Increase energy efficiency	<ul style="list-style-type: none"> <li>Reduce energy usage per passenger for Aerostar-operated buildings by 10% by 2030; 20% by 2035</li> </ul>	<b>E-1</b> Use pre-conditioned air for cooling/energy efficient heating, ventilation, and air conditioning (HVAC) systems	
		<b>E-2</b> Continue to install LED lights in all Aerostar-operated buildings and encourage tenants to install LEDs	
		<b>E-3</b> Install tint on windows to reduce electrical load on HVAC systems	 
		<b>E-4</b> Ensure all openings to Aerostar buildings are sealed to prevent pre-conditioned air (PCA) from escaping	
		<b>E-5</b> Close off entries to abandoned Terminal E (where possible) to prevent overuse of HVAC systems; Consider alternate uses for Terminal E to reduce Aerostar's burden for utility and maintenance costs	
		<b>E-6</b> Conduct energy assessment and install smart systems (automated building controls) to provide enhanced control and performance monitoring of HVAC systems across the airport	 
		<b>E-7</b> Continue to replace aging HVAC (including Variable Frequency Drives (VFDs)) and other systems with energy-efficient systems (as noted in the Facility Conditions Assessment Report )	  
		<b>E-8</b> Improve metering for tenants to encourage further energy conservation	
		<b>E-9</b> Conduct a solar feasibility study	
		<b>E-10</b> Expand and maintain current solar arrays on airport property	
		<b>E-11</b> Construct on-site power plant that considers cleaner fuel than existing grid	

## GOAL: Reduce air emissions

Objective	Target	Initiative	Implementation Timeframe
Reduce Scope 1 & 2 emissions	<ul style="list-style-type: none"> <li>Reduce Scope 1 and 2 emissions by 25% by 2030</li> </ul>	<b>E-12</b> Install PCA and ground power to all aircraft parking positions	  
		<b>E-13</b> Provide additional EV charging stations for both passengers and airport operations, and where available connect to renewable energy resources	 
		<b>E-14</b> Convert airport fleet to electric and/or alternative fuel options	 
		<b>E-15</b> Install Ground Support Equipment (GSE) electric charging stations for airlines	  
Reduce GHG emissions	<ul style="list-style-type: none"> <li>Conduct outreach and develop partnerships with airlines and other entities to promote energy efficiency, including electric aircraft and ground transportation operations</li> <li>Increase level of ACA verification to Level 3 by 2030</li> <li>Achieve net-zero carbon emissions by 2050</li> </ul>	<b>E-16</b> Conduct a GHG emissions inventory annually and identify areas of improvement	
		<b>E-17</b> Submit for ACA verification annually	
		<b>E-18</b> Develop and promote a Net-Zero Plan for 2050	



# WASTE MANAGEMENT

In accordance with the FAA's guidance on *Airport Recycling, Reuse, and Waste Reduction Plan*, the ASP included an assessment of current performance, current processes, data analysis, policy review, and a waste characterization study. The assessment also identified potential diversion opportunities, along with a list of local recycling facilities for various materials.

## 2023 HIGHLIGHTS



**2,419**  
tons of waste  
generated



**0.40**  
pounds of waste  
were generated  
per passenger



**94%** of  
waste went  
to landfills



**5%**  
of waste was  
cardboard



**1%** of waste was  
electronic waste  
and shredded paper

**A Waste Characterization Study was completed to assess potential diversion of waste from landfills. Findings from the study include:**

**53%** of waste was municipal waste  
meeting landfill criteria

**37%** percent of waste streams  
had the potential for diversion  
encompassing ten distinct materials  
categories that would collectively  
divert **331** tons of waste annually  
from landfills



## Top 5 Waste Stream Diversion Opportunities



**68**  
Tons

Plastic Bottles  
and Containers



**52**  
Tons

Paper Towels



**49**  
Tons

Compostable  
Food Waste



**43**  
Tons

Donatable  
Items























**26** Tons

Metal Cans



## GOAL: Minimize waste sent to landfills

Objective	Target	Initiative	Implementation Timeframe
Improve procurement and operations programs to reduce waste generation	• Reduce waste per passenger by 10% by 2030	<b>WR-1</b> Develop a comprehensive solid waste management plan	
		<b>WR-2</b> Expand centralized database to track all waste materials produced and diverted	 
		<b>WR-3</b> Develop and promote a Sustainable Purchasing Policy to promote source reduction, environmentally friendly products, and extended producer responsibility	 
		<b>WR-4</b> Develop and promote sustainability and resiliency guidelines for construction and renovation that promote sustainable material selection and construction materials reuse, including sustainable frameworks such as LEED and Envision	 
		<b>WR-5</b> Reconfigure location of paper towel dispensers in restrooms to reduce paper towel usage through the increased use of existing hand dryers	
		<b>WR-6</b> Replace water fountains in public areas with water bottle refill stations to reduce waste from single-use plastic bottles	  
Improve waste management and recycling programs to increase waste diversion	• Divert 15% of municipal solid waste from landfills by 2030	<b>WR-7</b> Re-establish back-of-the-house recycling collection program for plastic bottles and aluminum cans only, and evaluate potential beneficial uses for glass and other materials that are not currently recycled in Puerto Rico	 
		<b>WR-8</b> Introduce back-of the-house food waste composting program	 
		<b>WR-9</b> Pilot TSA check-point diversion program to collect plastic bottles and aluminum cans and capture potentially donatable items	
		<b>WR-10</b> Integrate enforceable language into agreements for tenant leases to require sustainable material requirements, waste diversion, and waste-related reporting	 
		<b>WR-11</b> Develop a construction and demolition debris guidelines and requirements for the airport's capital improvement projects	 



Short-Term (0-2 years)



Mid-Term (2-5 years)



Long-Term (5+ years)

# NATURAL RESOURCES

## Water Resources

SJU is located on the northern shore of Puerto Rico and is surrounded by four bodies of water: Laguna La Torrecilla, Atlantic Ocean, Laguna San José, and Suarez Canal.

The lagoons are connected to the airport property through canals, ponds, and drainage ditches. Mangroves and other vegetation are located along the coastlines and while important for biodiversity, they can also pose a safety hazard to aircraft operations by promoting flooding and attracting bird populations. Aerostar has identified these areas as critical to maintain and has removed existing mangroves and other thick vegetation with appropriate permits to limit the growth of new mangroves.

The proximity to these water bodies causes SJU to be vulnerable to sea level rise, storm surge, and flooding. Due to their proximity to water bodies, runways, aprons and taxiways have flooded during recent storms. The Climate Vulnerability Assessment illustrated that many facilities and operations have a medium-high vulnerability to flooding related to storm surge, sea level rise, or inland flooding with limited adaptive capacity.

A Stormwater Pollution Prevention Plan (SWPPP) is a strategic plan that outlines measures to prevent stormwater contamination from airport operations, such as fueling and maintenance. It identifies potential sources of pollution and implements best management practices (BMPs) to minimize impacts on the surrounding water bodies and to comply with environmental regulations. The SWPPP for SJU was last updated in 2020 and was prepared as a requirement to comply with the National Pollutant Discharge Elimination System (NPDES) stormwater regulations. The SWPPP identifies 9 watersheds at SJU that provide drainage to the surrounding water bodies. All watersheds and drainage systems are monitored and protected.



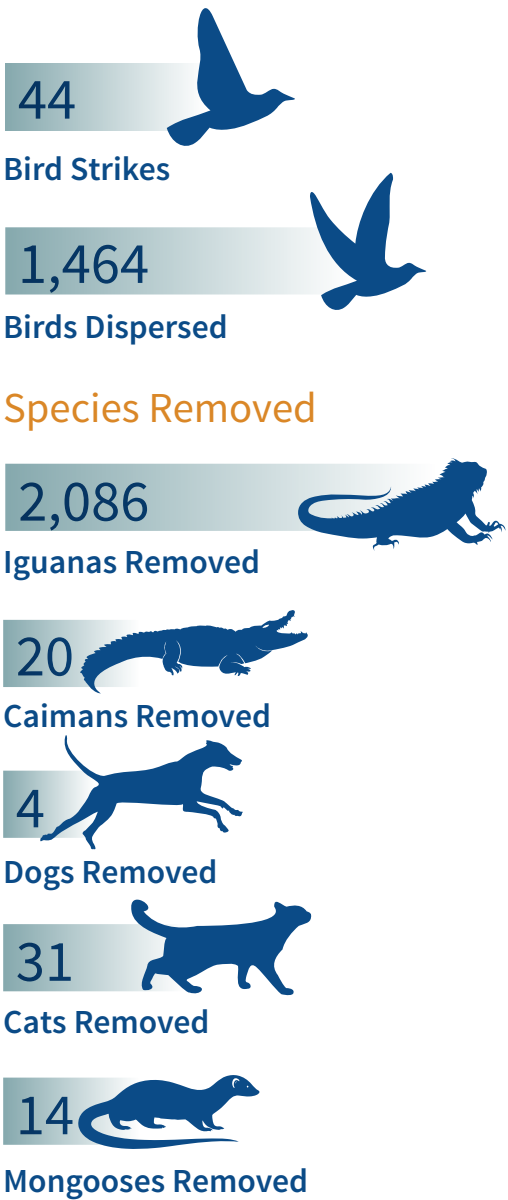


**Vegetation and Wildlife Management**

A Wildlife Hazard Management Plan (WHMP) is a plan designed to minimize the risks associated with wildlife, particularly birds, that can pose a threat to aircraft safety. It includes strategies to manage and reduce wildlife attractants, such as stormwater ponds, to prevent bird strikes and other wildlife-related incidents, thereby integrating wildlife hazard management into the overall stormwater pollution prevention strategy. SJU reviews and updates its WHMP on a yearly basis.









**2023 Reported Wildlife Management Activity**







**GOAL:** Manage natural resources for aircraft safety and resiliency

Objective	Target	Initiative	Implementation Timeframe
<p>Manage vegetation to limit wildlife utilization</p> <p>Eliminate habitats that would attract wildlife to the airfield, where possible</p>	<ul style="list-style-type: none"> <li>• Create a nuisance species management plan by 2025</li> <li>• Target areas where habitats attract wildlife (management of canals)</li> <li>• Continue stakeholder collaboration to restore and maintain natural resources</li> </ul>	<b>NR-1</b> Implement nuisance species management plan	
		<b>NR-2</b> Continue active wildlife hazard management and mitigation activities	
		<b>NR-3</b> Develop a low-impact landscape maintenance program to include native species, drought tolerant landscaping, and low impact development (LID) techniques for Aerostar-controlled property	
		<b>NR-4</b> Consider opportunities to integrate natural elements into facilities such as the terminal building	
		<b>NR-5</b> Seek opportunities to engage with local organizations to protect, maintain, and restore native habitats in the Laguna La Torrecilla	
		<b>NR-6</b> Continue to implement management activities for the mangroves along Laguna La Torrecilla	



# INTERNAL AND EXTERNAL OUTREACH

Since Aerostar began operations at SJU in 2013, engagement activities have grown significantly and are a priority to Aerostar leadership. Today, Aerostar conducts a variety of activities that promote the social element of sustainability. This is where Aerostar's sustainability engagement began and is an important part of the culture at SJU. The following section highlights a few of the successful engagement activities hosted by Aerostar.

## SJU Clean and Green Program

The Clean and Green Program was developed by Aerostar in 2021 and is used to communicate sustainability successes and activities that support sustainability and resiliency at SJU. Originally, the Clean and Green Program was divided into three phases.

1. **Cleaning and Signage** included a parking lot clean-up and educational signage to promote a safe and clean airport environment.
2. **Recycling, Beautification, and Education** included installation of on-airport gardens, additional recycling bins, re-painting, airside clean-ups, and waste and recycling educational materials for tenants.
3. **Connectivity and Projection** is currently in process and will include documentation, lessons learned, stakeholder engagement, and media coverage.





## **Bee Management Program**

Aerostar maintains active beehives on property to avoid bees from colonizing in unwanted or unsafe areas at SJU, while harnessing the ecological benefits of active bee populations for the overall region. SJU's bee management program holds workshops and training for airport staff and has begun extracting honey from the hives (48 containers extracted during the hives' first extraction). Recognizing the program as a positive method to promote internal and external outreach with the community, the program has been branded under the name "Abejas SJU", or SJU Bees, thus providing the community with an opportunity to engage in beekeeping activities within the airport property. As part of the program, Aerostar has provided their Wildlife Coordinator with the opportunity to receive a formal certification to manage the beehives.

## **Employee Engagement Activities**

Aerostar provides engagement activities and events that aim to foster a positive workplace culture and boost morale. Some of these activities include Professionals Week celebrations, themed after-hours gatherings, bimonthly networks where the CEO shares information about milestones accomplished and airport projects, ice cream and coffee breaks, seasonal activities in partnership with the airport community, among many others. These kinds of activities play a valuable role in establishing a positive work culture, promoting collaboration and communication, and supporting the professional growth and development of employees. By investing in these initiatives, Aerostar creates a more engaged, motivated, and high-performing workforce that benefits SJU and its associated operations.

## **Wellness Program**

Aerostar has a wellness program that includes the main components of nutrition, mental and financial health. Different initiatives are carried out

annually that support this program, which include nutrition education, health screenings and assessments, physical activity initiatives, stress management, mental health support, work-life balance initiatives, vaccination clinics, preventive checkups, and educational resources. Tailoring these components to our employee needs helps us to maximize engagement and effectiveness of our wellness program.

## **Career and Talent Development**

Aerostar believes in nurturing a culture of continuous learning and growth within the organization and ensuring that the company has a pipeline of skilled and motivated employees ready to take on new challenges and opportunities. Investing in the employee's development cultivates a highly engaged and high-performing workforce that drives business success. Employees have the opportunity to participate in *We Are Leaders Program*, *Supervision & Leadership Academy*, technical and soft skills trainings, workshops and conferences, individual development plans, career progression opportunities, and coaching

## **Give Back to the Community**

Aerostar prioritizes giving back to the local community as part their corporate social responsibility efforts. Aerostar contributes to the community through a variety of charitable donations, sponsorships, employee volunteer programs, fundraising campaigns, partnerships with non-profit organizations, and internship programs for students. Aligning the business with community engagement opportunities creates a sense of purpose and fulfillment among employees and stakeholders. This can have a positive impact on Aerostar, the overall airport community, and the communities these serve. By supporting the community and fostering a culture of corporate social responsibility, SJU can make a meaningful difference and contribute to a more inclusive society.



**GOAL:** Encourage employee engagement and stakeholder involvement

Objective	Target	Initiative	Implementation Timeframe
Continue to strengthen stakeholder relationships	<ul style="list-style-type: none"> <li>• Increase number of community engagement activities annually</li> <li>• Increase number of local/ sustainable businesses or products working at SJU</li> <li>• Update Airport Sustainability Plan every 5 years</li> <li>• Update Sustainability Highlights Report annually</li> </ul>	<b>OE-1</b> Engage the community (San Juan, Carolina, and Loiza), local NGOs, and airport employees in the SJU sustainability program	
		<b>OE-2</b> Post signage and educational material throughout the airport	
		<b>OE-3</b> Explore procuring goods and services from local and/or sustainable businesses	
		<b>OE-4</b> Provide updates on ASP goals annually (internally and externally)	
		<b>OE-5</b> Continue to promote and maintain the apiary program (bee conservation and management)	
Promote employee engagement activities	<ul style="list-style-type: none"> <li>• Increase number of employee engagement opportunities annually</li> </ul>	<b>OE-6</b> Promote employee and community wellness clinics	
		<b>OE-7</b> Engage local youth in career planning	
		<b>OE-8</b> Support employee diversity	
		<b>OE-9</b> Host annual events, including sustainability, resiliency, and/or job fairs, for airport- and non-airport community members	
		<b>OE-10</b> Develop and maintain noise comment tracking system	
		<b>OE-11</b> Create a Green Team with leadership support and representatives from key stakeholders throughout the airport	

# CONCLUSION

The SJU ASP provides Aerostar with a framework for sustainability planning, implementation, tracking, monitoring, and reporting. It is the basis for SJU's Sustainability Program. The SJU ASP has established a holistic view of sustainability to include and prioritize resiliency initiatives and projects. Aerostar strives to have SJU be the leader in sustainability and resiliency in the Caribbean and understands the importance of ensuring resiliency and operational efficiency at the airport. Aerostar is excited to further grow SJU's Sustainability Program and to utilize the ASP as a basis for future iterations. Thank you for spending the time to learn more about sustainability and resiliency at SJU.





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