

Our Path Forward

Resiliency. Innovation. Leadership.



About this Report

Dallas Fort Worth International Airport (DFW) is committed to providing transparent information about its performance and impact on environmental, social and governance (ESG) issues. The ESG report is published annually. This report covers fiscal year 2020 (FY20), October 1, 2019 to September 30, 2020. Unless otherwise noted, data in the report reflects this timeframe.

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Global Sustainability Reporting Standards, specifically the core reporting option. The GRI index references content that aligns with the relevant disclosures. Material topics were identified based on the significance of DFW's impacts and their influence on the decisions of stakeholders. Material topics align with the organization's core competencies and ability to contribute to sustainable development of each topic.

For the purposes of this report, DFW's boundaries encompass the geographical region of North Texas, specifically the owner and host cities, as well as entities over which DFW exercises control or significant influence through its relationships.

United Nations Sustainable Development Goals

Sustainability initiatives at DFW also align with the United Nations Sustainable Development Goals (UNSDG). These goals are a blueprint for creating more sustainable cities. In 2020, DFW's initiatives impacted 16 of the 17 goals.

SUSTAINABLE DEVELOPMENT GOALS



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Message from the CEO



A stylized black ink signature of Sean Donohue.

Sean Donohue
Chief Executive Officer

2020 was an extraordinarily difficult year that no one could have planned for or imagined. It tested our resiliency in every way. We began our fiscal year preparing for rapid growth. Our trajectory was expected to increase faster in a few years than what we saw in the last few decades. Then, in what seemed like an instant, the world found itself in the middle of a pandemic. COVID-19 has been the single largest ever disruptor to our industry. In April, travel all but stopped. DFW has been one of the busiest airports in the world since that time. We expect passenger volumes will return to pre-pandemic levels in 2023.

Environmental

As we dealt with the unique challenges of 2020, our dedication to serving our community and our world with a comprehensive, holistic approach to sustainability remained steadfast. We have committed to achieving net zero carbon by 2030 through continued emissions reductions and investments in carbon removal technologies. To get there, we will continue to leverage strategic partnerships and advance mindful and responsible business practices to reduce the Airport's carbon footprint. Maintaining neutrality through offsetting is not an alternative to action. We can and will do more thanks to the focus, hard work, and collaboration of everyone at DFW Airport.

Social

To add to the unprecedented impacts of COVID-19, 2020 saw racial disparities highlighted and magnified with renewed intensity. At DFW, diversity, equity and inclusion have been long-time priorities. Our commitment is unwavering, and we are taking action – asking the tough questions, listening to those most affected and working every day to drive tangible change.

Governance

In 2020, 34% of all DFW expenditures were with disadvantaged, small, minority- or women-owned business enterprises. Airport Concessions Disadvantaged Business Enterprises (ACDBE) concessionaires at DFW received 43% of all concessions revenue. In 2020, the total impact of D/S/M/WBE programs on spending and sales at DFW is an impressive \$348 million.

Thanks to the leadership of our Board and Owner Cities Dallas and Fort Worth, the commitment of our employees and the partnerships with our airlines, vendors, concessionaires and contractors, our accomplishments have exceeded these challenges. They enabled DFW Airport to not only survive, but actually outperform the industry. As we work together to emerge from one of the most difficult periods we have ever faced, resiliency, innovation and leadership will pave our path forward.



Scan this code to view the digital ESG report and a video from DFW leaders.



Overview



About DFW



Dallas Fort Worth International Airport (DFW) is a global superhub, connecting passengers and cargo from North Texas to destinations across the world. Owned by and centered between Dallas and Fort Worth, Texas, DFW generates economic impact for the region by connecting people through travel, creating jobs and keeping commerce moving. As the second largest driver of economic impact in the state, DFW recognizes its role in the overall well-being and long-term prospects for development of the economic systems at local, national and global levels.

DFW closed out fiscal year 2020 as one of the busiest airports in the world in the midst of the pandemic. In total, 47.4 million passengers flew to, from or through DFW in FY2020. While that number is significantly lower than the previous year's total of 73.3 million, DFW operated at 66% of capacity while other U.S. airports were below 40% of capacity on average. DFW preserved most of its route network and finished the year with 272 direct destinations.

Cargo operations at DFW became even more important in 2020, transporting food, supplies and lifesaving pharmaceuticals. Eighteen cargo airlines operated from DFW providing worldwide freighter service to 14 of the top 20 cargo hubs in the world.

The dramatic impact of COVID-19 drove significant changes in commercial aviation across the globe, and DFW was no exception. The customer experience will remain a priority and DFW will be a leader in the recovery efforts for the industry and the North Texas region. Returning to pre-pandemic levels will take resiliency, innovation and leadership; as well as ensuring DFW is always safe, clean and ready.

Vision

Travel. Transformed.

Mission

We provide an exceptional airport experience for our customers and connect our community to the world.

Strategic Plan

DFW's Strategic Plan has been the framework for success and focuses on six key results categories. The plan was drafted in 2015, covering years 2016 through 2020. In 2020, the DFW Board of Directors and executive team validated that the key results were still relevant to manage through the pandemic and began working on the next strategic plan to review and update the mission, vision, beliefs and key results.



DFW Beliefs

DFW's beliefs are demonstrated by employees every day. The beliefs inspire the team to achieve results and serve as the foundation of what makes employees and DFW thrive and succeed.



You're Important!

I value you, your unique contributions and your success.



Reaching Out!

You collaborate with others to build trust and mutual success.



Owning It!

You own the DFW experience and do the right things to achieve results.



Innovating Wins!

You create leading edge solutions that set the standard.



Stepping Up!

You overcome obstacles and influence outcomes.

DFW By the Numbers

DFW AIRPORT



Like a City, DFW
Has Its Own:

- Zip Code
- City Designation
- Police, Fire and EMS Departments

DFW Spans

17K+ acres

with 6000 acres
Designated for
Commercial
Development

DFW Covers

26.9+ sq. miles

an Area Larger than
Manhattan

PASSENGERS

47.4M

Total Passengers



2.5M

Total International
Passengers

129K+

Passengers per Day

FLIGHTS



559K+

Total Flights

24

Passenger Airlines
in DFW's Network

18

Cargo Carriers in
DFW's Network

1500+

Flights per Day
(takeoffs and
landings)

DESTINATIONS

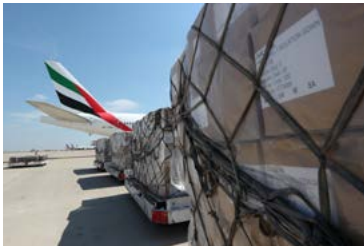
7 New Destinations



CARGO

887,954

Total Cargo U.S. Tons



Metrics reflect FY2020 data

ESG Strategy



DFW has been a leader for decades in integrating sustainable environmental, social and governance standards into decision-making and daily operations. While COVID-19 has dramatically impacted operations, DFW has been resilient and its commitment to sustainable and socially responsible business practices remains steadfast. Sustainability has proven to be good for business, and DFW has a successful track record of reducing emissions, lowering operating costs, driving economic value and reducing social inequalities.

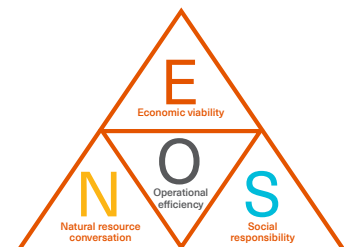
A vital pillar of sustainability is the ability to embrace diverse communities and provide space for the unique voices and experiences they offer. Diversity has been an important part of DFW's sustainability strategy for decades. With ongoing national challenges related to racial injustice, equity, and inequality, DFW continues to take steps to dig deeper, have the crucial conversations and work together with employees and external partners to create a more inclusive society.

ESG issues are woven through every aspect of DFW's business. Therefore, DFW takes an enterprise wide approach, and responsibility for the day-to-day management of individual elements is distributed to a cross-functional team of executive leaders. The long-term strategy for ESG issues is developed by executive staff and validated by the Board of Directors. The Board reviews the strategy and staff's assessment of ESG risks and opportunities, delegating authority for ESG topics through the official board action process and in accordance with DFW's Code of Rules and Regulations.

Emerging from the pandemic while maintaining focus on leadership in sustainability will require DFW to continue to effectively govern the business and remain accountable to stakeholders. At the same time, DFW must innovate and deploy new solutions for long-term success for generations to come.

EONS

DFW's sustainability strategy incorporates the EONS approach, which looks at initiatives through the following lenses: economic viability, operational efficiency, natural resources and social responsibility. This model is used by the Sustainable Aviation Guidance Alliance and many airports.



2020 ESG Highlights

AWARDS & RECOGNITION

United Nations Global Climate Action Award



United Nations
Climate Change

First Airport in the World to Earn

GBAC Star Accreditation



Best Large Airport

in North America for
Customer Satisfaction



Inaugural North American

Customer Centricity Award



Best Cargo Airport



Top 50 Companies for Latinas



ENVIRONMENTAL



ACA Level 4+
Carbon Neutral
Accreditation



56%

Of **natural gas**
used in vehicles
is **renewable**

100%

Of electricity
purchased from
Texas wind farms



79%

Absolute carbon
emissions reduction
since 2010



560,615

Tons of **construction
waste recycled**
in FY2020



10%

Reduction in energy
usage since 2006



675M

Gallons **reduction in
potable water usage**
since 2012

SOCIAL

\$226M

Spent with
disadvantaged, small,
minority and women-owned
business enterprises.



30 hours of
training per employee
on average



13

Advocacy partner
organizations

\$440,246

Raised for the
United Way



96%

Of employees participated
in **LiveWell** wellness
program



2,800

Items donated to
Back to School drive

\$122M

Revenue generated by
airport concessions
disadvantaged
business enterprises

GOVERNANCE

Board Diversity

33%

are **women**

75%

are **people of color**



\$52.3 million in grants
\$46.9 million Federal,
\$5.4 million Texas



\$144M

Of CARES Act
funding utilized

\$2.045B

In **bonds** issued

2,048



Employees or trustees
completed
Code of Business
Ethics training

\$95M

In cost **reduction**

400

Official
Board Actions

\$25M

In rent relief provided to
concessionaires

Leading Through a Pandemic

DFW's Response to COVID-19

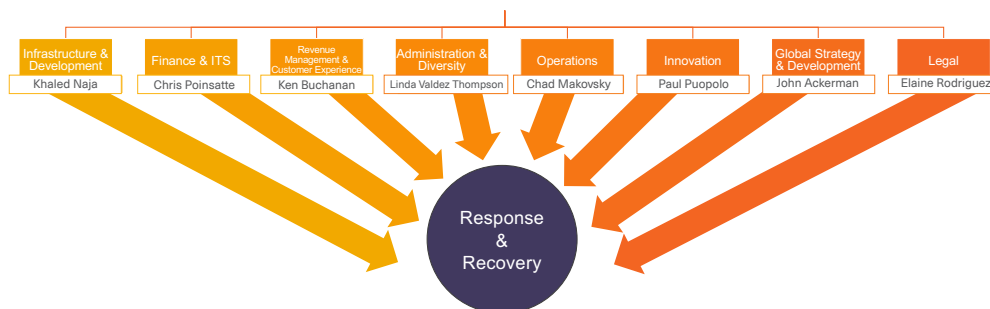


COVID-19 has been the single biggest disruptor to the aviation industry in history. Passenger numbers dropped by 90% and international travel came to a complete stop in April. Numbers have grown significantly since that time, and passenger levels are predicted to return to pre-pandemic levels by 2023. Initially, COVID-19 put DFW into crisis management mode, but it soon became clear that managing through the pandemic would be a long-term pursuit and would require unprecedented resiliency, innovative solutions and sound leadership.

Leadership

At the onset of the pandemic, DFW assembled a team of executive leaders and created the DFW Readiness Task Force under the leadership of the Executive Vice President of Administration, Diversity, Equity and Inclusion and the Executive Vice President of Operations. The group was charged with the business imperative of identifying and mitigating significant unexpected risks to the organization and promoting business continuity. In short, they were to keep employees, customers and the business safe.

READINESS TASK FORCE



DFW's cross-functional team collaborated to identify and mitigate significant, unexpected risks to the organization and promote continuity of operations.

The task force operated under several guiding principles.

1 Be Proactive and Intentional

- Require face coverings
- Enhance cleaning and sanitization
- Provide a touchless experience

2 Base Strategy on Science and Evidence

- Follow CDC guidelines
- Integrate data from local authorities
- Prioritize the health, safety and well-being of stakeholders

3 Invest in DFW's Partners

- Provide resources to partners
- Develop guidelines and sample protocols

Safety

DFW immediately took steps to ensure it was safe, clean and ready through proper social distancing protocols and enhanced cleaning and sanitization. Those efforts began in January when DFW was designated as one of the 20 U.S. funneling airports where the Centers for Disease Control and Prevention (CDC) screening would take place for flights arriving from China.

Cleaning frequency across DFW increased, with intense focus on high touchpoint areas. DFW worked with federal agencies including the CDC, Transportation Safety Administration (TSA), and Customs and Border Protection (CBP) to ensure security areas and checkpoints were treated with common protocols. In addition to established custodial teams, a cleaning strike team of 165 members focused on increased cleaning in all five terminals. When COVID-19 exposure was expected or confirmed, decontamination protocols were followed and a crew with expertise in treating areas for transmissible pathogens was deployed.

Electrostatic sprayers were purchased to provide another layer of sanitization and ultraviolet lighting was installed in heating, ventilation and air conditioning systems to disinfect the air. DFW also tested thermal cameras for temperature checks and added hundreds of hand sanitizing units throughout its facilities. In 2020, DFW spent more than \$2 million on COVID-19 related cleaning and sanitizing efforts.

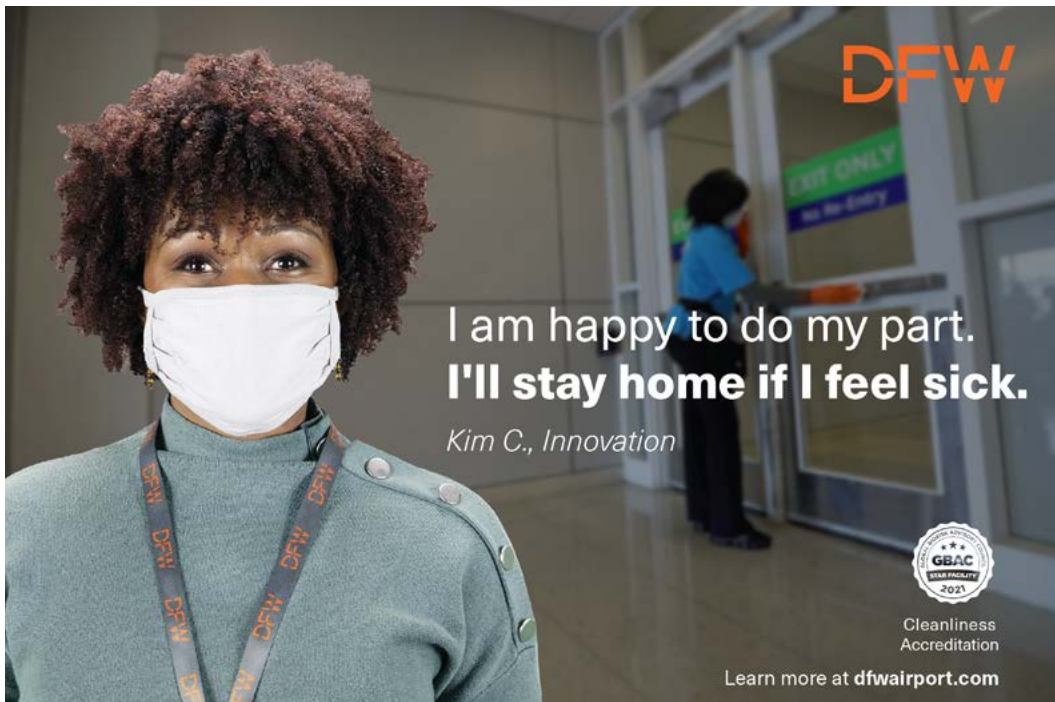
Communicating these efforts to stakeholders was prioritized through in-terminal announcements reminding customers to follow CDC guidelines, digital signage, printed collateral and targeted webinars or calls. In addition, customer service personnel were trained to assist passengers safely and advise them on how to protect themselves while traveling.



▲ DFW used an innovative solution for volunteer Ambassadors to continue real-time interactions with customers.



▲ DFW was the first airport in the world to earn GBAC STAR Accreditation for its comprehensive system of cleaning, disinfection and infectious disease prevention.



◀ DFW initiated an internal employee campaign to communicate new workplace protocols and encourage safe behaviors.



▲ DFW launched a marketing campaign to underscore the importance of passenger well-being and the specific safety and cleaning measures implemented during the pandemic.



◀ To ensure a safe workplace, DFW modified employee workstations to accommodate social distancing protocols. Protective shields were added as an extra layer of protection.



◀ Floor decals were an added safety measure to remind travelers to maintain social distance to prevent the spread of Covid-19.

Employees were provided Well Workplace Kits to help them stay healthy and work safely. ►



Employee Support

Within months of the initial outbreak, many in the industry were warning of furloughs or layoffs. DFW committed to maintaining all directly employed personnel and promised not to reduce compensation or benefits. The organization provided flexibility and enhanced support like paid pandemic leave and the employee assistance program. These were especially beneficial for employees who needed unique assistance, such as parents with school children at home or households with especially vulnerable individuals. DFW also invested in enhancements to its emotional well-being programs to help employees manage the mental toll of the extended pandemic.

Employees whose roles did not require them to interact directly with customers or perform essential on-site duties shifted to

working remotely. Approximately 65% of employees remained on-site to keep DFW and all terminals operational. To protect those employees, DFW quickly implemented health and safety protocols, modified workspaces for social distancing, supplied wellness kits, provided testing at no cost to employees and regularly shared new information about the virus and DFW's response. Customized training was developed for all employees, guiding them through personal accountability and influence to develop behaviors essential to maintaining a healthy workplace.

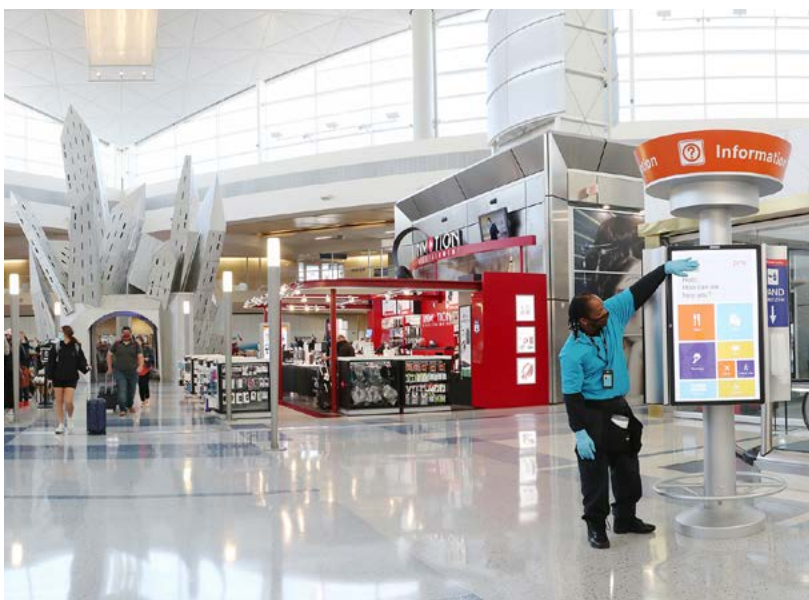
To gauge employees' satisfaction with DFW's leadership, safety and security during the pandemic, DFW included five COVID-19 related questions in its annual safe and secure survey.

**Overall
employee satisfaction
with DFW's response to
COVID-19 was 84%**

The Readiness Taskforce enacted temperature checks as one of the new protocols for onsite employees. ►



DFW deployed additional cleaning ►
teams to ensure passenger safety.



Partnerships

Understanding that everyone would play a role in recovery, DFW took a stand, holding firm on its commitment to support its business and community partners. The needs of each unique group were considered with an objective of building long-term resiliency.

For partners operating in the terminals such as concessionaires, service providers and airlines, DFW shared an online resource with clear processes to mitigate the impact of the virus and resources to meet those expectations. DFW used its purchasing power and network to access cleaning and sanitization supplies and personal protective equipment (PPE) for partners. DFW also established contracts for critical supplies with local suppliers, including two Minority- and Women-owned Business Enterprise (M/WBE)-certified businesses and a small business. Just as importantly, DFW worked with business and minority advocacy organizations to ensure equity and inclusion were considered in all decisions affecting partners.

In addition, DFW recognized the significant financial strain on each of its partners and took unprecedented measures to provide relief. DFW worked with concessionaires to remove minimum annual guarantees from contracts, foregoing \$25 million in contracted concessions rents. With significant reductions in passengers, many service and concessions options needed to pause. DFW worked with business owners to allow temporary closures. Through a subsequent concessionaire remobilization plan, more than 60% of locations reopened in 2020.

DFW also deferred billings to airlines so they could manage through the most difficult months of the pandemic. Despite dramatically reduced revenues, DFW did not raise airline fees and offered added incentives to airlines for flights as routes began to reemerge.



▲ DFW stood with on-airport partners
and helped reduce some of the
financial burden during the pandemic.



▲ Cargo operations were essential to getting supplies and medicines around the globe.

Cargo operations at DFW remain critical to ensuring the region and the medical community have access to supplies shipped from around the world. In March 2020, American Airlines operated its first cargo-only flight since 1984, carrying PPE, medical equipment, technology and military mail from DFW to Frankfurt. Many airlines followed suit, with new cargo flights operated on passenger aircraft to augment existing freighter operations at DFW.

Finally, DFW honored all existing agreements with community partners and provided additional support for initiatives to help the region recover. DFW engaged chambers of commerce, conventions and visitors' bureaus, minority advocacy groups and industry associations to develop or enhance programs to preserve small business capacity, equip businesses to comply with new health protocols, and build confidence in traveling through DFW. Community partners stepped up as well, donating thousands of face coverings and other personal protective equipment.

The collective efforts of DFW, the North Texas region, airlines and business partners have set the DFW area on a trajectory to recover faster than its peers. Leaders across North Texas have been resilient and have kept a relentless eye on the path forward.



CARES Act Funding

DFW received nearly \$300 million in Coronavirus Aid, Relief, and Economic Security (CARES) Act funding in 2020 to reimburse a portion of debt services costs. The reimbursement, along with significant cost reductions, allowed DFW to maintain its financial integrity and support its stakeholders.



Environmental



Protecting the Environment



DFW has a vast footprint that is larger than the island of Manhattan. In addition to the significant acreage is a very complex operation with five terminals, 1,288 lane miles of roadways, 74 million square feet of airfield pavement and more than 52 million square feet of office, retail and leased commercial spaces. DFW's large portfolio of operations includes energy, carbon, waste and water impacts to manage. Reducing negative climate impact is the central goal of DFW's environmental sustainability strategy.

DFW's Environmental Affairs department has staff level oversight for the strategy and activities that protect DFW's natural systems, including land, air and water, as well as responsibility for compliance with environmental regulations. In 2020, DFW reevaluated its material issues and developed a set of aspirational goals or Sustainability North Star initiatives. These initiatives will focus efforts in the future: Circular Economy, Climate Action, Energy Performance, Health and Safety, Diversity and Equity, and Water and Biodiversity.



HIGHLIGHTS

- Committed to **net zero carbon** by 2030
- Achieved **ACA Level 4+** Certification
- **79%** absolute carbon emissions reduction since 2010
- **56%** of natural gas used in vehicles is renewable
- **100%** of electricity purchased from Texas wind farms
- **675M gallons** reduction in potable water usage since 2012

Industry Leadership



**United Nations
Climate Change**

UN Climate Change Award

DFW was the first airport to receive a United Nations Global Climate Action Award, recognizing innovative efforts to reduce carbon footprints. The award specifically acknowledged DFW's renewable natural gas (RNG) initiative to transition the compressed natural gas vehicle fleet to RNG produced from local landfills, eliminating nearly 17,000 tons of CO₂, and lowering annual costs by \$1 million.



ACA Level 4+

Building on its 2016 achievement as the first carbon neutral airport in North America, DFW became the first airport in the world to achieve the Level 4+ Airport Carbon Accreditation from Airports Council International. DFW committed to achieving net zero carbon emissions and implemented a roadmap to achieve this ambitious goal by 2030.



Texan by Nature 20

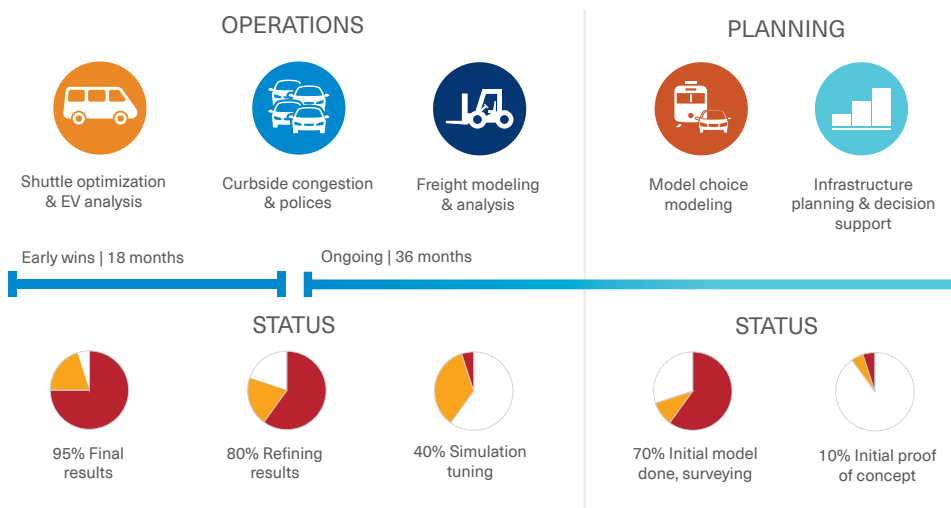
DFW was named to the 2020 Texas by Nature 20, a ranking that recognizes the best work in conservation in Texas. For the second year, DFW was among honorees selected for their dedication to sustainability, investments in conservation, employee volunteerism and engagement, and measurement and reporting on conservation efforts.

Environmental Partnerships

National Renewable Energy Laboratory

DFW has created a strategic partnership with the Department of Energy National Renewable Energy Laboratory (NREL), harnessing high-performance computing capabilities to optimize mobility and building operations, improve resiliency and integrate net zero energy design guidelines into future facilities. One project, titled Athena, focuses on modeling and optimizing passenger and freight movement to, from and within DFW. A second project, Morpheus, includes modeling facility operations based on current and future energy demands through a digital twin model to explore various scenarios through 2050. Both projects promote resilience, energy conservation and reducing environmental impacts.

NREL TIMELINE



= Change since 2019

In 2020, the team completed bus optimization and curbside congestion research, which suggested that bus optimization could result in a 50% reduction in energy and costs. The team also completed research on energy usage in the terminals as well as future fire-fighting and central utility plant facilities.

Neste

DFW partnered with Neste on a sustainable fuel initiative to facilitate the use of sustainable transportation fuels including sustainable aviation fuel, renewable diesel, renewable propane and other sustainable fuel products. The solutions identified will reduce pollution and the overall carbon footprint.

DFW Clean Cities

DFW works closely with the Dallas Fort Worth Clean Cities Coalition housed within the North Central Texas Council of Governments (NCTCOG). The partnership has helped advance airport and regional sustainability initiatives. As an example, with approval from the Regional Transportation Council, NCTCOG led the establishment of a strategic funding partnership with the Texas Department of Transportation to provide \$3.5 million in funding to support the purchase of four new electric COBUS airside buses.

Coca-Cola

DFW's long-standing sustainability partnership with Coca-Cola North America focused on a common goal of increasing recycling rates of plastic bottles. In 2020 the team collaborated to conduct a terminal waste composition audit on 3,700 pounds of waste and recycling bags. The results indicated that about 55% of waste produced in the terminals could be recycled or repurposed with proper disposal. DFW and Coca-Cola will use the study results to contribute to DFW's zero waste initiative.



▲ COBUSes are specialized airside shuttle buses that move passengers from aircraft to the terminals. The new electric COBUSes will replace existing diesel buses and serve as a pilot for future purchases. Each diesel COBUS replaced with electric eliminates 68 pounds of ozone precursor emissions and 20 metric tons of CO₂ emissions annually.

STRATEGIC PARTNERS



The Roadmap to Zero Carbon



▲ Strategic partners work with DFW to investigate sustainable aviation jet fuels through initiatives such as grease recycling so used petroleum lubricants can be made into new products.



Carbon Neutral:

Residual CO₂ emissions are

neutralized through the purchase of offset credits.

Net Zero Carbon:

Residual CO₂ emissions are

balanced by CO₂ removal.

DFW achieved its 2020 Strategic Plan goal of reducing carbon emissions by 15% per passenger two years ahead of plan. Now, DFW has committed to an ambitious goal to achieve net zero carbon emissions by 2030, two decades ahead of the Intergovernmental Panel on Climate Change recommendation. This goal adds a focus on sustainability innovation to continue DFW's leadership as the largest carbon neutral airport in the world.

DFW reduced absolute carbon emissions by 79% since 2010. The new goal and carbon reduction roadmap sets an absolute emissions target by 2030. This means the goal will be achieved without the use of carbon offset credits.

Investments required to achieve the target:

- Reduction of electricity and fuel consumption through new energy efficient infrastructure and retrofits of existing infrastructure
- Investment in a central utility plant powered by renewables
- Research and development of innovative approaches to optimize energy use in buildings and transportation
- Replacement of diesel, compressed natural gas and light-duty gasoline fleets with electric vehicles
- Installation of charging stations for electric ground support equipment and landside fleets
- Continued purchase of 100% renewable electricity
- Increase in the use of renewable natural gas to 100%
- Partnerships to remove barriers to the widespread adoption of sustainable aviation fuels
- Advocacy for state and federal policies to support carbon reduction
- Construction of all-inclusive infrastructure for zero-emissions vehicles and equipment
- Identification of carbon removal technologies and solutions to permanently capture and store carbon emissions



Utilization of renewable fuel in the transportation fleet reduces life cycle emissions. In 2020, DFW eliminated 6,300 tons of carbon emissions through the use of RNG.

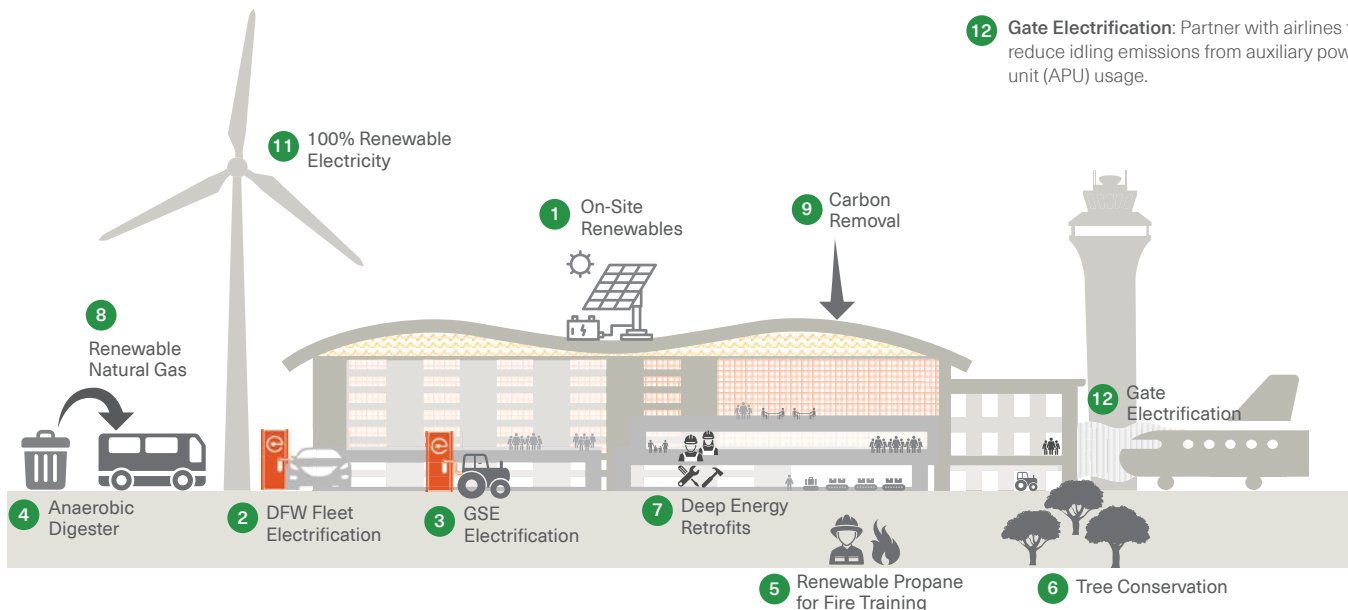


The Dallas Fort Worth region was classified as a serious non-attainment area by the Environmental Protection Agency with respect to air quality and ozone pollution. This underscored the critical need for organizations like DFW to address local air quality in addition to global climate change.

Carbon neutrality is the first step, but offsetting emissions is not an alternative to action. Achievement of net zero carbon emissions by the aviation industry will require strategic partnerships among airports, airlines, aircraft and vehicle manufacturers, energy and fuel producers, government agencies, and communities. DFW is proud to be a leader in the industry.

CARBON REDUCTION OPPORTUNITIES

- 1 **On-Site Renewables:** Install on-site renewable energy generation, including photovoltaic solar panels.
- 2 **DFW Fleet Electrification:** Electrify light-duty and heavy-duty vehicle fleets.
- 3 **GSE Electrification:** Replace gasoline- and diesel-powered equipment with electric models.
- 4 **Anaerobic Digester:** Collect organic food waste from terminals to produce fuel and/or electricity.
- 5 **Renewable Propane:** Explore renewable fuel options to be burned for fire training activities.
- 6 **Tree Conservation:** Utilize tree preservation and tree planting to increase natural carbon storage.
- 7 **Deep Energy Retrofits:** Upgrade existing facilities and infrastructure to improve energy efficiency (e.g., LED lighting, dynamic glass, cool roofs, high performance building envelopes, high efficiency heating and cooling equipment).
- 8 **Renewable Natural Gas (RNG):** Continued investment in RNG captured from regional landfills for fleet vehicles.
- 9 **Carbon Removal:** Future investment in carbon removal technologies like carbon-capturing concrete.
- 10 **Electric Brute Force Central Utility Plant:** Electric-powered heating/cooling for central terminal areas.
- 11 **100% Renewable Electricity:** Continued purchase of 100% renewable electricity from Texas wind farms.
- 12 **Gate Electrification:** Partner with airlines to reduce idling emissions from auxiliary power unit (APU) usage.



Energy and Emissions

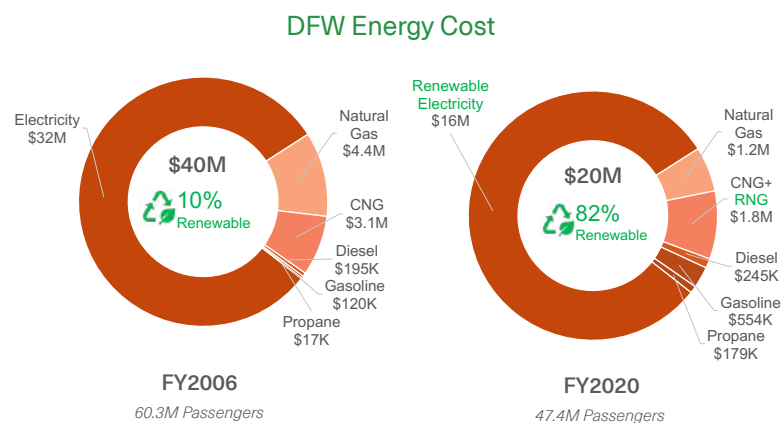
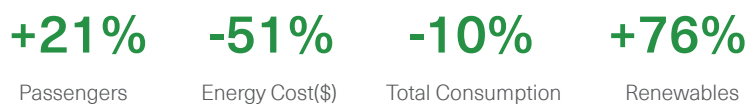


DFW consumes energy from various sources for its electricity, heating, cooling and other operational needs. Using energy more efficiently and opting for renewable energy sources is essential for lowering the organization's overall environmental footprint and ultimately achieving the 2030 net zero carbon commitment. DFW is on a pathway to net zero carbon emissions and will continue to set ambitious reduction goals on an absolute basis.

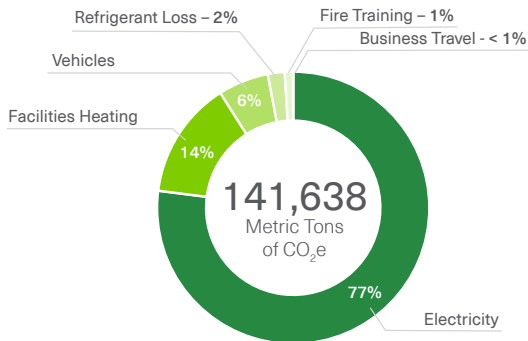
In 2020, DFW passenger numbers significantly decreased due to the COVID-19 pandemic. Absolute emissions decreased overall due to higher renewable natural gas volume deliveries and decreased bus and passenger operations. Energy usage decreased due to reduced operations and energy efficiency projects such as the installation of LED lighting. At the same time, electricity demand remained constant and electricity costs increased due to market price increases. DFW continues to purchase renewable electricity from wind and solar farms in Texas. All categories increased on a per-passenger basis because of the reduced passenger volumes.

Energy Trends (FY2006 vs FY2020)

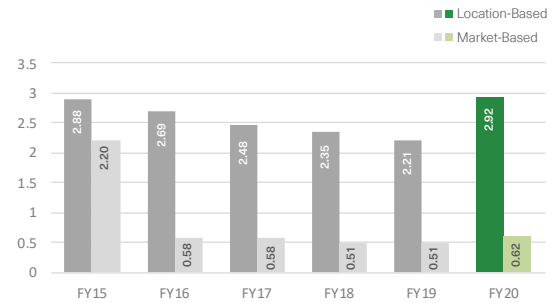
Includes electricity, transportation fuels, heating fuels, and fire training fuels



2020 Location-Based Carbon Footprint

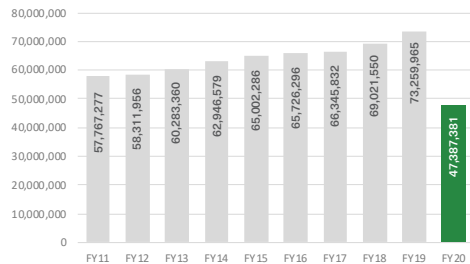


CO₂ Emissions per Passenger (kg CO₂e)



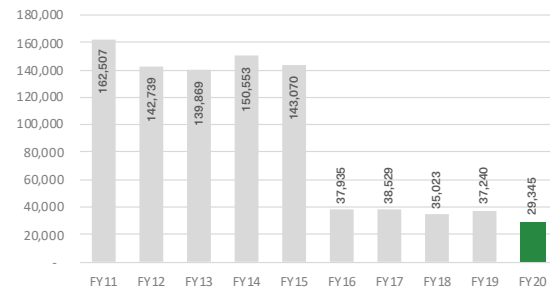
SOURCE: DFW Environmental Affairs

Total Passengers



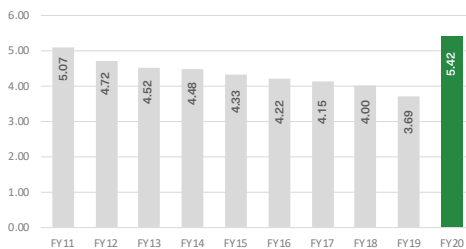
SOURCE: DFW Airport Statistics

Total CO₂ Emissions (Tons)



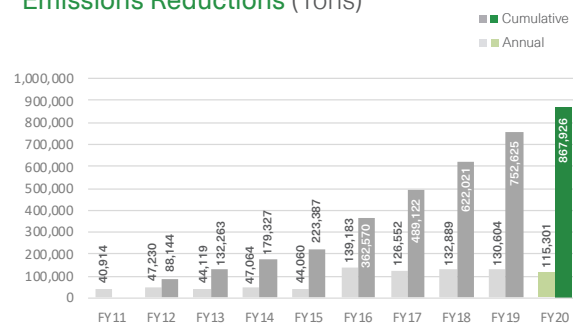
SOURCE: DFW Environmental Affairs
(does not include refrigerant loss)

Electricity Consumed per Passenger (kWh)



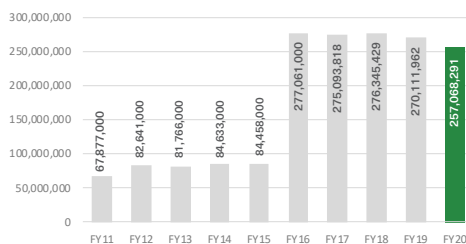
SOURCE: DFW Environmental Affairs

Emissions Reductions (Tons)



SOURCE: DFW Environmental Affairs
(renewable energy and RNG)

Renewable Electricity Consumed (kWh)



SOURCE: DFW Energy and Transportation Management

Market-based measures refer to emissions from the type of electricity purchased. DFW purchases renewable electricity and receives credit when accounting for emissions.

Location-based measures refer to emissions from the average mix of power generation sources for electricity in Texas.

Data for energy intensity breakdowns as well as upstream and downstream energy consumption data is not available.

In FY2020, 82% of DFW's energy consumption came from renewables.

Natural Resources

Water and Effluents

DFW’s vast footprint encompasses 3,000 acres of undeveloped land with eight watersheds, 53 miles of streams and the 58-acre Trigg Lake. DFW recognizes the importance of stewarding water as a shared resource. Two core components of DFW’s environmental objectives are to conserve water and to protect the quality of water sources on and adjacent to DFW.

Water Conservation

DFW prioritizes the reduction of potable water use and partnered with neighboring cities to create a reclaimed water delivery system. The use of reclaimed water for irrigation and other purposes has reduced potable water use by more than 100 million gallons per year since the baseline was established in 2010. DFW’s Green Building Standards require new facilities to include water use reduction strategies, such as the installation of efficient plumbing fixtures and drought-tolerant landscaping. Total potable water usage at DFW was down in 2020, but water usage per passenger increased significantly due to passenger disruptions from COVID-19.

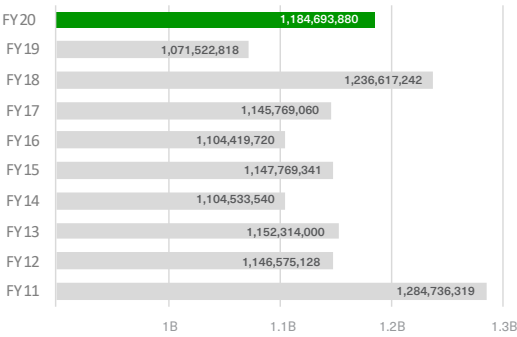
Water Quality

Ten creeks originate on or traverse across DFW and discharge into eight different watersheds. DFW maintains a watershed program to monitor the health of watersheds through routine sampling of water quality data. DFW also participates in the Trinity River Authority Clean Rivers Program, sharing data for the region’s ongoing assessment of the Trinity River Basin.

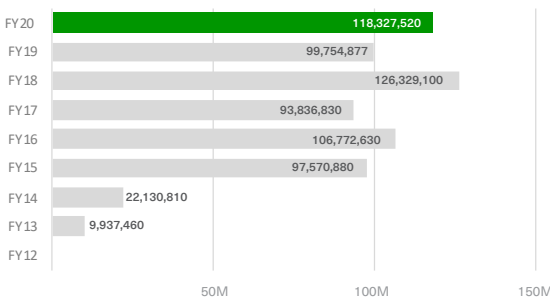
DFW has historically sampled six sites for water quality. In 2020, additional sampling locations were chosen based on development plans and drainage characteristics. This will result in an up-to-date, holistic understanding of water quality impacts. This expanded monitoring will enable DFW to compare the water quality of streams entering and exiting each watershed and determine if water quality is improving or declining as it moves through DFW. Data from water samples in 2020 showed no significant impacts on water quality at DFW.

DFW also conducted a construction stormwater assessment by analyzing two decades of watershed data from on-site and across the region. The assessment established regional water quality baselines. This innovative approach to water conservation will allow DFW to identify potential impacts well in advance of regulatory noncompliance.

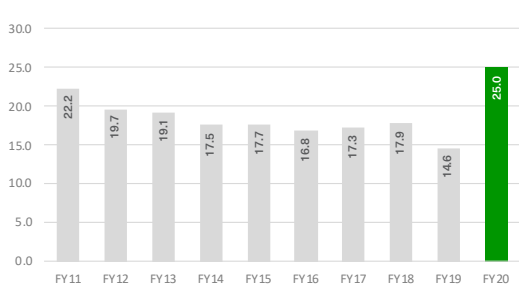
Total Potable Water Used (Gallons)



Total Reclaimed Water Used (Gallons)



Total Water Used per Passenger (Gallons)



SOURCE: DFW Energy and Transportation Management

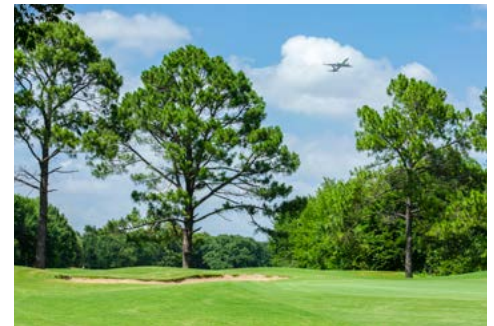
Biodiversity

Many species of birds, as well as coyotes, bobcats, raccoons, possums, armadillos and numerous reptiles, inhabit DFW. A comprehensive wildlife management program helps DFW balance the protection of wildlife with the rigorous safety standards of the airfield. DFW wildlife biologists identify the species present and plan strategies to safely minimize wildlife attractants such as food, water and shelter near the airfield and flight paths. The team works daily to apply best practices to mitigate risks that come with an ever changing biological environment.

DFW works closely with state and federal partners such as the Federal Aviation Administration (FAA), U.S. Department of Agriculture and U.S. Fish and Wildlife Service to monitor and safely disperse wildlife. DFW employees and tenants are engaged in maintaining the balance of safety and biodiversity and receive annual training. Customized wildlife management training was completed by 956 employees in 2020.



▲ The use of falconry has been a natural solution and has almost eliminated roosting blackbirds that have historically caused aviation safety concerns near the airfield.



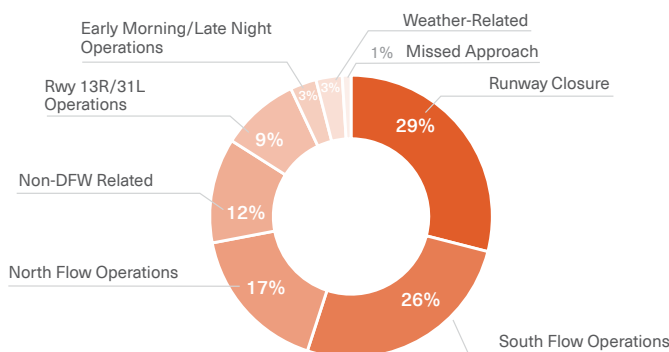
▲ Future development will balance the needs of a growing international airport with the responsibility to conserve and promote trees.

Tree Conservation

Approximately 23% of DFW's 17,000+ acres are covered by tree canopy. In 2020, DFW drafted a Tree Conservation Plan to protect this vast resource and established a goal of zero net loss of tree canopy for future development. 2020 was the baseline year. To achieve the goal, DFW will undertake projects to preserve a percentage of onsite trees and plant new ones to replace those removed. Portions of land will be identified and protected for future tree planting efforts.

Noise

Total Complainants by Causal Factors
(CY2020)



Runway Closure 42, South Flow Operations 37, North Flow Operations 24, Non-DFW Related 17, Rwy 13R/31L Operations 13, Early Morning/Late Night Operations 5, Weather-Related 4, Missed Approach 1

Engaging the community is the foundation of DFW's strategic approach to managing noise concerns. A dedicated noise management team works with surrounding neighborhoods and officials to inform them of flight patterns and possible changes. The team also advocates for and evaluates the impact on communities when planning DFW projects that may change the effect of air traffic noise on surrounding residents.

In 2020, DFW upgraded 14 of its 35 noise monitoring sites and initiated a program to record air traffic control communications. These tools enhance DFW's tracking efforts, allow staff to quickly understand the root causes related to changes in noise and rapidly communicate with impacted citizens.

Waste and Recycling



DFW has an ambitious goal to achieve zero waste over the next few decades. Infrastructure investments will be needed and prioritized at DFW to increase the waste diversion rates and embed effective waste diversion practices in the coming decade.



Cooking Oil Recycling Program

DFW successfully implemented a program to recycle 100% of the waste cooking oil generated by over 200 restaurants in the terminals. Since the program began in 2019, more than 413,000 pounds of waste cooking oil have been recycled as feedstock to generate approximately 42,000 gallons of renewable fuel in partnership with Neste.

Construction Waste

DFW has been successful in increasing the amount of construction waste that is recycled and diverted from landfills. DFW achieved 99% diversion of waste from landfills for all 2020 construction projects, resulting in more than \$25 million in savings. The program was developed and tested in 2019 and implemented on all construction projects in 2020. DFW reused materials such as asphalt millings, crushed concrete, suitable soil and topsoil. Those recovered materials were used in multiple runway, taxiway and facilities projects.

Organic Waste

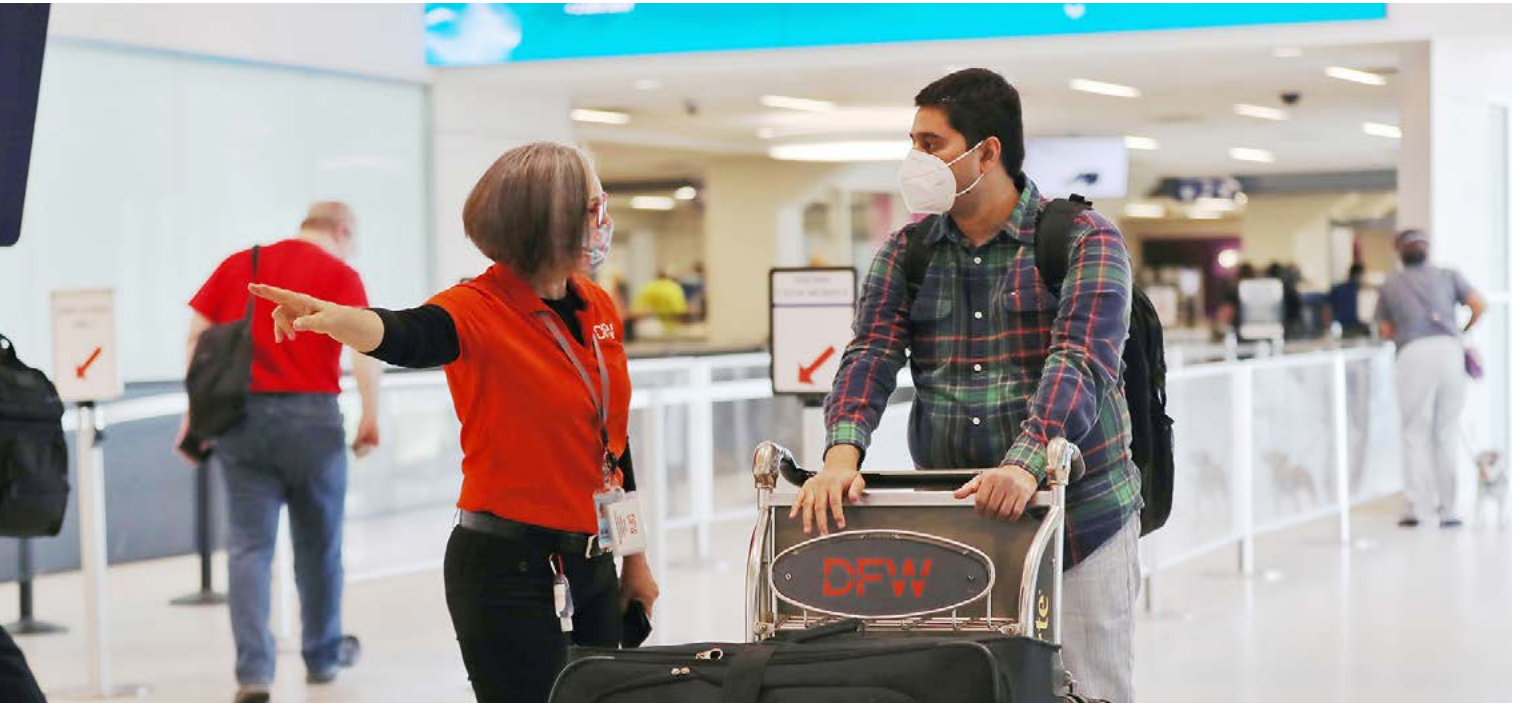
Moving forward, organic waste diversion will be a focus for rapid improvement. About a quarter of DFW's waste is organic. Each year, approximately 30,000 tons of municipal solid waste is collected from the terminals, airlines, hotels, etc. Of that waste, about 6,000 tons is organic, with the majority coming from food waste. Food waste can be converted to biogas. In 2020 DFW completed a feasibility study for an anaerobic digester. Anaerobic digestion converts organic material, such as food waste, into biogas. This study identified the dry digestion process as the best method to handle DFW's waste stream.

Converting organic waste to biogas and compost through the dry anaerobic digestion process will offer several advantages. DFW will be able to reduce the amount of waste taken to landfills, thereby reducing hauling costs. In addition, energy will be generated from biogas and waste materials will be converted to compost.



Social

Growing People



No matter where you look, people are at the center of DFW's success, from the millions of travelers who pass through the terminals to the thousands of employees. DFW invests notable time and resources to give back to the people who visit, work at, or otherwise depend on the organization. Best-in-class programs are deployed to create a safe, healthy and effective organization that reflects the unique needs of stakeholders.

DFW's Administration and Diversity, Customer Experience and Public Safety teams have staff level responsibility for the systems, processes and policies that most impact and benefit employees and customers. The Strategic Plan places priority on providing a positive customer experience, engaging employees and standing on a foundation of safety and security.



HIGHLIGHTS

- **Healthiest Employer** in Texas
- Added "**equity**" as a key focus
- Workforce diversity with **65%** comprised of women or people of color
- **30** hours of training annually per employee on average
- **96%** of employees participated in LiveWell wellness program
- **100%** of employees completed workplace violence prevention training

Industry Leadership



Top 50 Companies for Latinas

DFW was named one of the 50 Best Companies for Latinas to work for in the U.S. by LATINA Style magazine. The LATINA Style 50 report evaluates companies in categories such as Latina executives, Latina retention, mentoring programs, educational opportunities and more.



Bell Seal for Workplace Mental Health

In 2020, DFW was an inaugural recipient of the Bell Seal for Workplace Mental Health from Mental Health America. DFW received platinum-level certifications, the highest level possible, and was the only airport to be recognized.



Healthiest Employer in Texas

Healthiest Employers recognized DFW as one of the Healthiest 100 Workplaces in America. DFW was the top employer of its size in Texas. The award honors organizations that prioritize the well-being of their employees, their commitment to workplace wellness and their health and benefits offerings.



Partnerships

North Texas LEAD

DFW partners with North Texas Leaders and Executives Advocating Diversity (LEAD) to attract diverse talent in the region. DFW hosts networking events to share job opportunities with LEAD candidates and assist with exposure to DFW leaders. CEO Sean Donohue also serves on LEAD's board of directors.



Tarrant County College

Tarrant County College (TCC) established an on-site workplace training program for DFW employees. The courses cover a variety of professional and technical education topics. In 2020, TCC shifted to a virtual learning platform to continue offering courses while many were working remotely.



Dallas College

DFW and Dallas College partnered to for an airport apprenticeship program for skilled trade workers for DFW's Energy Transportation and Asset Management department.



American Heart Association

DFW is a long-time partner of the American Heart Association (AHA) and participates in Heart Walks and heart-healthy events that raise money to help the world live healthier lives.



Blue Zones®

DFW has been a Blue Zones Project approved worksite since 2017. Employees receive tools and resources to help them, and their families live healthier lives. Since partnering with Blue Zones, DFW has created Blue Zones approved parking spots, weekly farmer's market, and a series of Purpose Workshops.



United Way

United Way is DFW's official employee giving partner agency. DFW has an annual campaign to raise money to support the community's most pressing needs.

The Diversity, Equity and Inclusion Journey

Diversity and inclusion have been long-time focal points at DFW. The strategy addresses timely issues and actively incorporates these values into the organizational culture and in all business practice and processes. In 2020 DFW began a journey to include the principle of equity, digging deeper to achieve an inclusive workplace. Equity is viewed as the bridge between the current diversity of the workforce and the true inclusion DFW seeks to create. If diversity is the “who” and inclusion is the “what,” then equity is the “how.”

DE&I JOURNEY



Diversity

Diversity is recognition and appreciation for the differences, similarities, and uniqueness of all employees.

Equity

Equity ensures everyone has fair access to the same opportunities to contribute, develop and grow.

Inclusion

Inclusion is a culture where people with different identities feel welcomed, valued, and have a sense of belonging.



◀ The Department of Public Safety Race and Culture Task Force received training to teach peers skills to promote diversity and inclusion, anti-bias and procedural justice.

Response to National Social Injustice

DFW is committed to understanding racism and bias. In 2020, leaders embarked on a listening tour. The Diversity Leadership Council hosted a discussion titled, A Conversation on Race. Participants listened to and learned from Black employees to understand their perspectives of recent events, the current climate and systemic injustices. Subsequent conversations included the topics of privilege and anti-racism. These were just the start of many conversations across the organization as managers were given tools to speak with their teams and Employee Resource Groups (ERGs) hosted focused sessions to deep-dive into the issues.

DFW's police officers also recognized the unique role they play in changing the experiences of Black individuals and developed a Race and Culture Task Force. The group is comprised of 30 police officers and four sergeants who were tasked with redefining diversity efforts and educating the force. As an outcome, all officers will receive formal training from the Institute for Law Enforcement Administration. Courses include Diversity, Ethics in Law Enforcement and Implicit Bias.

The work and momentum built around racial injustice will continue in 2021 and beyond. In 2020, DFW launched the development of an official allyship strategy and program to identify and implement actionable steps to teach employees what it truly means to be an ally. The program will be a key organizational goal for DFW in 2021. DFW will proactively design its systems, policies and processes for inclusion and will measure progress continually by listening to those most affected.

Executive Leadership
Commitment Statement

“At DFW, we strive to **create a respectful and inclusive work environment** that capitalizes on the diversity of all our employees, ensuring that everyone can develop, contribute, and be fully engaged.”

*Signed by each member of
DFW's Senior Leadership Team*

Employee Support and Development



People are at the center of DFW's success. A team of 2,070 dedicated men and women work directly for the Board. DFW strives to create an environment where all team members can do meaningful work, reach their potential and bring their whole selves to work. DFW focuses on diversity, equity and inclusion, employee engagement, competitive benefits, robust learning and development opportunities and an award-winning employee wellness program.

In 2020, in spite of the COVID-19 pandemic, DFW committed to maintaining all current employees, their pay and benefits. While business and revenues were down, DFW remained committed to the people who have dedicated their time to the organization.



Diversity, Equity and Inclusion

DFW is a global airport, hosting people from all cultures and nations. The workforce reflects that diversity. Employees of different races, ethnicities, genders, ages, religions, disabilities, and sexual orientations are part of the team and are valued and supported. Diversity, equity and inclusion principles are embedded into all policies and practices. The Equal Employment Opportunity policy and the Discrimination and Harassment Prevention policy reinforce these principles.



Diversity Leadership Council

A cross-functional team of executive leaders and employee resource group officers make up the Diversity Leadership Council. This group models active diversity leadership and promotes an equitable and inclusive culture for all employees. The Council promotes conversations within DFW to increase awareness, minimize bias and address inequities in the workplace.

Membership responsibilities include shaping issues important to inclusion efforts at DFW, providing recommendations to ERGs and other senior leaders, piloting and/or reviewing potential training and providing feedback on program effectiveness. In 2020, the Diversity Leadership Council embarked on a series of conversations to increase awareness and understanding on topics such as race, privilege, importance of allyship, mentorship and sponsorship.

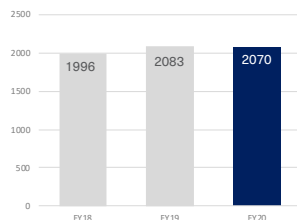
Hiring Practices

Hiring practices at DFW are designed to build and maintain a highly diverse and engaged team. DFW works with partners and current employees to recruit a diverse slate of candidates for every role. In 2020, DFW's new hires exceeded the area labor benchmarks for both women and people of color hired. DFW filled 252 positions in 2020, and 33% were filled by internal candidates. Of the external candidates, 25% were the result of employee referrals.

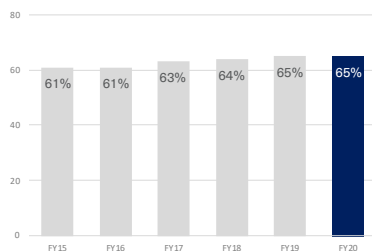


▲ DFW is committed to growing people and increasing opportunities for success.

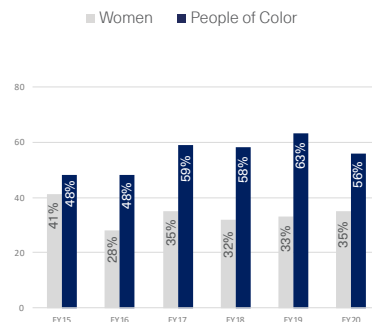
Total Workforce



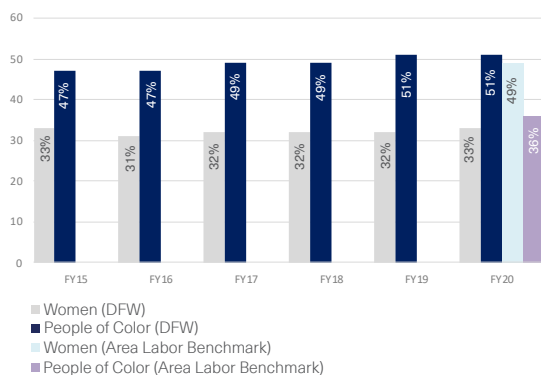
DFW Diversity of Workforce (Women and People of Color)



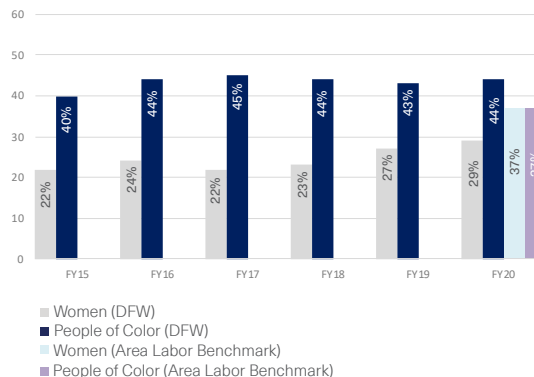
Workforce Diversity Recruitment/Hiring (Women and People of Color)



Overall Representation (Women and People of Color)



Senior Management (Women and People of Color)





Employee Resource Groups

In a year when social injustices were at the forefront of national conversations, DFW's ERGs were more important than ever in shaping how the organization supports all employees. DFW encourages employees to connect with their peers around shared interests, issues and common backgrounds. Compared to the 16% industry benchmark, 24% of DFW employees are members of an ERG. The groups serve as a two-way communication channel with senior management and are open to employees in good standing with at least two years of service. Members are shown to be more likely to strongly support business and organizational objectives, increase cultural awareness and actively work towards driving inclusion and engagement in the organization.

Moving into 2021, diversity, equity and inclusion will be a constant focus across DFW. ERG members play a critical role in helping DFW to dig deeper and encourage every employee to step up as an ally to those who may think, look and believe differently.



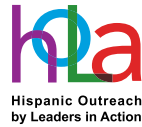
AACTION

African Americans Collaborating Towards Inclusion, Outreach and Networking creates an environment of empowerment, opportunity, inclusion and continuous learning that promotes individual leadership and community.



FLI

Future Leaders Initiative empowers emerging leaders through professional development and networking, and creating and implementing opportunities to enhance DFW's future success.



HOLA

Hispanic Outreach by Leaders in Action works to foster an environment where Hispanic employees can grow and develop as leaders while serving DFW and the community.



LEAAD

Leading Excellence in Asian American Development provides professional and leadership development to Asian employees, supports efforts to increase flights to Asia and builds the DFW brand within the Asian community.



SERVE

Supporting, Engaging, Recognizing Veteran Employees was created to encourage a culture that respects and values veterans and creates opportunities for veterans' development.



WIN

Women's Initiative Network is an ERG chartered to educate, innovate and leverage the talent of DFW's female employees.



PRIDE

PRIDE provides an open forum where LGBT+ allies collaborate, educate and empower each other to reach their highest potential as a key resource to DFW and the North Texas community for customer and employee insights.



Innovating to stay Connected

DFW ERG members learned to pivot the execution of their programs in 2020, as their activities were historically in-person events. The teams moved to virtual platforms and found new ways to engage employees around common interests and causes. Large conferences such as the annual Women's Conference, typically hosting close to 600 women for an all-day event, shifted to joining the virtual Texas Conference for Women where approximately 300 DFW women tuned in with other Texas leaders.

Annual ERG signature events were held via Teams Live and provided group members new experiences producing live virtual events. Newly formed PRIDE hosted its inaugural event, featuring a panel of LGBT+ community leaders who shared messages of coming out, being your true authentic self, the importance of allies and hope.

Employee Engagement



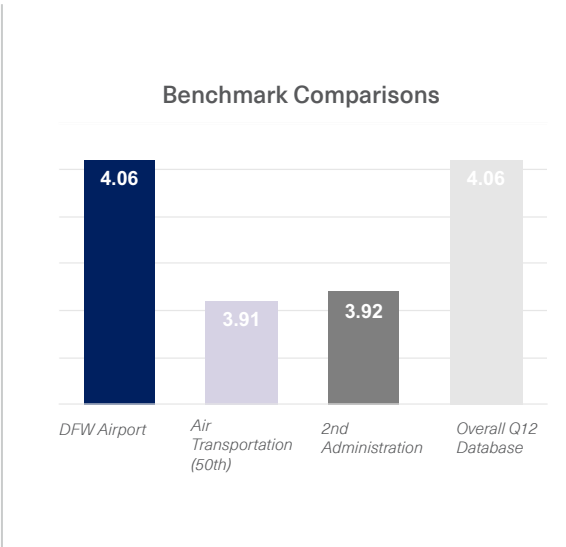
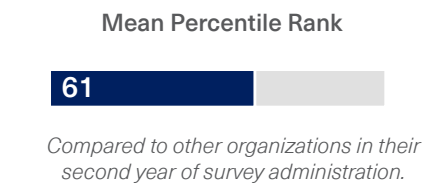
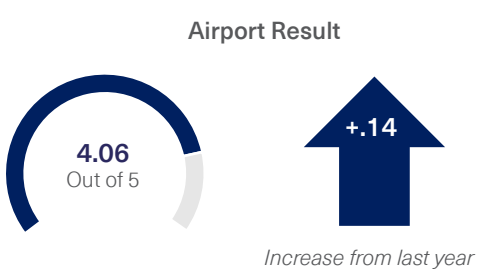
Employee engagement is a key pillar of DFW's Strategic Plan. Engagement promotes a collaborative culture that continually improves the employee experience and business outcomes. To support DFW's commitment to improve engagement and the employee experience, DFW continued its partnership with Gallup in 2020. Gallup's Q12 employee engagement survey was completed by 1,782 (88%) employees, a 2.3% increase from 2019.

On a five-point scale the 12-item average response increased from 2019 and surpassed benchmark comparisons of companies in the air transportation segment. DFW ranked in the 61st percentile when compared to Gallup's database of second year survey workgroup participants.

In 2020, all DFW divisions saw an increase in their engagement scores, with the greatest gains in two areas: employees agreed that in the last six months, someone at work had talked to them about their progress, and employees agreed that they received recognition or praise from a colleague or coworker for doing good work.

In 2020, all DFW departments saw increases in their engagement scores. DFW's top engagement strengths were:

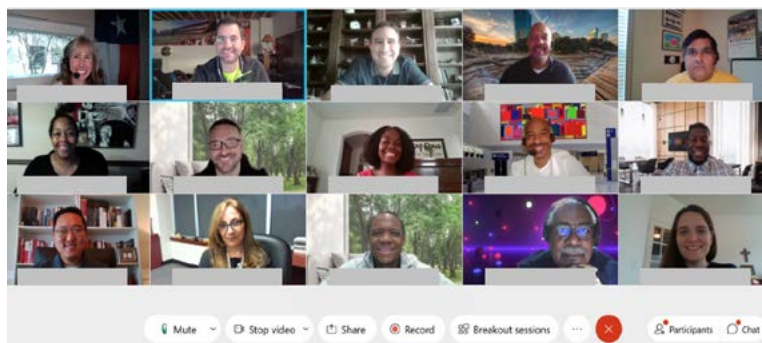
- 82% of employees know what's expected of them at work
- 82% of employees have the materials and equipment they need to do their work
- 80% of employees believe that the mission or purpose of DFW makes them feel their job is important



Learning and Development

DFW offers learning and development opportunities for members of the workforce. Employees at every level have access to training and mentoring and can manage their own development plan through DFW's LearningHub. In 2020, 1,983 of employees received training for a total of 58,187 learning hours.* On average, each employee completed 30 hours of virtual or in-person learning. The use of eLearning increased by 46% year over year due to the COVID-19 pandemic and 75,415 eLearning courses were completed by DFW employees.

The DFW team implemented new training in 2020 to empower employees with actionable tools to effectively change behaviors and adapt to changing work requirements in light of COVID-19.



◀ Development training helps engage and inspire people to deliver results on the business strategy.

AIM

This custom course was designed to merge accountability and influence and guide behaviors that are encouraged for the workplace and vital to ensuring a safe environment. Through the course, employees gained tools to influence others and demonstrate new behaviors as DFW shifted practices to mitigate the impacts of the pandemic. The training was completed by 1,983, or 98% of employees.

InsideOut Breakthroughs

Through this class, employees learned a powerful problem solving framework and toolset for quickly and effectively working through challenges, navigating through change, and reaching and sustaining personal high performance.

Leading Accountable Virtual Teams

As many DFW leaders shifted to managing remote teams who were working from home, this training provided tools needed to keep teams accountable to their goals and each other.

Positive Interactions

This training was developed for customer experience teams and guided them through approaching customers and addressing concerns in a way that is positive for both individuals.



▲ Employees are encouraged to take advantage of training and development opportunities at every level.

* Data does not include Code of Business Ethics completions, which are reported in the Governance section.

Total Rewards

DFW values the hard work of its employees and offers a benefits program that is one of the best in the industry. In 2020, more than 60 programs were available to employees through Total Rewards. The use of the programs has resulted in decreased health insurance costs. DFW returned those savings to employees in 2020 by covering the employee portion of insurance premiums in the month of September.

THE TOTAL REWARDS PROGRAM



Health

- Medical
- Dental
- Vision
- LiveWell Center
- LiveWell Health Clinic
- Wellness Incentive Program



Pay

- Competitive Base Pay
- Excellence Awards
- Longevity Pay
- Merit Increases



Savings

- Pre-tax Savings Plan
- Flexible Spending Account
- Retirement Planning Sessions
- Financial Planning Assistance



Time Off

- Time Off with Pay
- Paid Sick Time
- Paid Holidays
- Summer Hours



Extras

- Employee Emergency Fund
- Travel and Entertainment Discount Programs
- Airport Parking Privileges
- Legal Advice and Services
- Tuition Assistance



LiveWell

DFW is committed to providing a culture that promotes overall health and well-being for all employees and their families. The DFW LiveWell program provides all employees with the opportunity to make their emotional and physical health a priority. LiveWell is a customized, world-class wellness program focused on whole person wellness. Through the program, employees have access to an on-site health clinic, 18 on-site wellness centers, nutrition coaching and fitness courses.



Emotional Well-being

In 2020, DFW launched its emotional well-being campaign. The campaign rebranded the employee assistance program (EAP) as Safe Landings to help remove the stigma associated with using the EAP. Through the campaign, the team increased the focus on emotional well-being, provided supervisors with resources for identifying emotional well-being issues and expanded awareness of existing employee resources. While the campaign was in progress before the start of the pandemic, the programs and resources became even more relevant throughout the year. Employee use of the program increased 51%.

Earning Apples

The LiveWell wellness program includes the benefit of financial incentives for employees who complete a combination of learning and fitness activities as well as health assessments and checkups. Completions of categories are represented as apples. For each apple earned, an employee receives a payment of one day's pay. In 2020, DFW awarded more than \$1.4 million to the 96% of employees who participated in the program.



◀ DFW provides a variety of wellness opportunities to promote healthier lifestyles, such as challenges to get out and walk more often.

LIVEWELL PROGRAM HIGHLIGHTS



DFW's Wellness Program Saves

\$6 Million

on Healthcare in Four Years

Incentive Participation	Virtual Offerings	Health Risk Assessment Data
1 Apple 96%	Stretch Break Average 51 people /session	HRA Completion 92%
2 Apples 86%	Group Exercise Classes 76 participants	Low Risk (0-2 risks) 66%
3 Apples 56%	Emotional Well-being	Medium Risk (3-4 risks) 29%
Annual Physical 99%	Supervisor Seminars 166 attendend over 3 sessions	High Risk (5+ risks) 5%
	First Responder Series 93% of DPS completed	



\$7,629

Average Savings added per participant with **SmartDollar**



710

Physicals done at the **LiveWell Health Clinic**



51%

Increase in individual users of **Safe Landings**



153

Apples earned through **Tactical Fitness & Wellness Program**



847

Employees submitted **Fitness Trackers**
39,145 Fitness Tracker Visits Submitted

Safety and Security

DFW promotes a culture of safety and security, acknowledging an enterprise wide responsibility to protect employees, customers, stakeholders and infrastructure. DFW's management approach includes the identification and mitigation of risks as well as efficient responses when needed. DFW's world-class department of public safety, including police, fire and security services team members work on the front lines to provide a safe and healthy environment for stakeholders around the clock. The Risk Management team implements programs and policies that mitigate risks to ensure the safety of employees and business partners as well as the financial safety of DFW.

Together, the teams actively create a safe and secure environment and respond to risks and hazards that could impact operations and people.

In 2020 DFW began working on a security master plan to develop a clear vision for the major security projects that will be required over the next 10-15 years. This will provide a framework for future security and expenditure needs. The master plan will also help stakeholders understand regulatory and security requirements, threats and vulnerabilities that DFW may need to address.

Risk Council

The Risk Council, comprised of senior leaders from across DFW, evaluates potential risks, develops actionable plans to address those risks and advises on mitigation efforts to make certain DFW remains resilient. As part of DFW's enterprise risk management strategy, the Council leads efforts to promote safety and security across the organization.

Key Council initiatives in 2020 included the Security Master Plan, Environmental Management System, Information Technology and Security planning, and promoting a safe and secure culture through the Integrated Safety Management System and the Safe & Secure Survey. The framework of the Security Master Plan and the Environmental Management System were developed in 2020. DFW completed assessments and developed mitigation plans for key IT security concerns. Other key initiatives included updating the enterprise risk assessment and organizational resiliency plans to address the significant changes due to COVID-19.

Organizational Resiliency

In 2020, DFW updated and integrated organization wide emergency and continuity plans into a comprehensive document. Each department contributed to identifying and updating key organizational plans and IT systems workflows to ensure full business continuity. The team identified interdependencies between processes, departments and divisions, and will look for innovative ways to improve resiliency.



▲ *The Risk Council evaluates potential risks, builds action plans, and resiliency plans.*

Workplace Violence Prevention

As DFW continues to promote a safe and secure culture, 100% of employees received workplace violence prevention training in 2020.* The training was specifically designed to teach employees what to do in the event of an active shooter crisis. This is the second year that DFW has focused on prevention of workplace violence through targeted training for all employees.

Department of Public Safety

Like a city, DFW has a full department of public safety (DPS) with police officers, fire and emergency medical services personnel, security teams and a special services unit. It is the mission of DFW's DPS to ensure the protection of life and property through the effective and efficient delivery of these services to the DFW community.

Police

Police at DFW fill several roles including investigations, patrol, special services and special operations. Officers are highly skilled, and work with federal agencies to uphold laws and prevent criminal activity at DFW. DFW employs specially trained officers such as canine narcotics and explosive teams, a SWAT team, bomb squad and terrorism detection officers. The mission of the police service is to lead the industry in the evolution of a safe and secure aviation environment, free from the fear of crime and terrorism, that meets the needs of today and the challenges of tomorrow.

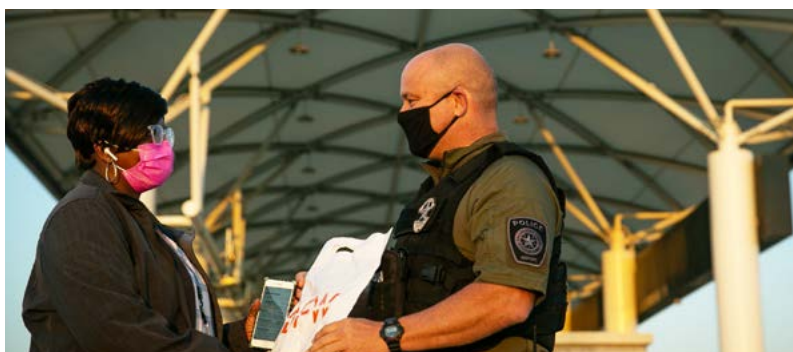
The public demands integrity, character and ethics from police officers. DFW police officers responsibly use their discretion in a way that reflects the utmost standards of professionalism and accountability. The team is dedicated to ensuring the rights of liberty, equality and justice to all.



▲ DFW trained more than 2,000 Board employees on how to respond to violence in the workplace.



▲ Safety and security measures are the foundation of daily operations at DFW.



◀ DPS police officers and firefighters host National Night Out to promote public safety and community partnerships among DFW employees and passengers.

* Completions recorded as of July 2020.



◀ *The Fire Training Research Center is a leader in researching the most environmentally friendly foam without sacrificing performance or safety.*

Fire Services

DFW's Fire Services team is globally recognized for excellence in emergency response and training. The team meets the emergency response and regulatory needs of DFW operations and responded to 3,700 calls in 2020.

The team also operates the Fire Training and Research Center (FTRC), one of the world's foremost and fastest growing research facilities and distance learning programs for firefighters. The training center offers more than 20 courses and has instructed over 37,000 students from 44 states and 52 countries.

In 2020, the FTRC hosted five digital courses in response to the COVID-19 pandemic. The courses marked record attendance of remote students for one FAA compliance course. The FTRC is focused on an innovative business plan to offer virtual and alternate reality courses to reach customers across the world without distance barriers.

The FTRC also hosts corporate research projects. Team members serve as subject matter experts to advance new techniques, tactics and ideas throughout the industry. Serving as a research center is a key differentiator for the FTRC from other fire training centers.



▲ *DFW Airport's Access Control Office was upgraded with a new look, a new name and a smoother process.*

Security Services

In 2020, Access DFW, the team responsible for assessing and managing who can access DFW facilities, relocated to a new state-of-the-art facility with upgraded technology systems to better manage security threats and communication across teams. The team also successfully completed badge revalidation for more than 8,000 airport badge holders. These efforts reduced the rate of unaccounted badges from 3.61% to 1.78%, well below the regulated threshold of 5%. Finally, the team implemented new security training covering active shooter and insider threat risks. More than 28,000 badge holders completed the two training modules.

Environmental Safety

The environmental safety of public facilities skyrocketed in importance with the outbreak of COVID-19. DFW has always prioritized cleanliness as foundational to a positive customer experience. In 2020, however, DFW made notable investments to further enhance the cleanliness of its facilities, implemented robust sanitization protocols, introduced innovative technologies and initiated tools to allow for real-time monitoring.

DFW took multiple actions to address indoor environmental quality concerns.

- Reviewed cleaning products to validate their effectiveness against the virus that causes COVID-19 without introducing chemicals that could be hazardous to people or the environment.
- Developed cleaning procedures to detail enhanced cleaning requirements and COVID-19 exposures.
- Identified innovative cleaning technologies to pilot at DFW and conducted testing of the effectiveness and safety in an airport setting.
- Installed ultraviolet lights within existing heating, ventilation and air conditioning units to purify air prior to recirculation.
- Installed systems to provide real-time monitoring of six key indoor environmental quality parameters: carbon monoxide, carbon dioxide, volatile organic compounds, light, noise and relative humidity.



▲ DFW is committed to being one of the cleanest and safest for passenger health.



GBAC STAR ACCREDITATION

As part of its commitment to provide an environment that is safe, secure and ready for everyone, DFW earned STAR™ accreditation from the Global Biorisk Advisory Council (GBAC), a division of International Sanitary Supply Association, the worldwide cleaning industry association. DFW is the first airport in the world to earn GBAC STAR™ accreditation.

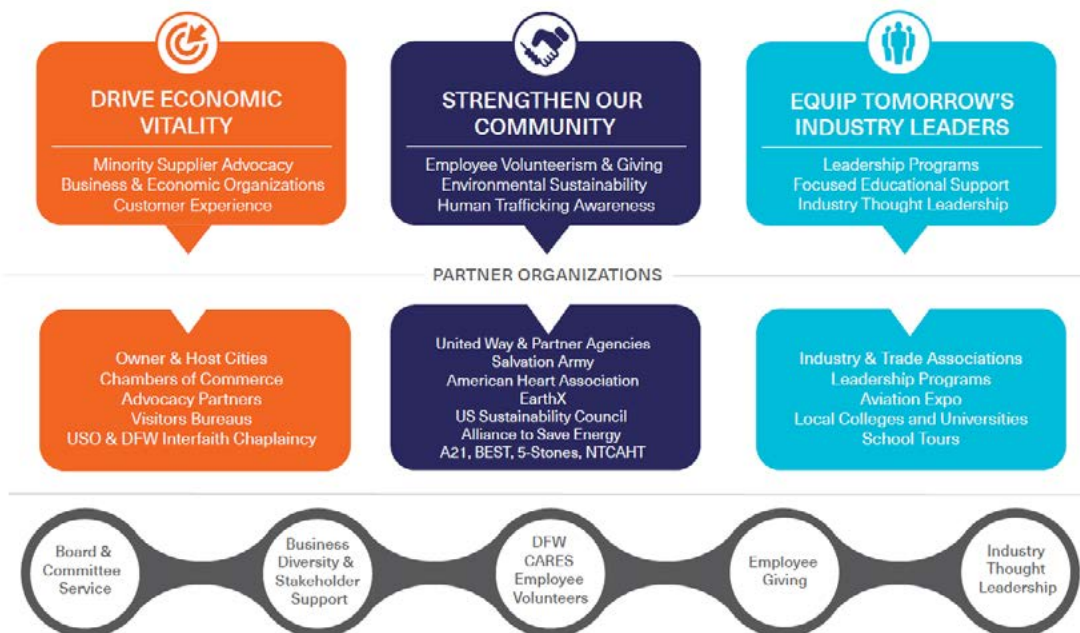
To earn the accreditation, DFW:

- Established and maintained a cleaning, disinfection and infectious disease prevention program to minimize risks associated with infectious agents like the coronavirus.
- Developed proper cleaning protocols, disinfection techniques and work practices to combat biohazards and infectious disease.
- Employed highly informed and prepared cleaning professionals who are trained for outbreak and infectious disease preparation and response.
- Trained more than 65 DFW employees as GBAC technicians. In addition, 76 concessions employees with 33 companies have completed the training and are committed to implementing the standards in their locations.

Building Community

As the economic engine of the North Texas region, DFW recognizes its responsibility to neighboring communities. DFW is committed to driving economic vitality by creating business opportunities, strengthening the community through volunteerism and giving, and equipping tomorrow's leaders through educational programs and industry thought leadership.

COMMUNITY ENGAGEMENT KEY FOCUS AREAS



HIGHLIGHTS

- **\$226 million** spent with small, disadvantaged, minority- and women-owned business enterprises
- **\$122 million** revenue generated by Airport Concessions Disadvantaged Business Enterprises
- **800** individuals participated in Capacity Building Program
- **13** Advocacy Partner organizations
- **3,429** employee volunteer hours
- **\$440,245.89** raised for the United Way



Industry Leadership

AACATX Partner of the Year

The Asian American Contractors Association of Texas (AACATX) recognized DFW as its Partner of the Year for being one of the first and most supportive partners since the organization's founding and for helping communities recover during the pandemic.

◀ The Airport proudly works alongside organizations like AACATX, who diligently advocate for diversity, equity and inclusion for minority businesses.

COMMUNITY PARTNERS

Owner Cities of Dallas and Fort Worth



Convention and Visitors Bureaus



Chambers of Commerce



Non-profit partners



Advocacy Partners

Growing capacity and creating opportunities for diverse businesses takes the work of many partners and a coordinated effort across the community. DFW owes credit for its successes in business diversity to its many advocacy partners in North Texas. Their tireless efforts and dedication to building small, minority- and women-owned businesses allows these segments of the community to benefit from the economic impact of DFW.

Advocacy partners and DFW leaders gathered for the annual review of accomplishments and to look ahead.



DFW hosts workshops to provide business leaders access to first-hand knowledge of Airport processes and policies and meet key decision makers.



DFW works to expand the economic success of Disadvantaged, Small, Minority- and Women-Owned Business Enterprises (D/S/M/WBEs).



Senior leaders and Board members attend industry events that improve dialogue between airports, concessionaires and consumer brands.

ADVOCACY PARTNERS



Driving Economic Vitality

Business Development and Diversity Accomplishments

DFW creates and sustains a business environment that enables disadvantaged, small, minority- and women-owned business enterprises (D/S/M/WBEs) to compete equitably for business opportunities and achieve economic success. DFW is a recognized innovator for its achievement and leadership in advocating for diverse business development and supplier diversity, creating jobs and significant investment in the North Texas region.

DFW maintains annual program goals for engaging diverse firms in concessions, design and construction, and goods and services contracts. Each year since 2012, DFW has awarded more than 30% of its business contracts to diverse firms. In 2020, DFW met or exceeded all business diversity goals.



▲ The Airport collaborates with business and community partners to ensure full and fair access to business opportunities.

FY2020 BUSINESS DIVERSITY GOALS & ACCOMPLISHMENTS

Business Diversity Program Categories

Disadvantaged Business Enterprise (DBE) Federal program

- Businesses 51% owned or controlled by one or more socially and economically disadvantaged individuals
- Business size based on Small Business Administration (SBA) standard
- Includes a personal net worth threshold

Airport Concessions Disadvantaged Business Enterprise (ACDBE)

- Federal program
- Airport Concessionaires
- Businesses 51% owned or controlled by one or more socially and economically disadvantaged individuals
- Business size based on SBA standard
- Includes a personal net worth threshold

Minority Business Enterprise (MBE) and Minority- and Women-owned Business Enterprise (M/WBE)

- Local program
- Businesses 51% owned and controlled by one or more minority individuals or by one or more females
- Individuals who are socially disadvantaged

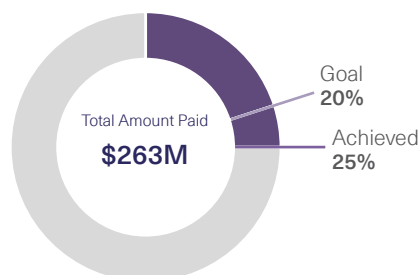
Small Business Enterprise (SBE)

- Local program
- Business size based on SBA standard
- Economically disadvantaged

■ Diversity Expenditure ■ Non-diversity Expenditure

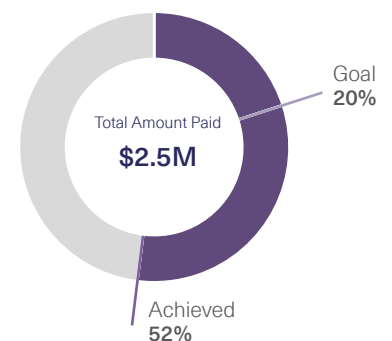
Goods & Services

Small Business Enterprise (SBE) Program (Professional & Non-Professional)



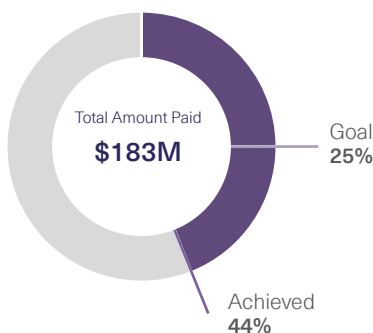
Construction

Small Business Enterprise (SBE) Program (Contracts under \$1M)



Construction

Minority Business Enterprise (MBE) Program (Contracts over \$1M)



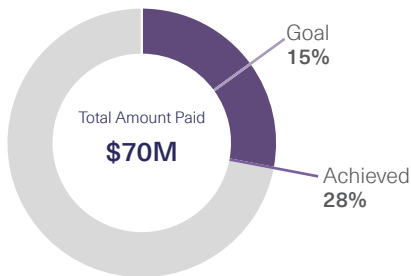
Architectural & Engineering

Minority/Women Business Enterprise (M/WBE) Program



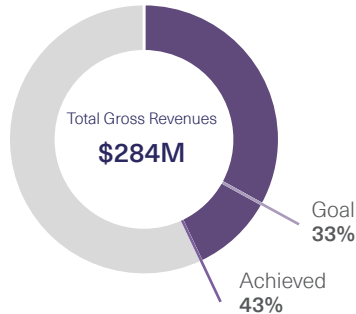
A&E/Construction

Disadvantaged Business Enterprise (DBE) Program
(Grant-Funded Contracts)



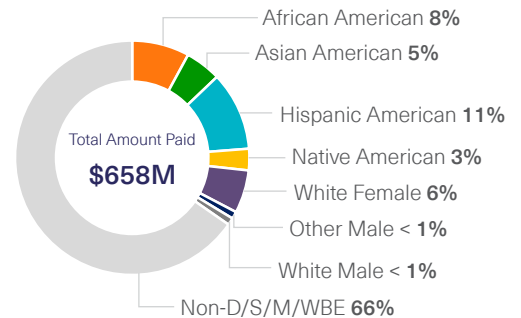
Concession Revenues

Airport Concessions Disadvantaged Business Enterprise (ACDBE) Program



All Expenditure Categories

D/S/M/WBE: \$226M (34%)
Non-D/S/M/WBE: \$432M (66%)



▲ Capacity Building programs teach key business skills related to working with the Airport and are essential to newly certified firms.

Disparity Study Approval

DFW adopted the 2019 Disparity Study Findings in 2020 and rolled out the implementation of the new M/WBE program. Briefings with community partners, stakeholders and internal departments explained the new program. DFW is enhancing its programs and practices designed to provide full and fair opportunities for participation by disadvantaged, small, minority and women-owned businesses in contracting and procurement opportunities.

Rolling Owner Controlled Insurance Program

DFW's Rolling Owner Controlled Insurance Program (R/OCIP) continues to support the strategic goals of DFW by engaging the contracting community and providing a safe, secure environment to accomplish business and operational goals. The program provides general liability insurance coverage to contractors on major construction projects, including the Terminal D extension, runway 18R/36L rehabilitation and others.

Capacity Building Program Series

Capacity Building is a DFW signature business diversity program that includes courses designed to assist newly certified firms and help grow existing businesses that do business with DFW. In 2020, the program moved to a virtual format and included 20 education sessions. The first few sessions targeted COVID-19 business recovery. More than 800 individuals participated in one or more webinars with an 85% satisfaction rate.

Non-Discrimination

All DFW employees are trained on Title VI programs and non-discrimination. Training includes Diversity and Cultural Competence. Limited English proficiency information and resource education are available to all stakeholders. DFW publicly communicates its duty to ensure access to meaningful services.

Strengthening the Community

DFW Employee Giving United for North Texas

Support our neighbors and
colleagues in North Texas.



DFW strives to be a good neighbor and strengthen the community through employee giving and volunteerism. DFW also focuses on bringing awareness to the human rights violation of human trafficking.

Despite challenges due to COVID-19, employees continued to give their time and resources in many ways in 2020. Employees supported historical causes and campaigns while traditional volunteer activities shifted to employees completing individual acts of kindness in ways that were meaningful to them. The metrics for many volunteer and fundraising efforts were predictably down from previous years, but employees stepped up to support DFW's largest United Way campaign in six years.

United Way Campaign

DFW and its employees continued a proud tradition of support for people in need. The 2020 Giving Campaign raised \$440,246 to help community organizations and initiatives of the United Way of Tarrant County and the United Way of Metropolitan Dallas.



Total Raised
\$440,246



Golf Tournament

\$294,917



Employee Contributions

\$145,329



Employee Participation

25.6%



DFW Employee Emergency
Fund Donations

\$33,398



American Heart Association

Approximately 80 employees participated in a virtual heart walk, raising nearly \$6,000 in 2020.



Carter Blood Care

The COVID-19 pandemic led to a shortage of blood across much of the U.S. DFW hosted a blood drive where 43 donors participated to give 47 units of blood to help up to 141 people.



Salvation Army Angel Tree

In 2020, DFW employees adopted nearly 200 angels through this year's virtual program, donating approximately 1,500 gifts totaling approximately \$20,000.



Back to School Supply Drive

Employees donated an estimated 2,800 items valued at approximately \$2,700. Supplies donated through the United Way Metropolitan Dallas went to Sarah Zumwalt Middle School and those donated through Communities in Schools of Greater Tarrant County went to partnering schools in Fort Worth, Crowley, Everman, Lake Worth, HEB, Burleson, Azle, and Keller Independent School Districts and more.

DFW CARES Employee Volunteer Program

The DFW CARES employee volunteer program shifted significantly in 2020 as traditional in-person volunteer activities were cancelled due to the COVID-19 pandemic. The spirit of the program continued, and employees completed simple acts of kindness in ways that were meaningful to them. In total, 189 employees logged approximately 3,400 volunteer hours, benefitting 275 organizations.



▲ As a virtual volunteer project, the Concessions team made greeting cards for the residents of Dancing River Senior Living in Grapevine to show them that they are loved, cared for and that others are thinking about them during this time.



▲ Karen Herberger, project coordinator, Global Strategy & Development, fostered puppies through a coordinator from Seventh Heaven Rescue.



▲ Chimeka Foster, community relations specialist, Communications & Marketing, and her son volunteered at a collaborative food distribution for local residents.



▲ Wanda Suarez, business analyst, Energy, Transportation and Asset Management, made face coverings for a hospital in Costa Rica.



▲ Tia Hatcher, department controller, Finance, volunteered with her son, Stephen, at Meals on Wheels. They helped deliver food to the elderly.

DFW CARES STATS



189

Employee Volunteers



3,429

Volunteer Hours



275

Community Organizations



Human Trafficking

In 2020, DFW joined more than 250 transportation leaders across the U.S. and signed the Transportation Leaders Against Human Trafficking pledge. The effort, led by U.S. Transportation Secretary Elaine L. Chao, focused on efforts to combat human trafficking in the transportation sector.

The commitment expanded DFW's existing efforts to raise awareness of human trafficking through employee and passenger awareness campaigns. These campaigns aimed to bring awareness to the issue, educate individuals on the signs of trafficking and provide numbers to call for help.



▲ DFW is committed to supporting human trafficking organizations by raising awareness providing training.

Equipping Tomorrow's Leaders



▲ Leadership Grapevine



▲ Leadership Southlake



▲ Leadership Colleyville

DFW's third focus area is equipping tomorrow's industry leaders through regional leadership development, industry advocacy and focused educational programs. In 2020, in-person programs for youth interested in aviation, transportation and similar fields were cancelled or postponed due to the COVID-19 pandemic. DFW prepared virtual education resources for teachers and individual students to complete their own tours and activities at home.

Regional Leadership

DFW hosted regional and industry leaders through leadership and advocacy programs, workforce development partnerships and other targeted partnerships. In 2020, DFW hosted the following leadership groups:

- Leadership HEB
- Leadership Grapevine
- Leadership Southlake
- Leadership Irving
- Leadership Colleyville

Speaker's Bureau

Speakers from DFW are frequently asked to present to groups across North Texas and within the aviation industry. The speaker's bureau matches DFW experts with speaking opportunities with community and industry organizations. As events, schools and organizations shifted to working or learning from home, requests for the DFW speaker's bureau increased. In 2020, there were 101 speaker's bureau engagements covering a wide range of topics. The most frequently requested topics, by far, included how COVID-19 has impacted the aviation industry and how the industry and/or region can recover from the pandemic.



Governance

Leading the Way



Strong governance has always been the cornerstone of DFW’s success. When DFW was first conceived, the founders understood its significant to the region. Today, the Board and senior leaders still respect the relevance of the asset to the region. They understand the responsibility to govern wisely and make sound decisions that will allow DFW to thrive today and grow in the future.

In 2020, DFW showed its strong leadership in navigating the pandemic and entered this time of uncertainty with one of the most robust balance sheets in the industry. This balance sheet, coupled with an innovative commercial paper program, provided DFW with the financial security needed to be resilient in the face of an incredibly difficult year. The Board of Directors made responsible decisions for the short term, and preserved relationships and capabilities for tomorrow.



HIGHLIGHTS

- **ACI’s Top Large Airport** in North America for Customer Satisfaction
- Board Diversity: **33%** are women, **75%** are people of color
- **\$52.3 million** in grants (\$46.9 million federal, \$5.4 million Texas)
- **\$2.045 billion** in bonds issued
- **2,048** employees or trustees completed Code of Business Ethics Training
- **400** Official Board Actions

Industry Leadership



Best Large Airport

DFW earned the Airports Council International's title of Best Large Airport for customer satisfaction among North American airports serving more than 40 million passengers each year. This is the third time in four years DFW has received this acknowledgement.



USA Today 10Best Readers' Choice

DFW finished among the voters' top three for Best Large Airport in North America by USA Today. DFW was also the highest ranked airport in Texas.



Achievement of Excellence in Procurement

For the 12th year in a row, DFW was recognized with the Achievement of Excellence in Procurement from the National Procurement Institute. The award reflects DFW's position as an industry leader in innovative professional and productive procurement practices.



Bond Buyer of the Year

DFW was honored by The Bond Buyer for the second straight year. In 2020, DFW earned the Deal of the Year in the Southwest Region for being the first major airport to issue a significant number of bonds during COVID-19.



Best Cargo Airport

DFW was recognized as the Best Cargo Airport in 2020 by Air Cargo World for its peer set. Specifically, DFW was awarded the Diamond Award in the 400,000 to 999,999 tons category during the Air Cargo Excellence Awards.

PARTNERSHIPS

Industry Associations



Passenger Airlines

DFW maintains strong relationships with its partner airlines. Passenger and cargo airlines are foundational to DFW's success. The team works with stakeholders across the supply chain to increase passenger and cargo volumes, facilitate trade and support global commerce.



Cargo Airlines

DFW handled 887,800 tons of cargo in 2020, a decrease of about 9% year over year. Its central U.S. location positions DFW as an ideal time- and cost-efficient air cargo hub connecting goods between Asia and Latin America. DFW offers freighter service to 14 of the world's top 20 international cargo hubs, and is one of just two airports in North America to have achieved the International Air Transport Association's Center of Excellence for Independent Validators status.



Ownership and Governance

Dallas ►



Fort Worth ►



DFW is jointly owned by the cities of Dallas and Fort Worth and is governed by a Board of Directors comprised of members of the community. Members of the Board include the mayor of each city and an additional nine members appointed by the city councils of Dallas and Fort Worth through their respective board appointment processes. A 12th, nonvoting seat on the Board rotates annually between DFW's host cities: Coppell, Euless, Grapevine and Irving. DFW property sits within the city limits of the four host cities.

The Board is responsible for advising on strategic direction and policy. It also approves contracts and expenditures over \$50,000, all property transactions, amendments to the Code of Rules and Regulations, new concessionaire leases and changes to the leases. The Board also approves the annual operating budget and requests approval of the budget from the Dallas and Fort Worth city councils. In 2020, the Board considered approximately 400 actions reflecting a total value of \$853 million.

The Board operates based on a set of controlling documents, which define how DFW manages its financial affairs. The 1968 Contract and Agreement established the Board of Directors and provided the authority for the Board to act on behalf of the cities of Dallas and Fort Worth in managing DFW. In 2010, the Owner Cities approved a Master Bond Ordinance, which amended and restated the controlling ordinances. This Master Bond Ordinance became effective on July 5, 2013. DFW operates pursuant to a hybrid Airlines Use Agreement, which became effective October 1, 2010.

The full text of the controlling documents is available at dfwairport.com/investors.



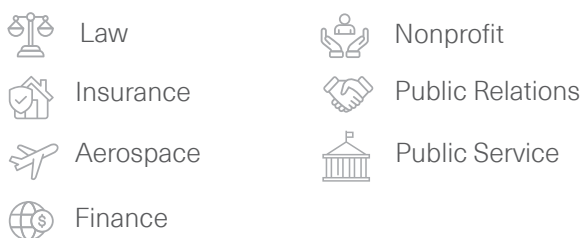
Board Committees

Retirement and Investment
Operations
Finance and Audit
Concessions and Commercial Development
Executive Compensation

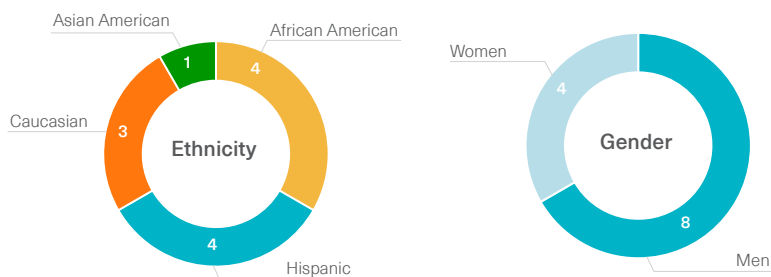
Board of Directors

Chair | **Matrice Ellis-Kirk**
Vice Chair | **Henry Borbolla III**
Secretary | **Gloria M. Tarpley**
Mayor | **Eric Johnson**
Mayor | **Betsy Price**
Vernon Evans
Ben Leal
William Meadows
Raj Narayanan
Mario Quintanilla
Eddie Reeves
Mayor | **Karen Hunt**

Industries Represented by the Board of Directors



Board Diversity



Executive Team

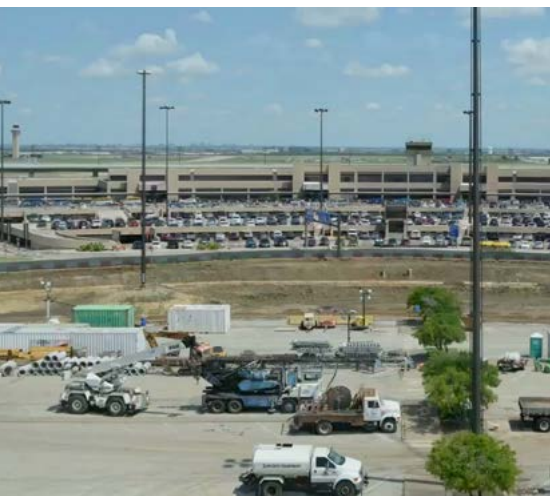


▲ Executive Leadership

Front (L-R) **Ken Buchanan**, **Linda Valdez Thompson**, **Paul Puopolo**

Back (L-R) **Khaled Naja**, **Chad Makovsky**, **John Ackerman**, **Sean Donohue**, **Elaine Rodriguez**, **Chris Poinsatte**

Economic Performance



▲ DFW moved forward with critical construction projects, generating thousands of jobs for the region.

DFW's performance significantly impacts the economic condition of its stakeholders and the economic systems at the local, national and global levels both monetarily and non-monetarily. DFW recognizes that its decisions and stewardship of the organization affect the well-being and long-term prospects for development in the North Texas region through revenues generated, jobs created, investment of capital and the movement of people and commerce.

2020 was an extremely difficult year for the aviation industry. Airports, airlines and all related sectors experienced significant losses in revenues. DFW saw historic drops in passenger levels, but performed better than its peers by entering the pandemic with a strong balance sheet, taking aggressive measures to manage costs, improving liquidity and being good stewards of CARES Act funding. In the last six months of the fiscal year, DFW reduced costs by \$95 million while avoiding furloughs, layoffs or decreases in pay for employees. DFW also provided relief to partners and was the first large airport to return to the market and offer bonds.

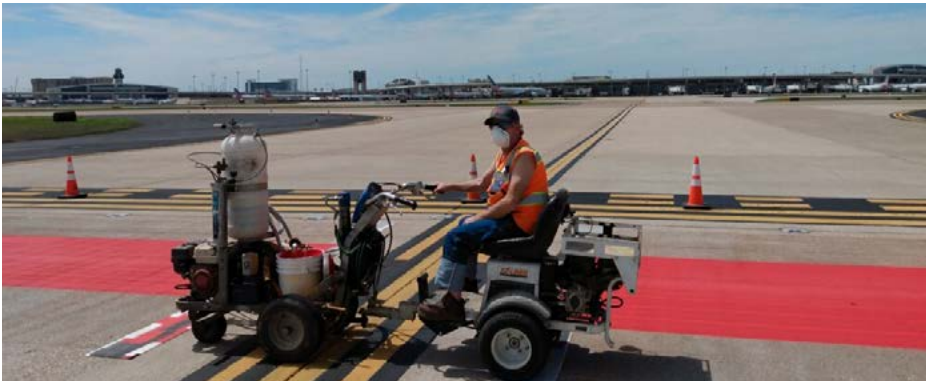
Budgets and Financials

DFW prepares an annual budget that is reviewed with airline tenants and approved by the Board of Directors and the owner cities of Dallas and Fort Worth. Based on the annual budget a forecast is prepared to establish the rates, fees and charges for the upcoming fiscal year. This forecast includes airlines and tenant charges, non-airline revenues and non-operating revenues. Under the Airline Use Agreement, a year-end true-up is prepared and rates are adjusted for the subsequent year. In 2020, DFW did not raise rates for airlines as revenues were down significantly. Audited financial statements and governing documents such as the Debt Policy, Funding Policy, Investment Policy and Airline Use Agreement can be found at dfwairport.com/investors.

In addition, DFW is required under its Continuing Disclosure Agreement to file relevant financial information with the Electronic Municipal Market Access. Occasionally, voluntary disclosures of pertinent information are made on this website as well. These filings are available at emma.msrb.org.



▲ Over 20 passenger airlines and 24 cargo carriers operated at DFW Airport in FY20.



◀ Grant funding supports key infrastructure projects at DFW.

Bonds

Pivoting in the face of pandemic-driven challenges, DFW put together a plan in just 16 days that priced \$2.045 billion of bonds in three transactions. A robust voluntary disclosure campaign provided transparency into the impacts of COVID-19 on DFW. Management, co-financial advisors, underwriters and attorneys teamed to price Series 2020A and 2020B Tax Exempt Joint Revenue Refunding Bonds on July 14 and July 23, respectively, and to price the Series 2020C Taxable Joint Revenue Advanced Refunding Bonds on July 30. To provide DFW with more liquidity, an additional \$200 million of commercial paper was issued. Then, outstanding commercial paper with a value of about \$250 million was refinanced as part of the 2020B and 2020C deals.

In all, the structure produced total savings of \$613 million and net present value savings of \$471 million (24.4%) over the life of the bonds.



DFW Investors Ratings

- Fitch Ratings A+
- Moody's Investors Service A1
- S&P Global Ratings A
- Kroll Bond Rating Agency AA

Grants

In 2020, DFW received more than \$52 million in state and federal grants for essential projects.

Department of Homeland Security	\$200,000	Explosive detection equipment
Transportation Security Administration	\$5,600,000	Replacement of explosive detection systems
Federal Aviation Administration	\$41,100,000	Airfield renovations and terminal enhancements
Texas Commission on Environmental Quality	\$1,900,000	Alternative fueling facilities and electric vehicles
Texas Department of Transportation	\$3,500,000	Electric vehicles, charging stations and supporting infrastructure

Totals are rounded to the nearest 100,000.

Ethics and Compliance



All DFW employees and partners are expected to operate under defined standards for ethical behavior. DFW's Code of Business Ethics provides the foundation for how DFW employees conduct day-to-day business activities with honesty, fairness and integrity. DFW offers a Code of Business Ethics eLearning course that covers general principles behind the Code and everyone's responsibility to conduct business activities in accordance with the Code. All employees must complete the course every other year, and executive leaders must do so annually.

- Code of Business Ethics eLearning completions: 2,048

Employees can anonymously report suspected unethical activity to a third party by phone or online 24 hours a day, seven days a week. The third party collects information and reports to the DFW ethics committee for further review and follow-up. Information on how to access the ethics line is available on the intranet and is posted in hard copy across all facilities. In addition, issues can be addressed with management and will be handled in accordance with DFW's non-retaliation policy.

Innovation

DFW recognizes that its ability to quickly imagine and deploy innovative solutions will be a determining factor in its ability to remain a leader in the industry and region. A dedicated team is charged with discovering, testing and scaling new solutions to transform travel and DFW's operations. DFW's plans today must reflect the airport of the future in terms of digitalization, technology, customer and employee learning and engagement.

The world is moving forward at an exceedingly rapid pace and the impacts of the COVID-19 pandemic make forecasting an almost impossible task. Digitization and advancement of technology introduces new possibilities for touchless automation, efficient mobility and data-driven decision-making that helps deliver enhanced passenger safety, as well as a more personalized customer experience.

While COVID-19 has been a tremendous challenge to our industry, the pandemic has accelerated innovation and the ecosystem players' demand for it. Our teams have collaborated across industries and, doubled down on partnerships with airlines, universities, corporate innovation teams and new and emerging start-ups, working to solve developing challenges to our business.



▲ Innovation and ETAM are working collaboratively on leading edge projects and technologies like 3D printing.

CORE FOCUS AREAS AND 2020 ACCOMPLISHMENTS

Efficient Mobility and Automation

- Piloted autonomous passenger vehicle
- Piloted self-service bag drop technology

Safety and Security

- Piloted new screening technologies in partnership with TSA and airlines
- Tested enhanced cleaning technologies
- Researched and implemented thermal cameras for temperature checks

Frictionless Passenger Journey

- Demonstrated alternate reality / virtual reality passenger experiences in the terminals

New Ventures

- Implemented a cargo community system to support DFW's cargo partners with digital applications for slot booking and data insights

Data-Driven Decision-making

- Piloted data analytics program using global travel spending insights to inform recovery
- Launched consumer research program to understand customer trust in travel recovery efforts

Innovation Training

- Delivered Innovation Mindset training to 165 employees
- Introduced monthly thought leadership sessions to bring innovation and technology education to employees

2020 GRI Content Index

	Disclosure	Description	Cross-Reference or Answer
Organizational Profile	102-1	Name of the organization	Dallas Fort Worth International Airport
	102-2	Activities, brands, products, and services	dfwairport.com/business/about/facts/
	102-3	Location of headquarters	2400 Aviation Drive DFW Airport, TX 75261
	102-4	Location of operations	dfwairport.com/contact/
	102-5	Ownership and legal form	dfwairport.com/business/about/investors/disclaimer/
	102-6	Markets served	dfwairport.com/business/about/facts/
	102-7	Scale of the organization	dfwairport.com/business/about/facts/
	102-8	Information on employees and other workers	Employee Support and Development, pp. 32-33
	102-9	Supply chain	Driving Economic Vitality, pp. 48-49
	102-10	Significant changes to the organization and its supply chain	None
	102-11	Precautionary Principle or approach	ESG Strategy, p. 7 Protecting the Environment, p. 17 Leading DFW, p. 55, 58
	102-12	External initiatives	Inside front cover
	102-13	Membership of associations	Environmental Partnerships, p. 19 Social Partnerships, pp. 29, 45, 47 Governance Partnerships, p. 56
Strategy	102-14	Statement from senior decision-maker	Message from the CEO, p. 2
	102-15	Key impacts, risks and opportunities	Message from the CEO, p. 2
Ethics and Integrity	102-16	Values, principles, standards, and norms of behavior	About DFW, p. 5 Ethics and Compliance, p. 62
	102-17	Mechanisms for advice and concerns about ethics	Ethics and Compliance, p. 62
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	102-35 through 39	Regarding Remuneration	apps.dfwairport.com/board/
Stakeholder Engagement	102-40	List of stakeholder groups	Inside Front Cover About DFW, p. 4 ESG Strategy, p. 7 Environmental, pp. 8-9, 25 Social, pp. 28-29, 32-35, pp. 45-49 Governance, pp. 55-59
	102-41	Collective bargaining agreements	NA
	102-42	Identifying and selecting stakeholders	Inside Front Cover About DFW, p. 4 ESG Strategy, p. 7 Environmental, pp. 8-9, 25 Social, pp. 28-29, 32-35, pp. 45-49 Governance, pp. 55-57
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	102-44	Key topics and concerns raised	About DFW, p. 4 ESG Strategy, p. 7 Feature, pp. 10-13 Environmental, pp. 8-9, 25 Social, pp. 28-29, 32-35, pp. 45-49 Governance, pp. 55-57
	102-45	Entities included in the consolidated financial statements	DFW Investors/Financials
	102-46	Defining report content and topic boundaries	Inside Front Cover
	102-47	List of material topics	Table of Contents
Reporting Practice	102-48	Restatements of information	None
	102-49	Changes in reporting	None
	102-50	Reporting period	All data in the ESG Report is for FY2020 (October 1, 2019 - September 30, 2020) unless otherwise noted
	102-51	Date of most recent report	2019 ESG Report
	102-52	Reporting cycle	Annual
	102-54	Claims of reporting in accordance with the GRI Standards	This ESG Report references the GRI Standards
	102-55	GRI content index	GRI Index
	102-56	External Assurances	None

* DFW's 2020 ESG Report applies the 2016 version of the GRI Standards; "2016" refers to the Standards issue date, not the date of information presented in this report.

Topic	Disclosure	Description	Cross-Reference or Answer
Economic	GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed Message from the CEO, p. 2 About DFW, p. 4 Driving Economic Vitality, pp. 48-49 Economic Performance, pp. 60-61
		201-2	Financial implications and other risks and opportunities due to climate change 2020 ESG Highlights, pp. 8-9 Energy and Emissions, pp. 20-23
		201-4	Financial assistance received from government Economic Performance, pp. 60-61
	GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported Safety and Security, p. 43
		203-2	Significant indirect economic impacts Driving Economic Vitality, pp. 48-49
	GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers dfwairport.com/procurement
Environmental	GRI 302: Energy 2016	302-3	Energy intensity Energy and Emissions, pp. 22-23
		302-4	Reduction of energy consumption Energy and Emissions, pp. 22-23
	GRI 303: Water 2016	303-1	Water withdrawal by source Natural Resources, p. 24
		303 - 2	Management of water discharge related impacts Natural Resources, p. 24
		303-3	Water recycled and reused Natural Resources, p. 24
		303 - 4	Water discharge Natural Resources, p. 24
		303- 5	Water consumption Natural Resources, p. 24
	GRI 304: Biodiversity 2016	304-2	Significant impacts of activities, products, and services on biodiversity Natural Resources, p. 25
		305-1	Direct (Scope 1) GHG emissions Energy and Emissions, pp. 22-23
		305-2	Energy indirect (Scope 2) GHG emissions Energy and Emissions, pp. 22-23
		305-4	GHG emissions intensity Energy and Emissions, pp. 22-23
		305-5	Reduction of GHG emissions Energy and Emissions, pp. 22-23
	GRI 306: Effluents and Waste 2016	306-2	Waste by type and disposal method Waste and Recycling, p. 26
Social	GRI 401: Employment 2016	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees Total Rewards, pp. 38-39 dfwairport.com/careers
	GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee Learning and Development, p. 37
		404-2	Programs for upgrading employee skills and transition assistance programs Learning and Development, p. 37
	GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees Employee Support and Development, pp. 32-33 Ownership and Governance, pp. 58-59
	GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures Safety and Security, pp. 40-43 Human Trafficking, p. 53
	GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs Building Community, pp. 44-53 Ownership and Governance, p. 58
	GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories Feature, pp 10-15 Total Rewards, pp. 38-39 Safety and Security, pp. 40-43

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Featured on the cover is Maverick, one of three DVOR DME Doppler Radar aircraft navigation towers at DFW Airport. Each of the three towers are named after DFW area professional sports teams, Maverick, Cowboy and Ranger.

Very high frequency omni-directional range (VOR) is a short-range aircraft radio navigation system. Radio signals transmitted from a network of fixed ground radio beacons guide aircraft traversing into, out of or through DFW. The navigation system uses very high frequencies between 108.00 and 117.95 MHz and is the international standard for air navigational systems. Distance measuring equipment (DME) measures the distance between an aircraft and the ground through radio navigation technology.

When paired with VOR, DME transponders provide aircraft with two-dimensional navigation capabilities. Maverick, Cowboy and Ranger enable those flying within the DFW airspace to understand their position and stay on their intended path.

DALLAS FORT WORTH
INTERNATIONAL AIRPORT
P.O. Box 619428
DFW Airport, TX 75261

community@dfwairport.com
www.dfwairport.com

@DFWAirport



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