

2016 ENVIRONMENTAL, SOCIAL & GOVERNANCE REPORT





This Environmental, Social and Governance Report represents an evolving approach to reporting DFW's environmental advancements, our relationships with employees, suppliers, customers and our community, and the governance of DFW Airport. This unique design allows us to give readers information on each area separately, while providing an overview of how DFW's environmental, social and governance efforts work together to advance the interests of our customers and the communities we serve. As stewards of this great asset to the region, our commitment is to ensure DFW remains a leader in the aviation industry.

2016 was another strong year for Dallas Fort Worth International Airport with several landmark achievements for our team of nearly 2,000 employees. DFW became the first airport in North America to achieve carbon neutral status, we finalized the renovation of Terminal A as part of our Terminal Renewal and Improvement Program, and once again, we surpassed our business diversity and development goals in all categories.



## Environmental

Adding to our achievement of carbon neutral status, DFW was honored as the first airport to receive the EPA Climate Leadership Award. Recognition of this magnitude comes from years of work laying a foundation of sustainability. Innovative energy practices designed to reduce our emissions and carbon footprint are among the strategies that are now paying dividends. Our efforts with noise control, wildlife management and NextGen are regarded as best in airports around the world.



## Social

Our expanding definition of Social Engagement encompasses our efforts in the community, business diversity and development and employee volunteerism. Each year since 2012, the Airport has awarded more than 35 percent of its business contracts to disadvantaged, small, minority and women-owned firms. This year, the economic impact of our business diversity programs accounted for 7500 jobs and \$366 million in associated payroll.

The impact of DFW on the surrounding community goes beyond the financial. Our employees are actively engaged in volunteer activities through United Way Days of Caring and a host of other organizations. Community Engagement has a place of prominence in our Strategic Plan, emphasizing the importance we place on sharing our success beyond the boundaries of DFW.



## Governance

The DFW Airport Board is the main body responsible for governing DFW Airport. The rich diversity and experience of our DFW Board of Directors brings a unique perspective and allows the board to guide the Airport in a manner that benefits all stakeholders.

## To the Future – To What's Next

Every accomplishment of 2016 was possible because of the passion and dedication of our employees and the support of our community. It is a true and lasting partnership, one that we will continue to nurture today and into the future. Together, we look forward to what's next.

Sean Donohue

CHIEF EXECUTIVE OFFICER

Our actions today affect the

# next generation



DFW Airport embraces sustainability as a way to protect our environment, support our neighbors and develop our business. We are taking the steps today to ensure tomorrow's success.





DFW Airport meets the world's growing demand for air travel in a responsible way. To the Airport, being "trusted with tomorrow" means balancing fiscal responsibility with safe operations and reducing impact on the environment. The Airport shares these benefits with the communities served.

DFW Airport recently completed its Sustainability Management Plan, which has outlined a strategy to enhance our sustainability programs for years to come. The plan identified short, medium and long-term actions to reach targets and further integrate sustainability into DFW culture. Implementation and monitoring plans were also developed to allow the Airport to evaluate progress and create a cycle of continuous improvement.

The Airport's triple bottom line approach — people, planet, profit — has been divided into multiple focus areas.

By operating so our business, environmental and social interests interconnect, DFW Airport has positioned itself as a strong corporate and community partner, a recognized industry leader and an organization poised to thrive for the long term.

Environmental  
Program Manager  
Kris Russell

Employees enjoy annual  
Earth Day event hosted  
by DFW Airport.





First North American Airport to  
Achieve Carbon Neutral Status



CLIMATE  
LEADERSHIP  
AWARDS

First Airport to Receive the U.S.  
Environmental Protection Agency (EPA)  
Climate Leadership Award for  
Greenhouse Gas Management



Airport Headquarters LEED  
Certified Silver Building



Recognized as 6th Largest  
Green Power User Among Local  
Governments in the U.S. by EPA

*"DFW Airport is honored to be the first Airport recipient of the EPA Climate Leadership Award for Excellence in Greenhouse Gas Management (2016), among other environmental distinctions. We are committed to leadership in sustainability and environmental best practices and will continue to proactively seek new advancements and achievements which reduce our carbon footprint and positively impact our people, our surrounding communities and stakeholders and, ultimately, our world."*

*Robert Horton*

*VICE PRESIDENT  
ENVIRONMENTAL AFFAIRS*



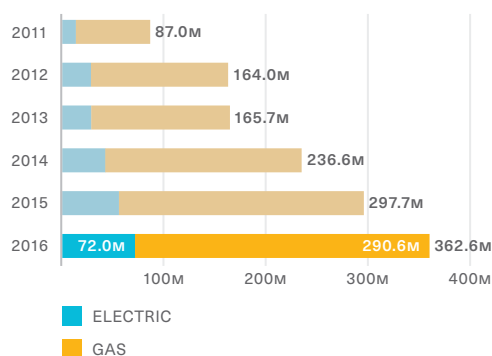
# Sustainability Indicators

DFW's performance-based system allows it to evaluate and continually improve environmental processes. With the increased global focus on climate change and the associated impacts of industrial activities on the environment, DFW has shifted our focus toward protecting and preserving the environment for future generations. Our goal is to employ a holistic approach to managing the environmental aspects at our airport through the proper application of the principles of sustainability.

## Recycled Municipal Solid Waste

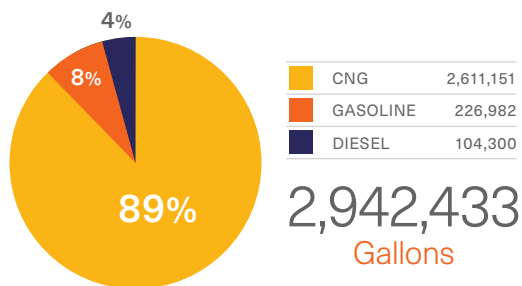
2,572  
TONS

## Cumulative Energy Saved (kWh) IN MILLIONS

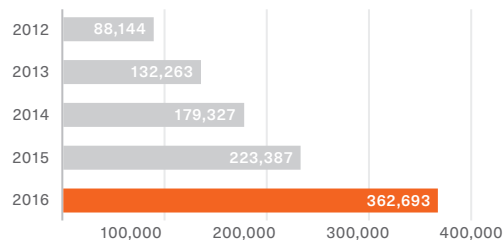


Over 180,000 tons of construction and demolition materials pulled from terminal renovations under the Terminal Renewal and Improvement Program (TRIP) have been recycled or diverted from landfills

## DFW Fleet Fuel Consumption



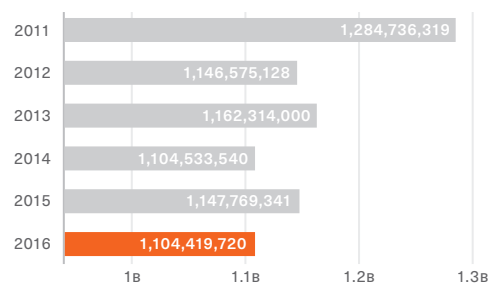
## Cumulative Emissions Reductions (MT CO<sub>2</sub>e)



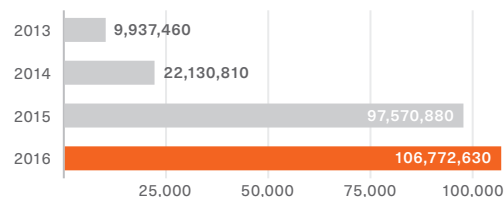
## Take-Offs and Landings

673,830

## Potable Water Used (Gallons) IN BILLIONS

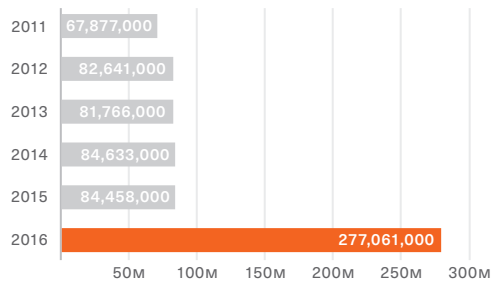


## Reclaimed Water Used (Gallons)





### Renewable Electricity Consumed (kWh) IN MILLIONS



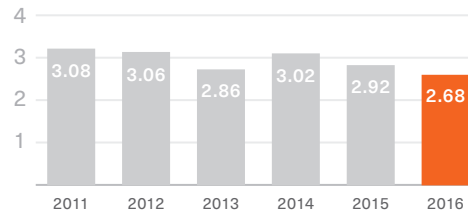
DFW partnered with neighboring cities to create a reclaimed water delivery system to conserve potable water in the region, reducing consumption by over 100 million gallons per year.



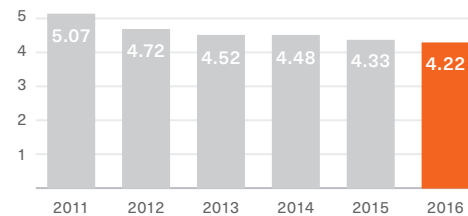
Passengers

65,726,296

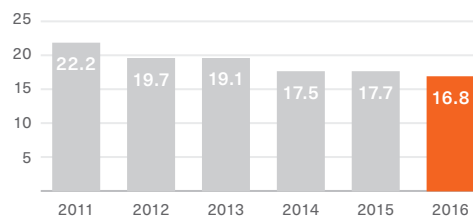
### Direct Energy Consumed per Passenger (kWh)



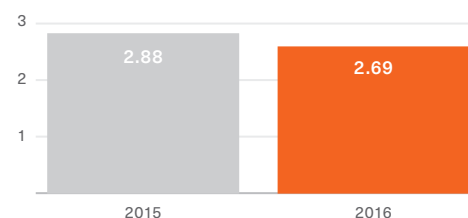
### Electricity Consumed per Passenger (kWh)



### Water Used per Passenger (Gallons)



### CO<sub>2</sub> Emissions per Passenger (kg CO<sub>2</sub>e)



DFW recognizes that environmental improvement is an economic, social and business imperative for the Airport and for the surrounding communities. Sustainability touches everyone, and this work helps ensure a brighter tomorrow for children, as well as Dallas-Fort Worth partners and neighbors.

# Environmental Outreach

## World Travel & Tourism Council and DFW Team Up to Clean Up at Trinity River Audubon Center

DFW Airport is committed to supporting environmental health and preservation. By partnering with World Travel & Tourism Council – Tourism Cares,



DFW employees volunteered as part of the World Travel & Tourism Council's "Tourism Cares" volunteer event, held at the Trinity Audubon Center in Dallas.

## Botanical Research Institute of Texas' Green Revolution E-STEM Career Day

DFW Airport strives to empower communities through education and outreach, such as its participation in the Botanical Research Institute of Texas' Green Revolution Career Day. Green Revolution is an "out-of-school leadership program" that uses E-STEM (Environment, Science, Technology, Engineering, Math) as a platform for developing growth mindsets.

Environmental Program Manager Asciatu Whiteside brought her profession to life when she shared her college experience, work background, and current work and how it relates to sustainability. Students were given the opportunity to pose questions and engage in a thoughtful discussion.

employees assisted with the renovation and rejuvenation of the Trinity River Audubon Center.

Trinity River Audubon Center has five miles of established trails and many acres of wetland ponds and grasslands. Volunteers helped these diverse ecosystems by clearing and expanding existing trails, removing invasive species, restoring native prairies and wetland habitats and planting native grasses and trees.

The Trinity River Audubon Center offers a relaxing getaway from urban life. Located 10 miles south of downtown Dallas, the Audubon is an abrupt turn from the skyscrapers that line the highways where one can bird watch in the mornings or go kayaking down the Trinity River.

Employees are helping to keep the Audubon pristine for all North Texas residents and tourists around the world.

The purpose of the career day was to inspire the students to pursue a path toward an E-STEM career. DFW strongly believes that investing in today's youth and instilling in them the passion to follow an E-STEM career will drive momentum forward for tomorrow.

The Botanical Research Institute of Texas is located in the Cultural District of Fort Worth and focuses on conservation and knowledge sharing.



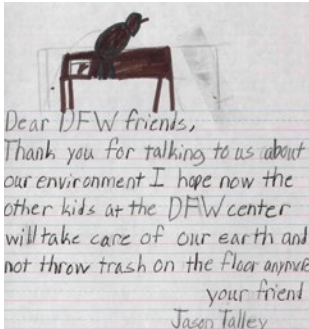
Students at the Botanical Research Institute of Texas' Green Revolution Day explore the local environment.





## Earth Day DFW Plants Seeds of Interest

For the past eight years, DFW Airport has invited local schools to participate in the DFW Airport Earth Day Youth Celebration. Last year, DFW engaged the youth in an interactive learning



*Special thanks from an Earth Day Youth Celebration participant.*

experience that provided exposure to science, environmental stewardship and innovation, by having each student build a terrarium.

The terrarium learning activity was an enjoyable, hands-on activity that introduced

the students to the significance of environmental preservation by understanding the complexity of the Earth's physical and chemical cycles.



With 1000 succulent plugs, 1000 clear boutonniere boxes, 160 pounds of potting soil, 600 pounds of pea gravel and lots of hand sanitizer and hand-wipes, more than 800 children made their own take-home terrariums.

DFW will continue to identify opportunities where young innovators can be nurtured by technology, science and sustainability.



# Noise Management



DFW has made significant investments to reach our sustainability objectives, which include noise management. Our proactive approach includes active and ongoing community engagement, as well as complaint response, monitoring of aircraft flight tracks and noise, compatible land use planning and partnering with FAA, the aviation industry and local communities on FAA's NextGen implementation. As a result of our ongoing Community Engagement initiatives, DFW has more than 1,800 operations daily and fewer than two noise complaints each day.

## Monitoring Aircraft Noise

DFW actively monitors aircraft noise levels through permanently mounted noise monitors located in nine cities and three counties to ensure actual aircraft noise levels are consistent with predicted noise levels. Monitoring encompasses aircraft flight paths over local communities to ensure flight paths are compliant with agreed commitments with local communities.

## NextGen

In 2015, DFW began a series of briefings to local communities about FAA's NextGen implementation nationally and how it relates to DFW Airport and its surrounding communities. The Airport partners with FAA and NASA on NextGen implementation nationally and serve as a test bed for NextGen initiatives.

FAA NextGen airspace safety and efficiency improvements are enabling FAA to guide and track aircraft more precisely on direct routes, reducing congestion, delays, fuel burn, emissions and noise. Constant advances in airframe and engine technology have resulted in significant reductions in aircraft noise emissions, enabling airlines to phase out noisier aircraft in favor of quieter, more efficient aircraft, such as airlines' phase out of older fleets in favor of quieter, modern aircraft with more efficient engines.



Our partners are reaching the



level



"We all thrive when business relationships reflect a robust and diverse business community. The numbers tell a great story, but the numbers only tell half of the story. The rest of the story is a personal one, and it's about the ripple effect on our community – it's about jobs and people. Jobs supported by DFW's business diversity initiatives increased 12 percent, which means our job growth associated with business diversity grew faster than the 7 percent job growth for the region, and we are proud of that."

Linda Valdez Thompson

EXECUTIVE VICE PRESIDENT OF  
ADMINISTRATION AND DIVERSITY

# strong



According to a 2016 study conducted by The Perryman Group (TPG), \$1.2 billion is contributed to the North Texas economy by engaging disadvantaged, small, minority and women-owned businesses (D/S/M/WBE). The Airport's business diversity programs account for 7500 jobs and \$366 million in associated payroll.

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### **PERRYMAN** **GROUP**

*"DFW Airport is a large and growing source of opportunity for businesses that are small or owned by women or minorities. In turn, those businesses generate economic activity across the economy. The recent trend in the magnitude of diversity program awards (contract values) indicates the ongoing success of these initiatives and reflects the continuing commitment of Dallas Fort Worth International Airport to the entirety of its constituent community."*

**Ray Perryman**  
CEO, THE PERRYMAN GROUP

Diversity is essential in today's business world, and it has proven to yield significant economic results. TPG's study shows a nearly 9-percent increase in the total economic impact associated with firms participating in DFW Airport's diversity and development program since 2013. By collaborating with the business partners, and other champions of diversity in the community, DFW is fostering an environment that is both diverse and economically prosperous.

DFW Airport maintains annual goals for engaging D/S/M/WBE firms in concessions, contracting and subcontracting activities. Each year since 2012, the Airport has awarded more than 35 percent of its business contracts to D/S/M/WBE firms.





During the past several years, DFW has worked to bring new contractors and concessionaires into the Airport, as well as grow the capacity of subcontractors into primes. DFW is proud to showcase two new contractors and one new concessionaire, and two successful contractors who have grown from subcontractors into primes.



**James Harrison**  
HARRISON KORNBURG ARCHITECTS

Harrison Kornberg Architects' design contract with DFW's Design, Code and Construction team is not our first contract with the Airport, but it is the first contract in which we are the prime contractor. Attending DFW's outreach events and pre-proposal meetings gave us a greater understanding of how to do business with DFW. The experience and due diligence enabled us to prepare our proposals in a manner that warranted strong consideration.



**Jan Moye**  
MOYE CONSULTING

Moye Consulting has sustained a relationship with DFW for 12 years, offering information technology consulting services related to infrastructure projects. Founded in 2002, I was the sole employee. Today, there are 10 more people

in our core team, with many more employed. We now have locations in Atlanta and Los Angeles, as well as the main office in Irving.



**Rosa Navejar**  
THE RIOS GROUP

The Rios Group has used its expertise to foster a collaborative relationship with DFW Airport. Through our extensive knowledge, we were able to provide subsurface utility engineering services to the Project Management and Design teams on the Terminal A parking garage renovation. As our ambitions have grown, so have we, with offices in downtown Dallas, The Woodlands, Round Rock and San Antonio, as well as our headquarters in Fort Worth.



**Huy Pham**  
INNOVATIVE RETAIL GROUP LLC

Innovative Retail Group LLC has held a presence in the DFW Airport

since opening two restaurants. In a joint venture with FGR Foods, Innovative Retail Group LLC has opened Uno Due Go and Au Bon Pain. You can find an Uno Due Go in both Terminal C and Terminal E. Au Bon Pain has four separate locations at DFW Airport. Two of them are located in Terminal C; one is in Terminal A; the other is in Terminal D.



**Joe Reyes**  
REAL NETWORK SERVICES, INC.

Real Network Services, Inc., began working with DFW in 2005 as a fifth-tier subcontractor with hopes of someday becoming a prime contractor. That first project was the Automated People Mover. We had seven employees. By 2008, Real was awarded its first contract as a prime contractor. Today, Real employs 42 people. Through our work with DFW, we gained visibility and brand recognition.

## DFW Programs

### **Disadvantaged Business Enterprise (DBE)**

- > Federal Program
- > 51% owned and controlled by one or more socially and economically disadvantaged individuals
- > Business size based on Small Business Administration size standards
- > Economically disadvantaged
- > Personal Net Worth Threshold

### **Airport Concession Disadvantaged Business Enterprise (ACDBE)**

- > Federal Program
- > Airport Concession
- > 51% owned and controlled by one or more socially and economically disadvantaged individuals
- > Business size based on Small Business Administration size standards
- > Economically disadvantaged
- > Personal Net Worth Threshold

### **Minority and Women Business Enterprise (MWBE)**

- > 51% owned and controlled by one or more minority individuals or by one or more female individuals
- > Socially disadvantaged

### **Small Business Enterprise (SBE)**

- > Business size based on Small Business Administration size standards
- > Economically disadvantaged

# Champions of Diversity



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Front row:

Sou Lam, John Avila,  
Betty Manetta, Sophia  
Johnson, Randle Howard,  
Charles Griggsby,  
Dr. Jim Rodriguez,  
Alfonso Garza, Yen Ong

Second row:

Grace McDermott,  
Debbie Hurst, Margo Posey,  
DeVoyd Jennings,  
Anuj Patel, Ricardo Ortiz,  
John Martinez, Wilton  
Munnings, Galileo Jumaoas

For DFW's annual Champions of Diversity awards, DFW invited 12 advocacy partners to engage in the process and nominate up to three businesses from a full list of active prime contractors and subcontractors that hold membership in each advocacy partner organization. Honorees were selected based on criteria for how they support each advocacy organization, as well as how nominees support diversity in every aspect of their business organization, operations and relationships.

"Through our Champions of Diversity awards, we reaffirm our steadfast commitment to diversity and recognize those businesses whose dedication to diversity align with DFW's focus," said Linda Thompson, EVP of Administration and Diversity. "We applaud all of the nominees and winners. Our work together is changing people's lives."



^  
Vice President of Business Diversity and Development Tamela Lee  
honoring Champions of Diversity

## The 2016 Champions of Diversity Award Recipients Are:

- > **Ad-A-Staff, Inc.**, nominated by the U.S. Pan Asian American Chamber
- > **Alpha Business Images, LLC**, nominated by the DFW Minority Supplier Development Council
- > **Argent Associates**, nominated by the Women's Business Council Southwest
- > **Arredondo, Zepeda & Brunz, LLC**, nominated by the Regional Hispanic Contractors Association
- > **Facility Interiors Inc.**, nominated by the Dallas Black Chamber of Commerce
- > **R.D. Howard LLC**, nominated by the Fort Worth Metropolitan Black Chamber
- > **Southwest Concessions, Inc.**, nominated by the Greater Dallas Hispanic Chamber
- > **Thos S. Byrne, Ltd.**, nominated by the Fort Worth Hispanic Chamber of Commerce
- > **5G Studio - Collaborative, LLC**, nominated by the Greater Dallas Asian American Chamber



# Business Diversity Awards



**Buy Those That Buy Us Award**  
Dallas/Fort Worth Minority Supplier Development Council

**Driving Diversity Award Corporation of the Year**  
Greater Dallas Asian American Chamber of Commerce

**Pillar Award Public Entity of the Year**  
Regional Hispanic Contractors Association

**Corporate Partner of the Year**  
Dallas Black Chamber of Commerce

**Outstanding Public Sector Award**  
Black Contractors Association

**Trailblazer Award**  
Women's Business Council Southwest

*Buy Those That Buy Us Award*



*Trailblazer Award*



*Outstanding Public Sector Award*



*Pillar Award Public Entity of the Year*



# Economic and Social Impact

The Airport will continue to encourage and foster the development of disadvantaged, small, minority and women-owned businesses. We seek to increase their capacity by establishing specific programs to foster full and fair opportunities in all areas of the Airport's business. The impact of DFW puts us on par with the largest employers in the region and equates to a payroll of \$12.5 billion.

**\$37 BILLION** Economic Activity Across North Texas Attributable to DFW Total Economic Output

*"DFW Airport continues to play an important role in generating prosperity and purpose for all of North Texas. We aren't just a place where jets take-off..."*

**we are a place that helps businesses take-off."**

*Tamela Lee*  
VICE PRESIDENT  
BUSINESS DIVERSITY  
AND DEVELOPMENT



## Revenues

### ACDBE & MBE PARTICIPATION - CONCESSIONS

Total Gross Revenues: \$378.5M  
ACDBE: \$155.5M (41.1%)  
Non-ACDBE: \$215.2M (56.9%)

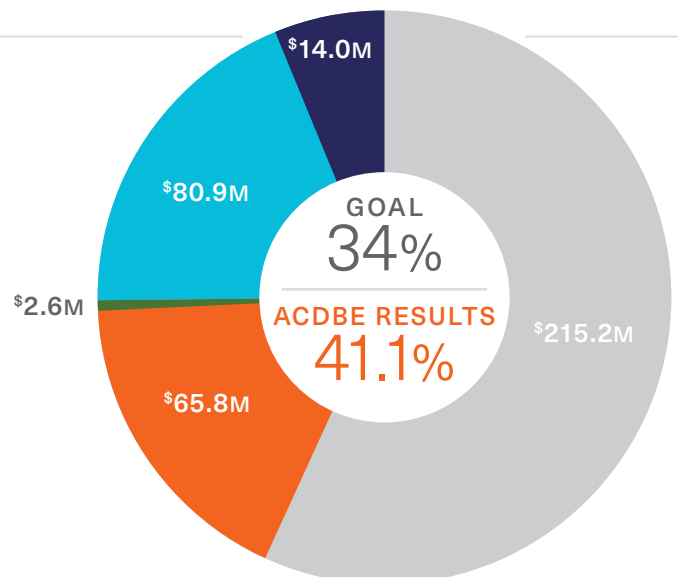
NON-ACDBE	56.9%
AFRICAN AMERICAN	17.4%
ASIAN AMERICAN	0.7%
HISPANIC AMERICAN	21.4%
WHITE FEMALE	3.7%

ACDBE = Airport Concessions Disadvantaged Business Enterprise  
M/WBE = Minority and Women Business Enterprise

## DFW Programs

DFW is committed to serving customers of all races, genders and ethnic groups. The Airport complies with Federal regulations with a comprehensive effort to proactively utilize people and technology to speak multiple languages and address the cultural awareness needed in a global industry.

- > 700 Ambassadors speaking over 38 different languages
- > AT&T language assistance phone line
- > Bilingual Board employees are available for assistance
- > New technology in our Customs area providing language choices through live Skype services





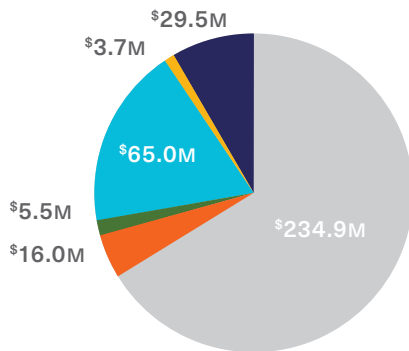


## Overall D/S/M/WBE Participation by Type and Category

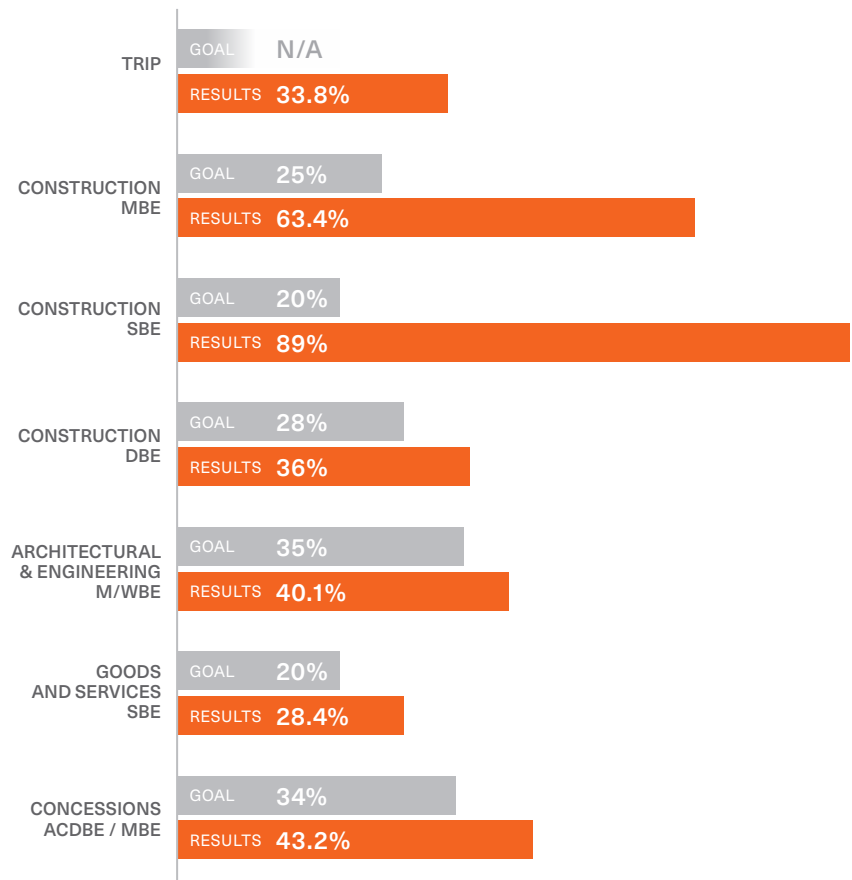
### TRIP PARTICIPATION

(Includes Architectural & Engineering and Construction-Related Industries Combined)

Total Amount Paid: \$355.0M  
M/WBE: \$120.1M (33.8%)  
Non-M/WBE: \$234.9M (66.2%)



NON-M/WBE	66.2%
AFRICAN AMERICAN	4.5%
ASIAN AMERICAN	1.6%
HISPANIC AMERICAN	18.3%
NATIVE AMERICAN	1.0%
WHITE FEMALE	8.3%

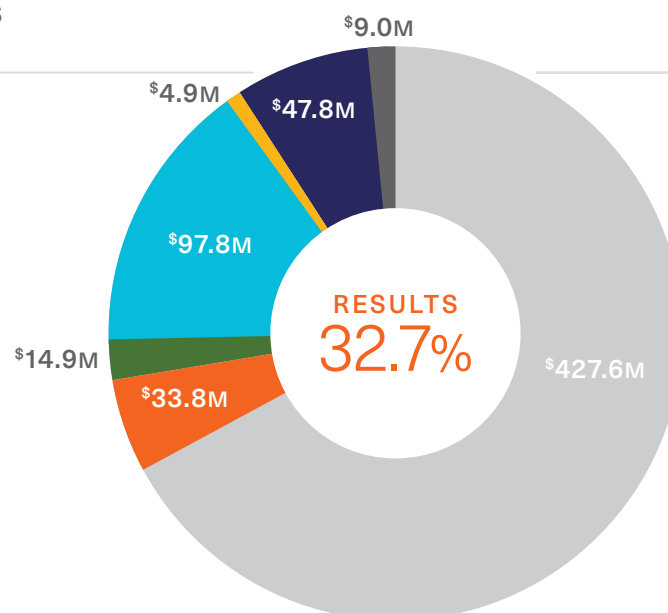


## Expenditures

### PARTICIPATION - ALL CATEGORIES

Total Amount Paid: \$635.8M  
D/S/M/WBE: \$208.2M (32.7%)  
Non-D/S/M/WBE: \$427.6M (67.3%)

NON-D/S/M/WBE	67.3%
AFRICAN AMERICAN	5.3%
ASIAN AMERICAN	2.3%
HISPANIC AMERICAN	15.4%
NATIVE AMERICAN	0.8%
WHITE FEMALE	7.5%
OTHER	1.4%



The following reported numbers reflect Pay Period Activity Reports from October 1, 2015 – September 30, 2016, entered into the B2Gnow system through the time of this presentation.

DBE = Disadvantaged Business Enterprise  
SBE = Small Business Enterprise  
M/WBE = Minority/Women Business Enterprise

\*Includes purchase orders



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L to R: Vice President  
Concessions Zenola  
Campbell, Executive  
Vice President  
Revenue Management  
Ken Buchanan,  
Vice President  
Business Diversity  
& Development  
Tamela Lee, Assistant  
Vice President  
Business Diversity  
& Development  
Suzanne Cruz Sewell

## Outreach Forums

DFW participated in more than 125 business development outreach events in the M/WBE business community. More than 2,000 individuals attended the various DFW-hosted outreach events.

Among the largest events, the Airport's Contracting Opportunity Forum was designed to provide an overview of upcoming solicitations in support of the Infrastructure and Design Division. Looking to network with prospective partners, over 500 consultants, contractors and suppliers filled the seats inside the Hyatt Regency Enterprise Ballroom. Attendees heard from numerous Airport department representatives about current maintenance, supply, construction and professional services opportunities on DFW projects. Businesses were also given the opportunity to sign up for one-on-one sessions with DFW leaders.

Thomas Barnes, vice president of business development for GNS Electric Inc. attended the event to make contacts and secure business for his company. "I came to enjoy the food and get into the conversation," said Barnes. "I learned how much work is available. You're misinformed if you don't show up to these events," he added. "I got to shake the right hands."



^  
Assistant Vice President Project Controls Jack Zill speaks at DFW's Contracting Opportunity Forum designed to provide an overview of upcoming solicitations in support of the Infrastructure and Design Division.





## Capacity Building Program Series

DFW's crowning achievement in outreach was the implementation of the Airport's "Capacity Building Program Series."

The curriculum consisted of educational sessions aimed at supporting both newly-certified firms and encouraging the growth of existing businesses that do business at DFW Airport. Networking opportunities were among the benefits of attending the workshops.



Business Development Manager Guy Toliver facilitates a training session.

"Getting to present my message in front of the Procurement folks at DFW was beneficial. I appreciated the opportunity."

"After the session on the applicable certifications for airport concession business, I left with more information and I can now decide 'if' and 'when' to apply for an ACDBE certification."

"The sessions were entertaining and informative with plenty of networking opportunities. I enjoyed hearing real world experiences."

Participants network and learn strategies to grow their business.

25  
workshops  
offered over the course  
of six (6) months.

488 attendees with a  
95%  
overall  
satisfaction rate



# Rolling Owner Controlled Insurance Program



DFW celebrated the five-year anniversary of our Rolling Owner Controlled Insurance Program (R/OCIP), a ground-breaking program that offers safety, risk management and best practices training in construction management.

Creating a comprehensive insurance and risk management program affords significant cost savings, hazard control and mitigation of construction risks. Additionally, the “rolling” feature allows DFW Airport to apply this coverage to multiple and sizable construction projects.

DFW received the Willis Eagle Award for Excellence in Safety from Willis Towers Watson, which recognized corporate commitment, worker training, active participation and safety innovation.

## Program Stats and Results

Since 2011, the program has surpassed the following key operational metrics:

- > 13 million man-hours were worked without any significant losses
- > 14,000 workers attended DFW's Safety Training Sessions



DFW receives Willis Eagle Award for Excellence in Safety from Willis Towers Watson, recognizing the Airport's commitment to safety and collaborative success under R/OCIP.



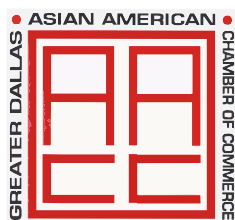
DFW Safety Leadership Advocacy Group kick-off meeting.



# Community Partnerships



DFW's integrated approach to Diversity and Inclusion is founded on lasting partnerships with organizations across the region. The Airport proudly presents the logos of the many valued partners that help in outreach efforts to build an Airport that reflects the communities and customers served.





To ensure an engaged and productive workforce, our first step is to create a meaningful link for employees so they understand their importance in bringing the Strategic Plan to life. It is critical for an employee to understand how their role contributes to the success of the Airport, which begins from the point of hiring and continues throughout an employee's career at DFW.

DFW capitalizes on the diversity of all our employees, ensuring everyone can develop, contribute and be fully engaged. Hiring practices are designed

*Front Row:*

*Thuy Cobb, Glenn Miyashita,  
Ron Duncan, Vanessa Martin,  
Priscilla Cauley*

*Second Row:*

*Sean Donohue, Robert Mitchell,  
David Nava, Jackie Carter,  
Robert Horton, Sherry Carter,  
Linda Valdez Thompson*



to increase the diversity of the multifaceted workforce and embed a philosophy of inclusion, which is reinforced with a new Diversity and Inclusion strategy.

## Leadership in Diversity Award

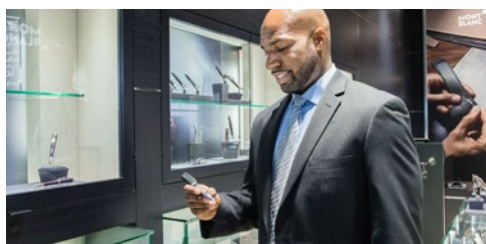
DFW honors the employees who strengthen the culture of diversity and inclusion through their work and interactions with others, and create an environment where everyone feels included.

### MEET THIS YEAR'S WINNERS:

- › **Priscilla Cauley**  
Process Improvement Manager
- › **Thuy Cobb**  
Parking Business System Administrator
- › **Vanessa Martin**  
DCC Program Administrator
- › **Ron Duncan**  
Contracts Manager
- › **Glenn Miyashita**  
Assistant Vice President Capital Planning



D&I is defined as recognition and appreciation for the differences and uniqueness of all employees, where everyone is included as part of the community. We are engaging the unique talents of all individuals in the organization by creating a diverse and inclusive culture.



## BUSINESS CASE

Workforce is the bridge between the workplace and the marketplace. As consumers become more diverse, the workforce must reflect the global community in which we do business.



## EXECUTIVE TEAM SETS THE PACE

Our Executive Team's support sends a clear message to our employees that D&I is critical to the success of our company.



## DIVERSITY LEADERSHIP COUNCIL

Our Diversity Leadership Council is a cross-functional team of senior leaders who advocate for our D&I initiatives.



## EMPLOYEE RESOURCE GROUPS

Employee resource groups are groups of employees who join together in their workplace based on shared characteristics or life experiences.



## TRAINING AND EDUCATION

DFW's D&I training and education increases cultural awareness, knowledge and inclusion skills.



## MENTORING AT DFW

Over the years, we have provided mentorship programs for women and young leaders. Due to the importance of this program, formal, structured mentoring programs will be based on the number of available mentors.

*"Our present and future organizational success is highly dependent upon leaders continually leveraging the skills, background and vast knowledge our employees possess. As we do, we enhance our individual and collective effectiveness — and we significantly increase our ability to delight our customers."*

**Ollie Malone, PhD**  
VICE PRESIDENT  
HUMAN RESOURCES

*"To be truly inclusive means going back to the basic values we learned as humans, which is to treat everyone with dignity and respect. To thrive as an organization, you must understand the basics. When we developed the DFW Belief 'You're Important,' it shows we understand valuing the uniqueness of our employees."*

**David Comeaux**  
ASSISTANT VICE PRESIDENT  
WORKFORCE DIVERSITY



# Employee Resource Groups



## Supporting, Engaging, Recognizing Veteran Employees

SERVE became the newest employee resource group at DFW and kicked off its inaugural year with a Veterans Day event. It featured a Color Guard presentation by Arlington Independent School District Junior Reserve Officer Training Corps (JROTC), recognition of veterans and military branches and a keynote speech from Major General Will Latham.

### Other accomplishments included:

- > Formalized Charter, Mission statement, Vision and Logo
- > Participated in the Aviation & Transportation Career Expo



## Women's Initiative Network

WIN once again planned and hosted the annual women's conference, extending a networking and educational opportunity to the women of DFW. More than 450 women attended the event. The theme was Altitude\*Aptitude\*Attitude. Industry-leading customer experience expert Myra Golden gave her top tips on how to surprise and delight customers. A highlight of the year for WIN was the open membership drive, allowing all DFW female employees to participate in the WIN employee resource group.

### Other accomplishments included:

- > Participated in the annual school supply drive for United Way
- > Assistance with the Traveler's Aid Golf Tournament
- > Attended 2016 Harvesting Partnerships hosted by the Women's Business Council – Southwest (WBCS)
- > Attended the Women of Visionary Influence (WOVI) Luncheon
- > Endorsed LiveWell on a mobile mammogram for the benefit of all DFW women
- > Participated in the DFW Aviation Expo
- > Held a StrengthsFinder Workshop

## Hispanic Outreach by Leaders in Action

HOLA planned and hosted its annual Hispanic Heritage Month event. The theme was "Embracing, Enriching, Enhancing America," which explored Hispanic heritage and its influences in music, art, food, science and medicine. Renowned chef Lorena Garcia, who had recently opened her new restaurant TAPAS y Cocina in Terminal A, was the guest speaker. Garcia shared her story of success and the role of Hispanic culture in America. Another achievement from HOLA was supporting the Parents Step Ahead organization for the 7th consecutive year by providing employee-contributed baskets to raise donations.

### Other accomplishments included:

- > Volunteered by providing a review of Spanish literature published by DFW Airport
- > Held a Social Media Education Event for members followed by a Dia de Los Muertos observance
- > Attended the DFW Aviation Expo
- > Lead the annual back to school supply drive and donated supplies to Mi Escuelita and the Lena Pope Home





## African Americans Collaborating Towards Inclusion, Outreach, Networking

For the 14th year in a row, AACTION celebrated Black History Month with an exciting event. Former Supremes member Mary Wilson was the guest speaker. She spoke on the theme of "Dare to Dream." Wilson shared stories of her time with the Supremes and discussed the importance of pushing through adversity to achieve your goals. AACTION also held an African American Music Appreciation contest where the winner received three tickets to Dreamgirls – The Musical.

### Other accomplishments included:

- > Participated in National Walking Day
- > Attended 2016 Fort Worth Black Chamber Annual Luncheon
- > Attended Dallas Black Chamber Quest for Success Luncheon
- > Held a book review on the Ideal Team Player
- > Participated in the Aviation & Transportation Career Expo

## Leading Excellence in Asian American Development

LEAAD planned and hosted its 6th annual Asian-Pacific American Heritage Month event. Corporate motivational speaker Celia Young performed the keynote address. Young challenged employees to evaluate themselves to see what kind of communicator they are and how that style fits within the organization. LEAAD also held a roundtable with Executive Vice President of Infrastructure and Development Khaled Naja. The discussion focused on professional development.

### Other accomplishments included:

- > Hosted the GDAACC Chamber of Commerce Leadership Tomorrow Program Session
- > Attended the GDAACC 2016 Board Installation Dinner
- > Attended the US Pan Asian American Chamber – Southwest 15th Asian Business Expo
- > Supported Back to School Supply Drive

## Future Leaders Initiative

FLI had former Executive Vice President of Operations Jim Crites speak through its F15 (Fast 15) program, which was created as a platform for FLI members to learn and grow from the knowledge of industry leaders. Formatted after the popular online TED Talks, Crites spoke on meta-leadership and the members' role in becoming successful future leaders. FLI also held its 3rd annual signature event. The theme was "Customer Experience Across Generations," and it celebrated the changing airport industry throughout generations, ranging from baby boomers to Generation Z.

### Other accomplishments included:

- > Participated in the Aviation & Transportation Career Expo
- > Supported the Back to School Supply Drive



# Community Engagement

Employees are the heart of DFW. Creating opportunities for DFW employees to express their generosity through their time and talent aligns with DFW's priorities and values.

## Salvation Army Angel Tree

DFW Airport adopted 137 Angels from the Salvation Army Angel Tree. The tree contained profiles of children that include not only what gifts they would like for the holidays, but also which necessities they need, like shoes or a coat.

## United Way

DFW saw an increase in employee participation with 662 donating.

Altogether, DFW employees raised \$334,218.47 for the United Way.



*"Our community engagement initiatives are based on the belief that by operating ethically, being a good steward of our resources, engaging our employees, creating opportunities and maintaining partnerships with our stakeholders, DFW will continue to maximize the Airport's value as a global super hub and economic engine of North Texas."*

*Jesse Crawford*

ASSISTANT VICE PRESIDENT  
COMMUNITY ENGAGEMENT



## ACH Child and Family Services Day of Caring

DFW's Operations Department provided pizza, cake, drinks and conversation to the youth of ACH Child and Family Services. They also played games and had a dance off between some of the DFW Airport volunteers and the kids. The ACH staff reported that it was the biggest turnout of donations they had seen all year.

Many members of Operations who couldn't attend the event donated gifts or money. Their kindness went toward buying gift cards, clothes and toys for the younger children.



## Habitat for Humanity

Employees from DFW's Design, Code, and Construction Department participated in the Cowtown Brush Up in partnership with Fort Worth and Habitat for Humanity. Cowtown Brush Up helps revitalized neighborhoods with a fresh coat of paint on houses in need of refurbishing.

The team painted two houses in Fort Worth.





We strive to create a supportive work environment that educates, encourages and empowers employees and their families to make lifestyle choices that optimize their health, well-being, safety and contribution to the Airport and the community. Through the evolution of DFW's award-winning health and wellness program, DFW will continue to offer employees a benefit that goes beyond physical needs, and helps them define and live their purpose.

## LiveWell

96 percent of employees participated in DFW's wellness program, LiveWell. Our LiveWell mission continues — to educate, encourage and empower employees and their families to make lifestyle choices that optimize their health and well-being — as our LiveWell Program evolves.



## Blue Zones

Last year, DFW introduced Blue Zones, a project to help transform DFW into a worksite where healthy choices are easy. Since January, hundreds of employees have taken the Blue Zones Pledge.

*Employees participated in Blue Zones Purpose workshops to discover their strengths and talents, which can be applied to create purpose in their lives, both personally and professionally. People with purpose are shown to live longer, are happier and more productive.*



*Among DFW's LiveWell accomplishments, we were recognized as one of the nation's*

**"Healthiest  
100  
Workplaces  
in America."**

*The Airport earned 15th place last year among more than 5,000 employers who were considered for the award.*

## American Heart Association Heart Walk

DFW employees laced up their sneakers to join the fight against heart disease at the Airport's first "Heart Healthy Walk" on Saturday, June 4.

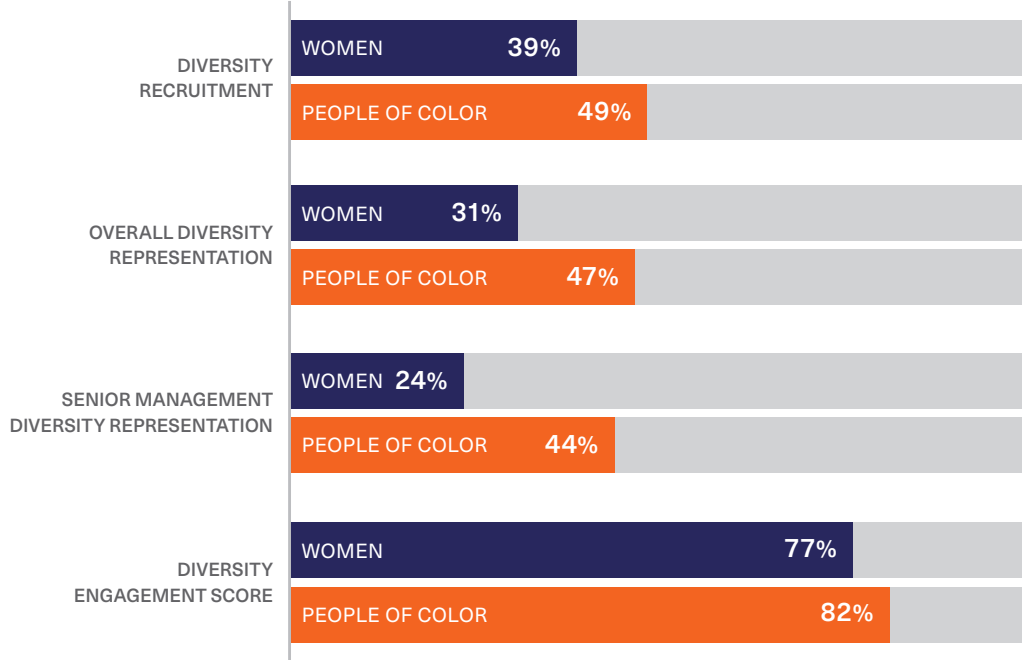
The walk's 200 participants raised more than \$4,200 for the American Heart Association's research, education programs and advocacy efforts.

The event provided Airport employees an opportunity to come together with friends and family in support of physical fitness and health awareness. Employees also earned a LiveWell utilization credit for participating in the event's 1.5-mile walk.





# Workforce Diversity



DFW engages the talent of our employees by creating an inclusive culture. We recognize and appreciate the differences and uniqueness of all employees, where everyone is included as part of the community.

We believe diversity and inclusion is a journey that requires unwavering commitment from all. Because of this, DFW continually evaluates our progress using diversity metrics that guide us in determining areas of change.

## DFW Employees People of Color



## Area Labor Market People of Color



Our leaders are planning our



steps



Successful organizations share a commitment to embracing diverse backgrounds, experiences, and perspectives of thought. DFW's Board of Directors reflects our commitment to Diversity and Inclusion with women and minorities making up over 50 percent of our Board.

This richness of diversity is reflected throughout our region by our Board, our employees, and our stakeholders, who help us achieve our global vision of Travel.Transformed.

## Our Approach to Governance



The members of the DFW Board of Directors reflect the richness of diversity in the North Texas region. Each member is a highly respected leader, recognized for their dedicated community service. They come from diverse backgrounds with decades of experience in aviation, transportation, legal, healthcare, entrepreneurship, finance, marketing, global recruitment and non-profit, public and civic service. Their dedicated governance and service provide exponential benefits to DFW Airport and the surrounding communities.



^  
L to R: Fort Worth Mayor Betsy Price, Dallas Mayor Mike Rawlings, Chairman of the Board Sam Coats.





DFW Airport Board consists of 11 voting members: 7 appointees by the City of Dallas; 4 by the City of Fort Worth. This represents the original investment and ownership of the airport. The Mayors of each city are automatically appointed to the board.

A non-voting seat is held for a one-year term and rotates among the four Host Cities of Irving, Grapevine, Euless and Coppell. The seat is currently occupied by Mayor Karen Hunt of Coppell. The seat rotates every September.

DALLAS BUSINESS JOURNAL



## OUTSTANDING DIRECTORS AWARD

Board and Committee Meetings:  
Number of Hours Served

# 720

Number of Official Board Actions  
(OBAs) the Board approved

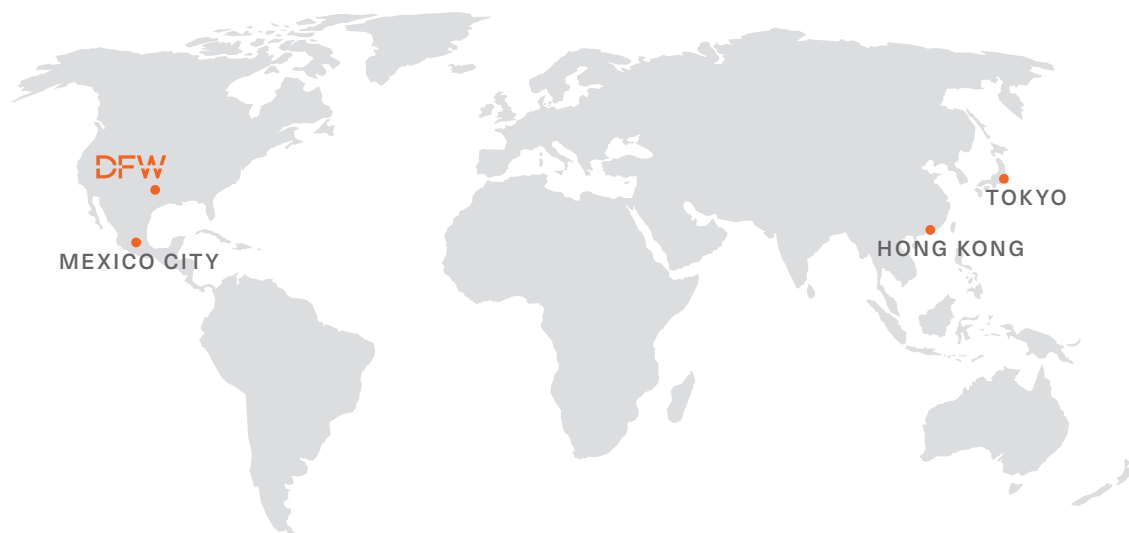
# 313

Total contract value of those OBAs

# \$991,041,051

*Actions are approved through Official Board Actions (OBAs). Board responsibilities include: Policy, Contracts, Land Leases, Concessions, Annual Budget, Financing, Rules and Regulations.*

Participation in Mission Trips






# DFW

**Dallas Fort Worth  
International Airport**  
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DFW Airport is committed to Sustainability.

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