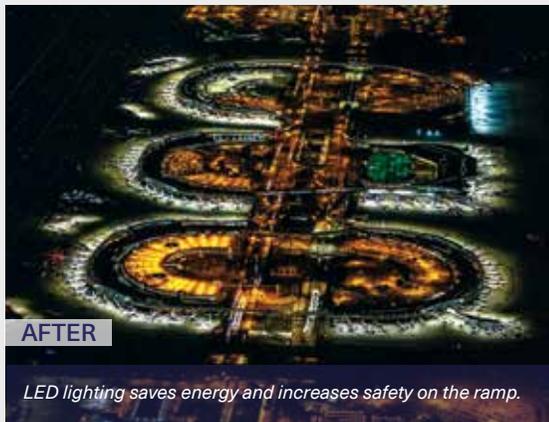


Shaping the
FUTURE





Featured On the Cover Ramp Lighting Project

In 2019, DFW upgraded the terminal ramp lighting to energy efficient LED technology with funding from a Federal Aviation Administration (FAA) Energy Efficiency grant. The new LED fixtures replaced mercury containing high-pressure sodium lights. The lights provided higher quality lighting for pilots and ramp workers and eliminated the need to dispose of hazardous materials. Glare shields were also installed to improve night-time visibility in addition to a new control system that allows for adjustments of light levels based on nearby activity. The ramp lighting project is estimated to save 4.4 million kilowatt-hours (kWh) of electricity per year, an amount equivalent to the annual electricity use of 540 average U.S. homes. The new LED fixtures and control system provide an estimated 75% reduction in energy use compared to the previous fixtures.

Table of Contents

Creating the Future..... 2

| | |
|-------------------------------|---|
| Overview | 3 |
| By the Numbers | 5 |
| Airport of the Year..... | 6 |
| Sustainability Strategy | 7 |
| ESG Highlights..... | 8 |

Sustaining DFW 10

| | |
|---|----|
| Environmental Sustainability..... | 11 |
| Carbon Neutrality..... | 12 |
| Operational Efficiency | 14 |
| Natural Resource Conservation..... | 16 |
| Zero Waste Initiative..... | 18 |
| Sustainability Partnerships..... | 20 |
| Environmental Outreach and Education..... | 22 |

Forming DFW 24

| | |
|--|----|
| People First..... | 25 |
| Culture of Safety and Security | 26 |
| Employee Support and Development | 30 |
| Diversity and Inclusion..... | 35 |

Connecting DFW 40

| | |
|--|----|
| Community Engagement and Impact..... | 41 |
| Business Development and Diversity..... | 44 |
| Advocacy Partners | 46 |
| Commitment to Social Responsibility..... | 48 |

Guiding DFW 54

| | |
|-------------------------------|----|
| Governance and Ethics | 55 |
| DFW Airport Board | 56 |
| Worldwide Impact..... | 58 |
| Embracing Innovation..... | 59 |
| Australia Trade Mission | 60 |

Letter from the CEO



A handwritten signature in black ink, appearing to read 'Sean Donohue', with a long horizontal flourish extending to the right.

Sean Donohue
Chief Executive Officer

Dallas Fort Worth International Airport closed out the decade on the global stage with record growth. In fiscal year 2019 we warmly welcomed more than 73 million passengers and ended the year with direct flights to 258 destinations, 67 international and 191 domestic. That is more domestic destinations than any other airport in the world.

We were named Global Airport of the Year by Air Transport World, culminating years of strategic planning and passionate people providing an exceptional airport experience. Thank you to our owner cities of Dallas and Fort Worth, our Board of Directors, 2,000+ employees, airline and business partners, customers and the North Texas community.

Our commitment to sustainable and socially responsible business practices remains steadfast. Each year, we raise the bar and set our sights on even greater long-standing impacts.

As a leader in environmental sustainability, the Airport focuses on optimizing the use of natural resources and making airport operations as efficient as possible. In addition to being the largest carbon neutral airport in the world, DFW is building a roadmap to reach zero waste and is partnering with others to advance sustainability practices across our industry. DFW was recognized by the United Nations and Reuters as one of the top global sustainability leaders in the world based on our commitment and significant progress against the United Nations Sustainable Development Goals. In 2019, our efforts advanced 16 of the 17 goals.

We strengthened our social impact in the communities of North Texas and embraced our role as a catalyst for growth. Our economic impact has been well over \$37 billion each year. In 2019, we awarded 30% of our contracts to disadvantaged, small, minority and women-owned firms.

Our employees gave back to our community in a big way, volunteering more than 8,000 hours and raising nearly half a million dollars for local organizations. We also enhanced our investments in our workforce and introduced the first airport apprenticeship program in Texas through Dallas County Community College District.

Our world and our industry are changing rapidly. DFW is also changing. At the time of this publication, society is solving how to emerge from a global pandemic. Our priority is the well-being of every stakeholder. DFW is embracing innovation, improving technologies and engaging partners to draft our long-term vision.

We have many accomplishments to be proud of and continue to be recognized as a leader in the industry. We also have much to look forward to as we embark on this new decade. This will be a pivotal time for DFW Airport. Our decisions today are shaping the future.



Creating the
FUTURE



An Overview

Dallas Fort Worth International Airport is one of the busiest airports in the world. DFW warmly welcomed more than 73.3 million passengers in 2019 and added 14 new destinations. By the end of the year, customers could choose between 258 nonstop destinations. Additionally, 22 cargo airlines provide worldwide freighter service.

DFW prioritizes the customer experience with modernized facilities, updated amenities and an airfield with virtually unlimited capacity. Centered between owner cities Dallas and Fort Worth, Texas, DFW generates economic impact by connecting people through business and leisure travel.

DFW Overview

Vision

Travel. Transformed.

Mission

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

DFW Beliefs

The Airport'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 the Airport 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.



Strategic Plan

DFW's Strategic Plan is the Airport's guide to success and focuses on six key results:

- Customer Experience is elevated to emphasize its importance to the Airport's ongoing success.
- Business Performance addresses how DFW will remain financially strong and cost competitive by generating higher net revenues.
- Employee Engagement is key to achieving all goals and objectives. Employees' willingness to give their discretionary effort and demonstrate their commitment to the organization results in mutual success.
- Operational Excellence defines how DFW drives operational efficiencies, incorporates sustainability best practices and leverages technology.
- Community Engagement leverages the Airport's historical commitment to positively impact the community through responsible business practices.
- Safe and Secure is critical for the Airport and all stakeholders. DFW invests in training and technology to provide both physical and cyber security.

By The Numbers



2019 ATW
Airport of
the Year
Recognition



ABOUT DFW AIRPORT



Like a City - DFW has its own

- Zip code
- City designation
- Police Department
- Fire and Emergency Medical Departments

DFW COVERS
MORE THAN

26.9
SQ. MILES



Larger than Manhattan

YEAR OPENED

1974

46 of connecting
Years the world to
Dallas Fort Worth



3rd IN GLOBAL
FLIGHTS **703K**

FY19 TOTAL OPERATIONS

10th IN GLOBAL
PASSENGERS **73.3M**

FY19 TOTAL PASSENGERS

TOTAL CARGO

971,000
U.S. TONS

SKYLINK

People mover trains have over
42 million fleet miles



equivalent to

8M LAPS

AROUND THE AIRPORT

113,694 TONS

of material
have been
recycled or

diverted
from
landfills

DESTINATIONS AND THE AIRLINES THAT GET YOU THERE



191
DOMESTIC
DESTINATIONS



Every major city in the
continental United States
can be accessed within

**FOUR
HOURS**

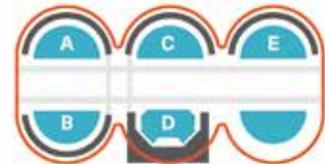
23 PASSENGER
AIRLINES



DOMESTIC: **10**
FOREIGN FLAG: **13**

22 CARGO
AIRLINES

TERMINAL INFRASTRUCTURE



- A** Domestic Service
26 Gates, 17M+ Passengers
- B** Domestic Service
42 Gates, 9M+ Passengers
- C** Domestic Service
26 Gates, 18M+ Passengers
- D** International and Domestic Service
26 Gates, 10M+ Passengers
- E** Domestic Service
42 Gates, 9M+ Passengers

7 TOTAL RUNWAYS



164 GATES

ECONOMIC IMPACT*

\$37B

ANNUALLY IN NORTH TEXAS

FULL-TIME JOBS SUPPORTED:

228,000

PAYROLL SUPPORTED:

\$12.5 billion



DFW AIRPORT BOARD EMPLOYEES

ON-AIRPORT APPROXIMATELY
EMPLOYEES **60,000**

* Based on 2015 economic impact study

Airport of the Year



In 2019, DFW was recognized as the Global Airport of the Year by Air Transport World (ATW), the leading media brand serving the global airline and commercial air transport industry for more than 50 years. The exciting achievement and milestone was thanks to the significant contributions of the DFW Airport Board, leadership team, employees, partners and customers.

The coveted honor recognized DFW's innovation in providing a world-class customer experience, global leadership in sustainability, cost-effective and efficient operations, excellent partnership with airlines and collaboration with local communities to further develop the economic benefits of aviation in the Dallas Fort Worth region.

For 45 years, the ATW Airline Industry Achievement Awards have recognized the best businesses and people in aviation. DFW Airport joined an exclusive list of global gateway airports that have won Airport of the Year, including Hong Kong International Airport, London Heathrow Airport and Singapore Changi Airport.



Sustainability Strategy

DFW Airport has been at the forefront of integrating environmental standards into decision-making and daily operations for over 20 years. As the Airport grows and evolves, it faces the challenge of increasing capacity as the population, demand for travel and competition for natural resources grows. To meet the needs of a vast group of stakeholders, DFW prioritizes sound sustainability principles as part of its operations and culture. This 2019 ESG Report, *Shaping the Future*, covers fiscal year 2019: October 1, 2018, through September 31, 2019. The report format is informed by Global Reporting Initiative (GRI) standards but may not be inclusive of all GRI indices.

DFW incorporates the EONS approach into its sustainability strategy, evaluating projects' economic viability, operational efficiency, impact on natural resources and social responsibility. Strategic evaluation of initiatives ensures the Airport continues conducting business in a way that balances environmental and social considerations with day-to-day operations. This approach has been adopted by the Sustainable Aviation Guidance Alliance and the airport industry.

DFW's sustainability initiatives also align with the United Nations (UN) Sustainable Development Goals. These goals are a blueprint for creating more sustainable cities. In 2019, DFW's initiatives advanced 16 of the 17 UN Sustainable Development Goals, an increase from 15 in 2018.



SUSTAINABLE DEVELOPMENT GOALS



ESG Highlights for Fiscal Year 2019

AWARDS & RECOGNITION



Global Airport of the Year



AIRPORTS COUNCIL
INTERNATIONAL

Best Large Airport in North America
for Customer Satisfaction

Large Hub Inclusion Champion



Recognized as United Nations
Sustainability Leader

ENVIRONMENTAL



Carbon neutral
accredited
since 2016



40% of fuel used
in fleet vehicles
was renewable



Installed 9
electric vehicle
charging stations

100%

Renewable
electricity
purchased

83%

Reduction in carbon
emissions per passenger
since 2010



Recycled 113,694
tons of waste



217,412,000 kWh
of energy saved
since 2007

100M

Gallons reduction in
potable water usage
each year

SOCIAL

\$160M

(represents 30%)

Spent with **minority and women-owned business** enterprises



36 hours of training per employee on average



8,089 hours volunteered by employees with **372 organizations** through the employee volunteer program

Workforce Diversity

32%

of employees are **women**

51%

are **people of color**

\$194M

(represents 43%)

Revenue generated by Airport Concessions **Disadvantaged Business Enterprise**



51,486 eLearning courses were taken



Partnered with Dallas County Community College for **first ever airport apprenticeship program** in Texas

95%

Of employees participated in the **health and wellness program**

GOVERNANCE

Board Diversity

33%

are **women**

67%

are **people of color**



Received **\$41 million** in **federal grants**



536 employees completed **Code of Business Ethics Training**

\$1.032B

Operating **budget**

439

Official **board actions**



International **trade mission** to **Australia**

Fiscal Year 2019 runs Oct. 1, 2018, through Sept. 30, 2019.

SUSTAINING

DFW





Environmental Sustainability

DFW's sustainability strategy is based on the belief that protecting the environment is not only the right thing to do, but also makes good business sense. Actions taken today will impact the quality of life for future generations and ensure the long-term viability of the Airport.



Carbon Neutrality

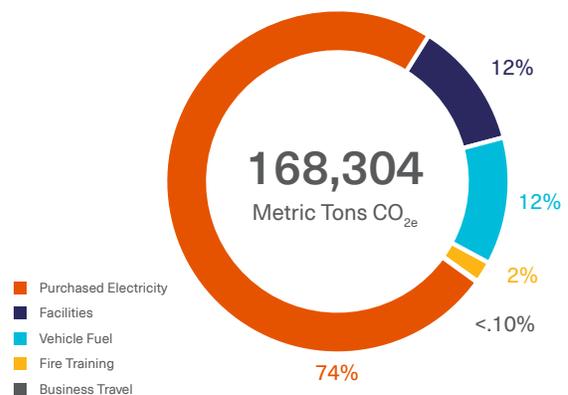
As a leader in sustainability, the Airport seeks to meet the world’s growing travel demands while optimizing the use of natural resources and maintaining operational efficiency. In 2019, DFW became the first airport in North America to receive a three-year carbon neutral certification from Airports Council International. Carbon neutrality is achieved by balancing the amount of carbon emitted into the atmosphere against an equivalent amount of carbon offset credit purchased.

In 2019, DFW implemented several strategies to reduce its carbon footprint. Key initiatives included:

- Purchasing 100% renewable electricity
- Increasing the amount of renewable fuel used in Airport vehicles
- Converting terminal ramp lighting to LED lighting
- Utilizing green building standards for all new construction
- Optimizing energy efficiency of all existing facilities

DFW has been successful at incorporating sustainable initiatives into day-to-day operations, leading to a reduced carbon footprint and providing significant benefits for the business and the community. The Airport is focused on even more ambitious goals in the future and has a long-range plan to further reduce, and eventually neutralize all, carbon emissions.

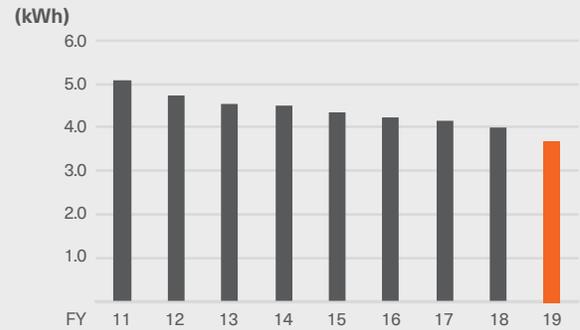
2019 Carbon Footprint
(Location-based)



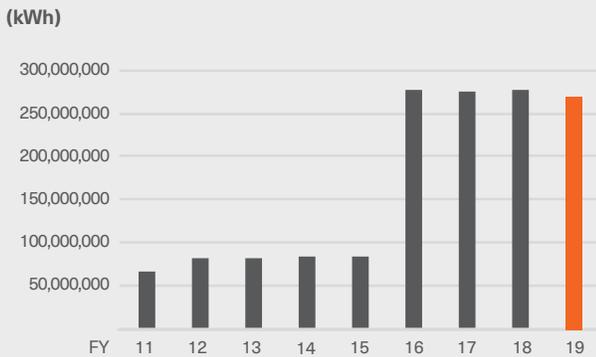


DFW Airport was recognized as the first airport in North America, and one of 63 worldwide, to achieve carbon neutral accreditation.

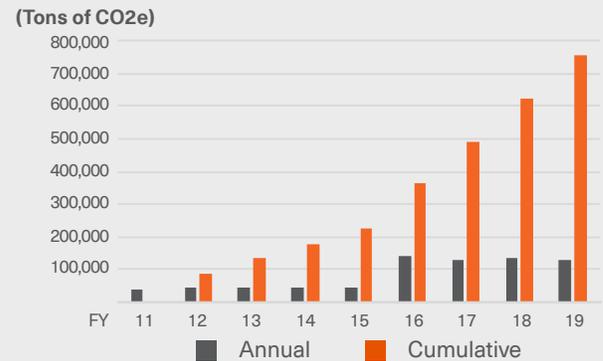
Electricity Consumed per Passenger



Renewable Electricity Consumed



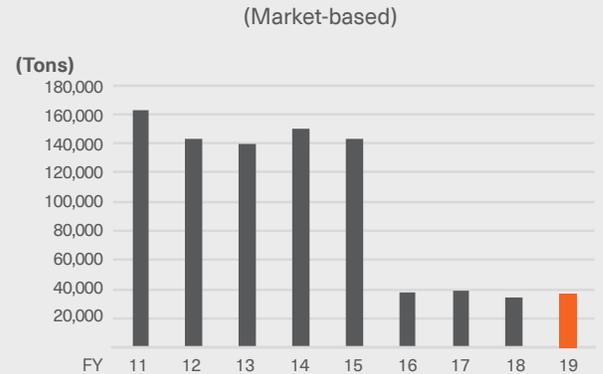
Emissions Reductions



CO2 Emissions per Passenger



Total CO2 Emissions



Market-based measures refer to emissions from the type of electricity purchased. DFW purchases all electricity from renewable sources 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, which includes non-renewables and sources such as natural gas and wind.



Operational Efficiency

DFW constantly evaluates how its operations will impact the community, the environment and the economy. Airport staff continually leverages resources, evaluates systems and reviews core processes to minimize redundancy and waste. Several key initiatives have helped DFW reduce its carbon footprint and optimize operational efficiencies.

Dynamic Glass Program

After a successful pilot partnership with View, Inc., in 2017, DFW expanded its dynamic glass program. In 2019, windows near the Terminal D Duty Free and TGI Fridays locations were retrofitted with dynamic glass to reduce heating, ventilation and air conditioning loads and overall energy use while dramatically improving the customer experience. Wide-scale deployment is planned for future years.



Renewable Natural Gas Initiative

For more than a decade, DFW has been using renewable fuels to power its vehicle fleet. It began with converting diesel buses to clean-burning compressed natural gas (CNG) and then moved to renewable natural gas (RNG). RNG is from biogas produced from local landfills. In 2019, over 40% of the natural gas used in DFW's fleet was renewable, shrinking DFW's carbon footprint by over 6,300 tons of carbon dioxide. This reduction is equivalent to removing over 1,300 passenger vehicles from the road for one year. DFW's RNG initiative also benefits the Dallas Fort Worth economy through the support of RNG production landfills. The production of biofuels for transportation generates biofuel credits, providing a source of revenue to DFW, the landfill and the distribution company.



DFW utilizes natural gas to reduce pollution and the Airport's carbon footprint – equivalent to removing over 1,300 passenger vehicles from the road for one year.



The installation of EV charging stations at Airport Headquarters was supported by a grant from the Texas Commission on Environmental Quality's Texas Emissions Reduction Plan Alternative Fueling Facilities Program.

Electric Vehicle Charging Stations

DFW aims to improve public access to electric vehicle (EV) charging stations to support the growth of battery-electric vehicles in North Texas. In 2019, nine EV charging stations were added at Airport Headquarters. A total of 35 EV charging stations are now in operation, including 26 stations available to passengers in terminal parking garages. In 2019, over 3,600 transactions were completed in Valet Parking and Terminal A and E garages. Together, they provided over 41,000 kWh of electricity, which is enough to power four U.S. homes for an entire year. DFW is evaluating new locations for charging stations based on EV market growth data provided by the Dallas Fort Worth Clean Cities Coalition.

RNG is derived from methane naturally generated by the decomposition of organic waste in landfills.

The capture and conversion of this methane to RNG reduces life cycle greenhouse gas emissions.

\$1M

in Operations and Maintenance savings

40%

of fuel used in vehicles was renewable

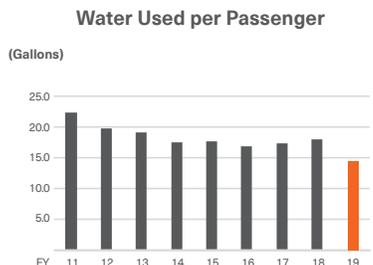
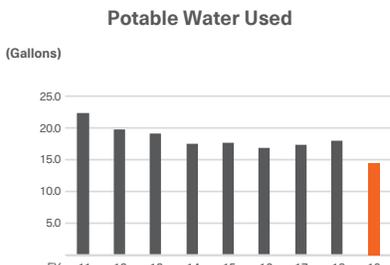
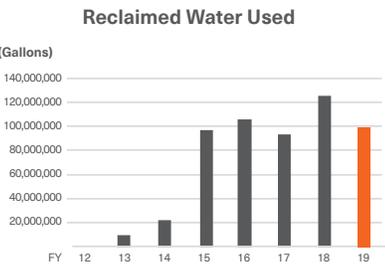


Natural Resource Conservation

Water

DFW actively monitors water consumption and implements conservation practices. All five terminals have been retrofitted with efficient plumbing fixtures, which lowered customer water usage by 50% and saved more than five million gallons of water each month. All new construction projects also include water-efficient fixtures under DFW's Green Building Standards.

DFW participates in the Texas Commission on Environmental Quality's Clean Rivers Program. Program participants monitor and proactively manage the quality of surface water within their local watersheds. In 2019, DFW upgraded water quality monitoring equipment and installed cameras at Trigg Lake, which is located on the southern end of Airport property. The new system provides real-time data, which aids in timely identification of potential problems, enhances conservation planning and improves stormwater and wastewater management capabilities. DFW also launched a hazardous chemical tracking platform to help emergency responders identify hazards that may place people and water resources at risk.





DFW Airport encourages employees and stakeholders to commit to small changes to reduce emissions, such as utilizing refillable water bottles and riding the bus or train to commute to work.

AIR QUALITY

In 2019, the Dallas Fort Worth region was designated by the U.S. Environmental Protection Agency (EPA) as a serious non-attainment area for federal air quality and ozone pollution standards. The leading source of ozone precursor emissions in the DFW area is onroad transportation, underscoring the need for clean fleets. DFW represents approximately 8% of the region's total emissions and supports improving overall air quality as part of its holistic carbon reduction strategy. DFW's investment in zero-emission vehicles and equipment is one strategy for the region to reduce ozone pollution and meet federal standards.



Bear Creek Golf Course on the southwest side of DFW.

TREE CONSERVATION

Urban trees provide many benefits for people and the environment, including stormwater management, noise mitigation, mental and physical well-being, air purification and temperature regulation. In 2019, DFW began working on a long-term program for tree conservation across the Airport. The full plan will be released in 2020 to promote responsible development with a focus on preservation and restoration.

BIODIVERSITY

Over 100 bird species, coyotes, bobcats, raccoons, possums, armadillos and numerous reptiles call DFW's 17,000 acres home. DFW has a comprehensive wildlife hazard mitigation program to address wildlife challenges to aviation safety. The Airport employs Federal Aviation Administration (FAA) qualified wildlife biologists to identify risks and minimize wildlife attractants such as food, water and shelter. The program includes observing and monitoring the airfield and surrounding areas, as well as safely dispersing wildlife. Program staff work closely with state agencies and many federal partners, such as the FAA, U.S. Department of Agriculture, and the U.S. Fish and Wildlife Service. Wildlife management efforts also include Airport employees, tenants and the community. In 2019, approximately 1,500 employees received wildlife management training, representing a 48% increase from 2018.

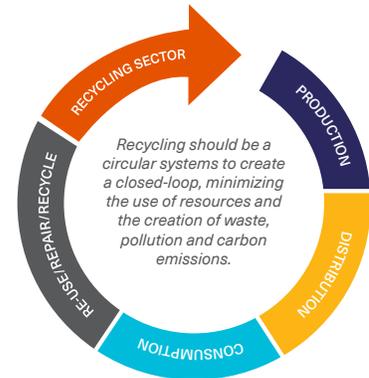


DFW's comprehensive wildlife management program balances safety and risks with the protection of wildlife.



Zero Waste Initiative

Waste-per-capita disposal rates in North Texas are higher than the national average. DFW has placed a priority on waste reduction initiatives. These high waste generation volumes have stressed local landfills. Extending the useful life of manufactured products by repurposing or recycling is a critical component to reducing landfill disposals. DFW is making progress on its goal of achieving zero waste sent to landfills.



Construction Waste Recycling

Construction waste has been an early focus of DFW's Zero Waste Initiative. Beginning in 2019, waste from construction projects, such as concrete debris, are recycled and reused in other Airport projects.

The new Department of Public Safety (DPS) entry drive was constructed using aggregate generated from crushed slabs from the Runway 17C-35C rehabilitation project. Runway 17C-35C rehabilitation achieved a 99.57% construction waste diversion rate. The project diverted a total of 112,788 tons of construction material from landfills. The DPS Headquarters utilized 6,985 tons of recycled base material. This prevented generation of 197 metric tons of CO₂e.



Waste Reduction

An Airport-wide recycling program provides in-house collection of paper, plastic, aluminum and cardboard. DFW and airline partners added 90 recycling containers in high-traffic areas in 2019, increasing recycling capacity by 23%.

The Airport also began eliminating nonrecyclable, single-use plastics to divert even more waste from landfills. In September 2019, a plan kicked off to phase out single-use plastic straws at all concession locations. Now, travelers are provided a naturally degradable alternative. The elimination of plastic straws is just the first phase of a long-term plan to reduce DFW's dependence on single-use plastics.

Other initiatives to reduce waste focused on used cooking oil and food waste. Restaurant kitchens generate thousands of pounds of waste cooking oils every year.

Restaurant kitchens generate thousands of pounds of waste cooking oils every year. In April 2019, DFW implemented a program to capture and divert kitchen generated grease from the terminals. Over 110,000 pounds of grease was transferred to a recycling facility that converts the waste into renewable fuels.

DFW also embarked on a new food donation program. Items such as grab-and-go meals, and bagged, canned or packaged items that approach expiration are now donated to a local charity by concessionaire partners.

Industry Leadership



DFW Airport is widely recognized as a sustainability leader for both the environment and the community.

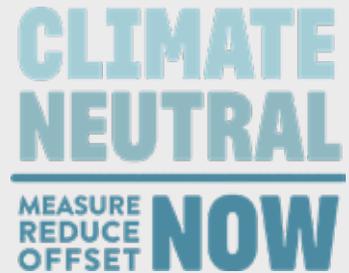
FAA RECOGNITION

In 2019, the FAA Southwest Region presented DFW with the Environmental Achievement Award acknowledging partners in the industry who have demonstrated advocacy for both the environment and community. Recipients are those who have gone above and beyond current environmental regulations and have embraced practices that guarantee a higher quality of life, improve efficiency and are financially responsible.

DFW was specifically recognized for its work to reduce emissions, engage the community, achieve timely National Environmental Policy Act approvals, use of alternative fuels, and recycle construction concrete washout. Additionally, DFW's work to create a food donation program, efforts to increase energy efficiency, and responsible use of grant funds were commended. DFW also received the FAA's Environmental Partnership Award in recognition of outstanding National Environmental Policy Act performance.

UNITED NATIONS RECOGNITION

The United Nations (UN) Framework Convention on Climate Change recognized DFW Airport as an official signatory of the "Climate Neutral Now" initiative. This pledge commits DFW to carbon neutrality through 2050. The UN and Reuters also recognized DFW as a global sustainability leader based on significant progress in pursuing the UN Sustainable Development Goals.



ENVIRONMENTAL PROTECTION RECOGNITION AWARD



In 2019, DFW was one of only seven organizations nationwide to receive an Excellence in Green Power Use Award from the EPA.



Sustainability Partnerships

DFW and Coca-Cola

DFW Airport and Coca-Cola North America kicked off a sustainability partnership in 2019. The organizations share a common goal of increasing recycling rates of plastic bottles. Over 13 million plastic bottles are sold at DFW annually, equating to 330 tons of plastic.

Most plastic bottles purchased in the United States end up in landfills. The new partnership will enable DFW and Coca-Cola to support one another's goal of improving plastic recycling.



Members of the Airport's Environmental Affairs, Concessions and Innovation teams join Coca-Cola representatives at a Dallas recycling facility. The group learned about how Coca-Cola recycles plastic bottles for their Every Bottle Back Initiative.

Alliance to Save Energy 50x50 Commission

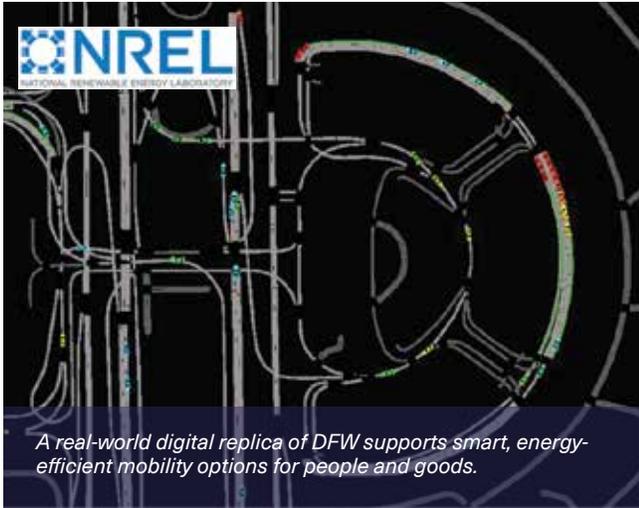
DFW partners with The Alliance to Save Energy 50x50 Transportation Commission, which is focused on reducing energy use in the transportation sector by 50% by 2050. DFW's vice president of environmental affairs serves on the commission with other corporate executives and public sector leaders who are empowered to improve energy efficiency in their organizations. DFW is actively supporting policies that support the 50x50 goal, and is urging policymakers to fund energy efficient, connected and affordable mobility solutions.

DFW Airport ranks as the No. 1 transportation partner on the EPA Green Power Partnership National Top 100 list.

Athena Project Update

DFW is partnering with the National Renewable Energy Laboratory and Oak Ridge National Laboratory on a three-year research project to improve mobility at transportation hubs. The partnership is funded by a \$5 million award from the U.S. Department of Energy's Vehicle Technologies Office.

In 2019, the team created a digital replica of DFW to study the integration of new technologies, enable data-driven decision-making and provide insights on the energy efficiency and environmental impact of future infrastructure investments.



Strategic Partners



Sustainability is enhanced by collaborative efforts of the Airport and its partners.



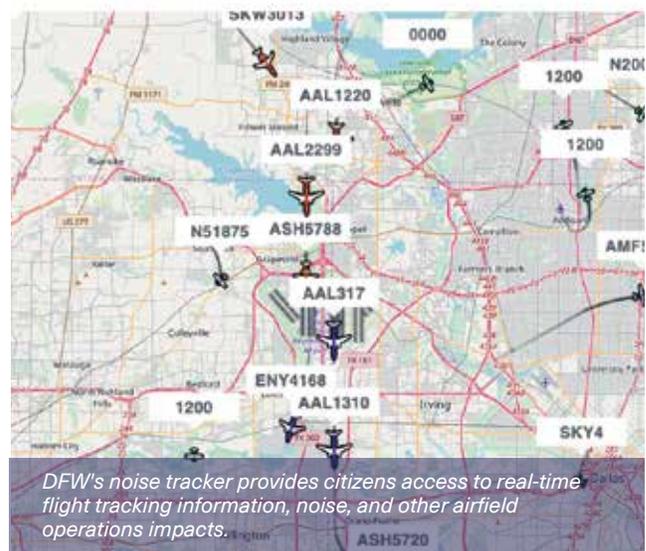
Environmental Outreach and Education

DFW actively engages with the local community on the impacts of the Airport's operations by educating stakeholders on the importance of sustainability and protecting the environment. In 2019, activities included community updates, enhanced noise monitoring, targeted educational partnerships and annual Earth Day celebrations.

Noise System Upgrades and Better Communication

For decades, the Airport has focused resources on noise management and minimizing the impact to surrounding residents. DFW has a robust noise management system that tracks noise levels, flight paths and recurring trends. In 2019, DFW launched NoiseLab, a public facing website that provides flight and noise information for residents to review activity near their neighborhood. The website also provides data on the impacts of runway utilization changes. This added tool is used by the noise management team to help proactively engage with local communities. The team focuses on advocating to reduce the noise impact of airport operations on surrounding residents.

DFW Airport Noise Tracker



EarthX

DFW participates in the annual EarthX celebration at Fair Park in Dallas, Texas. EarthX is the world's largest environmental experience, consisting of an expo, film festival and multiple conferences. The event brings together businesses, nonprofits, academic institutions and global leaders to educate and inspire environmental action. As an event sponsor and expo exhibitor, DFW supports the three-day event and engages with thousands of visitors. In 2019, DFW highlighted the Airport's sustainability initiatives, wildlife management program and use of CNG-powered buses. Representatives from DFW's Environmental Affairs Department also spoke at a transportation workshop for fleet and procurement managers. The workshop focused on the challenges and advantages of transitioning fleets to cleaner vehicles.



DFW Airport showcases its sustainability programs at the annual EarthX expo.



DFW hosts Earth Day programming for students and employees.

Earth Day

Each year, DFW celebrates Earth Day with outreach events for local schools and Airport employees. In 2019, the theme was "Mammoth Fun" to celebrate and highlight the discovery of 11,000-year-old mammoth fossils at the Airport. Approximately 600 students and 350 employees participated. The event showcased the Airport's environmental efforts through activity and learning stations such as the fossil display, an eco-friendly art station, animal interactions, and bike safety information with helmet distribution. The students also composted their trash, diverting more than 200 pounds of food waste from the landfill.

FORMING

DFW





People **First**

DFW shapes the journey of millions of people each year. From travelers to employees and community stakeholders, the Airport is invested in people reaching their purpose. Resources are focused on creating a safe, healthy and efficient organization that reflects the region's diversity, vitality and vast opportunities.



A Culture of **Safety and Security**

Safety and security measures are at the foundation of daily operations at DFW so that everyone who visits can do so with confidence. The organization focuses on employee and passenger safety, physical security, information technology and mitigation of various risks. Risk management and cyber security programs are core to this foundation. In addition, DFW's world-class police, fire and security services units are visible representations of the Airport's primary objective to ensure that DFW is safe and secure.

Risk Council

The Risk Council at DFW is a collaborative initiative between various departments, such as Communications and Marketing, Emergency Management, Environmental Affairs, Operations, Public Safety, Information Technology Services, and Risk. Senior leaders from each of these departments serve on the Risk Council (pictured above). The council evaluates potential risks, builds action plans, and resiliency plans.



DFW's culture of safety and security drives the workplace violence prevention and information technology security learning modules to 100% completion.

TRAINING

A key element of the comprehensive safety and security program is employee and partner training. The training curriculum in 2019 included topics like workplace violence, active shooter, ramp driver safety training and cyber security training. Many other courses are available specific to an employee's job and work environment.

One example of job-specific training includes specialized explosives courses taken by the Airport's DPS personnel. The Airport Security Division completed FEMA training to increase knowledge in the categories of improvised and vehicle-borne improvised explosive devices.

Progress toward building a safe and secure culture is measured annually through an employee survey. The purpose is to gather honest and candid employee opinions about safety and security at DFW and to track continuous improvement in the culture. DFW achieved a composite score of 80 on the 2019 survey.



Executive Vice Presidents Khaled Naja and Chad Makovsky with Vice President of Risk Management Catrina Gilbert presented the 2019 R/OCIP Safety Hard Hat Award to JE Dunn.



DFW Airport is a sponsor of The Day of the Construction Worker. Each year the Regional Hispanic Contractors Association recognizes construction workers and construction companies who champion safety and demonstrate appreciation for the men and women building local communities.

PROGRAM HIGHLIGHTS



R/OCIP
Contract Values
\$1.9B



18.7M
Man-hours



Lost Time Rate **.66**
(National Average All Industry: 1.00)



R/OCIP 2.0
Contract Values: **\$274M**

ROLLING OWNER CONTROLLED INSURANCE PROGRAM (R/OCIP)

DFW's culture of safety also extends to its construction worksites. The Rolling Owner Controlled Insurance Program (R/OCIP) is a key contributor to DFW's reputation for industry-leading safety practices. R/OCIP is a comprehensive insurance program for enrolled contractors working for DFW. In addition to providing insurance coverage, enrolled projects must include mandatory safety training, site audits, background checks and drug testing. Contractors must meet the Experience Modification Rating Workers' Compensation of 1.5 or below to increase accountability and ensure safety best practices at worksites. DFW encourages participation by regularly engaging with the contractor community, offering recommendations for customized contractor bonding capacity, and supporting programs to provide direct access to security underwriters.

The initial program saved DFW \$15 million. Those savings were utilized to fund the current R/OCIP 2.0 initiative. R/OCIP 2.0 continues the standard of mandatory safety training for all organizations enrolled, while providing a cost-effective risk management tool for the Airport.



New DPS Headquarters

DFW constructed a new Department of Public Safety Headquarters in 2019 to provide a more integrated response to emergencies and greater collaboration. It replaced the original building that housed DPS for almost 40 years. The 130,995-square-foot building is now home to leaders from Police, Fire and Special Services.

This state-of-the-art facility includes a detention center, defensive tactics room, fitness facility, storage for uniforms, weapons and supplies, and several conference and training rooms. There is also a storm shelter built to ICC 500 requirements, meaning it can withstand a three-second gust of wind at 250 miles per hour.

The facility took 18 months to build and required 320,000 man-hours. As a result of DFW's safety training and guidelines, there were zero injuries on the job site and zero recordable safety incidents.



The new Department of Public Safety Headquarters project incurred zero dollars spent on Workers Compensation or General Liability Claims.

DEPARTMENT OF PUBLIC SAFETY HIGHLIGHTS



DFW Airport Security spent 14,000 hours supporting Airport improvement projects



DFW has more than 100 mutual aid agreements with North Texas police and fire agencies



Officers spent over 100,000 hours on safety and security training courses



More than 5,600 fire and medical-response calls to Fire Services



1,400 people trained at the Fire Training Research Center



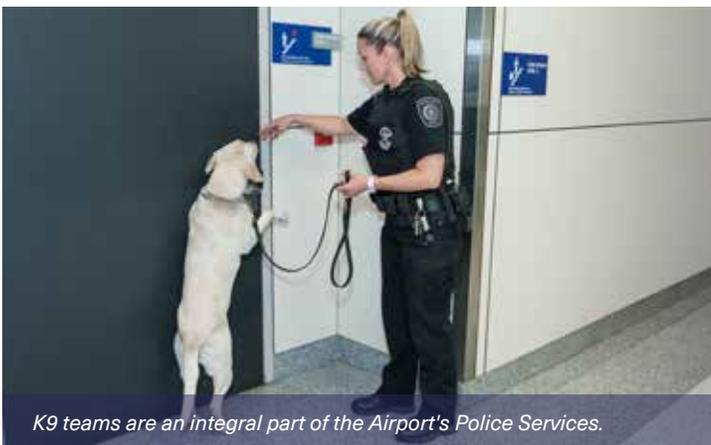
FTRC has trained firefighting staff from 55 different countries



DFW police officers ensure the safety and security of all visitors at the Airport.

Department of Public Safety

Security goes hand in hand with safety. The Airport's size, infrastructure and number of people at any given time require security around the clock. DFW has its own department of public safety with multiple locations and several divisions including but not limited to police services, fire and emergency medical services, security services, special investigations and dispatching. In 2019, DPS personnel spent 103,992 hours on specialized safety and security training courses. Additionally, the teams train other airport departments from around the world on-site at the Fire Training Research Center (FTRC) and DPS Headquarters, and at industry conferences and events.



K9 teams are an integral part of the Airport's Police Services.

K9/EXPLOSIVE ORDNANCE DEVICE TRAINING

DFW Airport's Police Department includes a team of certified bomb techs and K9/Explosive Ordnance Device (EOD) personnel. In addition to keeping the Airport safe, they help facilitate various regional trainings through both the Department of Homeland Security's Science & Technology Directorate and the Bureau of Alcohol, Tobacco and Firearms. Officers provide training expertise on various topics such as K9 search tactics. These tactics are one of the advanced skills bomb squads can use to identify secondary explosive devices in a post-blast or active shooter environment.

EMERGENCY MANAGEMENT AIRLINE SUMMIT

DFW Airport hosted the inaugural Emergency Management Airline Summit at DPS Headquarters in 2019. All local station managers from DFW's partner airline carriers and their corporate emergency management staff were invited to attend. The summit focused on sharing resources and programs developed by DFW's Emergency Management and Customer Experience teams for response and recovery of operations resulting from crisis situations.

One of the most important outcomes was DFW's ability to customize crisis response to meet each airline's unique needs. An Airline and Airport Emergency Working Group was developed to build strong partnerships and actively prepare for crisis planning and response.

DFW FIRE TRAINING RESEARCH CENTER FOAM SUMMIT

In 2019, the DFW FTRC hosted the inaugural DFW Foam Summit. The event showcased the FTRC as a global leader in fire training and research projects with a special focus on environmentally friendly firefighting foaming agents. The summit drew more than 150 attendees from 56 organizations and 15 countries.



The DFW Foam Summit draws attendees from more than 15 countries and more than 75 attendees joined by LiveStream.



Employee Support and Development

DFW Airport is an employment hub for the North Texas community. The Airport supports the employment of over 228,000 people and more than 2,000 are directly employed by the Airport's Board. From recruiting talented individuals to fueling their personal and professional growth, DFW is committed to investing in its employees and their families.

EMPLOYEE ENGAGEMENT

Employee engagement promotes a collaborative culture that continually improves the employee experience. The Airport's leadership is always listening to better understand employee perspectives. Beginning in 2019, DFW made this a year-round endeavor by rolling out a new, ongoing strategy. This strategy focuses on identifying behaviors and actions that help employees succeed in their role, increasing job satisfaction and fostering a productive workplace where each person can thrive.

To further DFW's commitment in improving the employee experience, a new partnership with Gallup, an industry leader in employee engagement, was established. Gallup's engagement measurements are based on decades of research with thousands of organizations and 29 million employees in 198 countries. The employee engagement survey is a central tool in the Airport's engagement strategy. A total of 1,762 DFW Airport employees participated in 2019.

Of the 12 survey items, the average response was 3.92 out of 5, ranking the Airport in the 57th percentile compared to other organizations. The survey results revealed that over 74% of employees agreed they've had opportunities to learn and grow, and 76% of employees agreed that their supervisor, or someone at work cares about them.

The survey results were used to develop an action plan that will be rolled out in 2020. The plan will strengthen engagement by empowering teams to own their engagement, leverage diverse perspectives and provide access to senior leaders.

The 2020 plan includes:

- High impact, State of the Team action planning conversations
- Employee Resource Groups action planning to leverage diverse perspectives
- A rigorous coaching process to maximize and support the transition to year-round engagement

HIRING PRACTICES

DFW Airport's hiring practices are designed to build an engaged and highly diverse workforce. This includes a hiring process that involves a panel of interviewers with diverse perspectives and backgrounds. DFW partners with minority organizations to advertise openings for prospective talent and present a slate of diverse, qualified candidates for each role. Employee referrals are a key source of new hires. In 2019, more than a quarter of new employees were identified by employee referrals. Current employees are encouraged to apply for positions and are given the opportunity to grow professionally.

TEAM MEMBER ENGAGEMENT HIGHLIGHTS



431 employees hired



33% of internal applicants obtained a new position



Over 86% of DFW employees participated in the employee survey



28% of external hires were from employee referrals

CAREER DEVELOPMENT BY THE NUMBERS



1,905 employees recorded a total of **68,899 total hours**



Employees averaged **36 hours of learning in fiscal year 2019**



In fiscal year 2019, **51,486 eLearning Courses** were taken

Career Development

DFW strives to build an environment where employees experience growth, feel valued and take pride in their work. DFW provides mentoring opportunities and training at every level.

MICRO-MENTORING

Employees are invited to build their skills through annual Micro-Mentoring workshops. In 2019, a total of 155 employees participated in one of the three sessions offered: Finance 101, Operational Excellence and Community Engagement.

TAKE 25

Employees are encouraged to complete at least 25 hours of career training each year in the Take 25 campaign. Classes can be taken through the Airport's LearningHub or external programs in the community. In 2019, over 60% of employees participated in the challenge and spent 25 hours or more on professional development and learning.

LEADERSHIP PROGRAMS

Leadership is essential to any organization. Each stage of the journey represents a change in skills and responsibilities. Training focuses on providing high-impact feedback, increasing emotional intelligence, influencing others and addressing conflict. A total of 475 employees completed one or more classes in the leadership development curriculum.

Educational Partnerships

DALLAS COUNTY COMMUNITY COLLEGE DISTRICT

Apprenticeships are a new addition to DFW's training offerings. In 2019, the Airport signed an agreement with the U.S. Department of Labor, Texas Workforce Commission and Dallas County Community College District for the first ever airport apprenticeship program in Texas. The primary goal of the first apprentice class is to enhance availability of trade workers. Participants commit to a one-year program with classes specifically selected for the Quality Assurance Group in Energy Transportation and Asset Management.

TARRANT COUNTY COLLEGE

Tarrant County College also established a new on-site workplace training program for Airport employees. The program is free for employees and covers a variety of professional and technical education topics. The most popular topics in 2019 were business writing and communication.



DFW's partnership with Dallas County Community College, the U.S. Department of Labor, and the Texas Workforce Commission represents the state's first airport apprenticeship program.



W2W rings graduates received their certificates for completing the six month development program designed to help reach their professional goals.

Mentoring Programs for Women

DFW Airport believes in helping women succeed in the workplace through mentoring and peer support programs. The Woman to Woman (W2W) rings mentoring program is a six-month, personalized development program that helps women achieve their professional development goals through mentorship by senior women leaders. In 2019, a total of 16 women completed the W2W rings mentoring program.

Since its inception in 2017, more than 83 women have graduated from this program.

Total Rewards

To meet the needs of a diverse workforce, the Airport offers a comprehensive benefits program, Total Rewards. It is an industry award winning program and consists of more than 60 services, perks and initiatives to help employees live their best life.

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
- Holidays
- Summer Hours



Extras

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

NATURALLY SLIM



James Greer utilized the wellness program to lose weight naturally. He started Naturally Slim after having no success losing weight on more restrictive diet plans. Naturally Slim is an online wellness program offered at DFW and is available at no cost to employees. His goal was to make healthy eating a lifestyle change. In his first 20 weeks, James lost 25

pounds, but the biggest benefit was improving his overall health. His Health Risk Assessment score increased by 10 points within a year of completing the program. The Health Risk Assessment is an online questionnaire designed to provide information about individuals' health risk factors and overall well-being.



In 2019, DFW added an Employee Emergency Fund to its Total Rewards Program. The fund was established to assist employees who experience an unforeseen crisis or personal hardship. The fund relies on employee donations to provide tax-free grants to employees in need. Senior leadership provided the seed money to establish the fund in 2019. Grant applications will be accepted beginning in 2020.

LiveWell

DFW employees enjoy access to LiveWell, a customized world-class wellness program that focuses on holistic physical and emotional wellbeing. To encourage healthy lifestyles, the wellness program provides free access to 18 on-site wellness centers, sports leagues, fitness classes such as yoga and CrossFit, personal training, coaching and nutritional advice. To prevent illness, there is a complimentary free on-site health clinic that provides primary, acute and urgent care, preventative screenings, and physical examinations.

The program offers financial incentives for participating in health assessments, educational programs and lifestyle challenges. Last year, the Airport rewarded \$1.3 million to 95% of DFW employees who participated in incentive programs, reducing overall health care costs.

LIVEWELL PROGRAM HIGHLIGHTS

DFW's Wellness Program Saves \$6 Million on Healthcare in Four Years



Wellness Program

While U.S. spending is up, DFW healthcare costs are 40% below the national average. Thanks to initiatives like the Airport's employee wellness program, LiveWell, the Airport has achieved health care savings of nearly \$6 million over the last four years. Due to employees' commitment to wellness and the success of the program, DFW shared these savings with employees in 2019. The average employee saved \$314 through waived employee contributions to medical insurance premiums for the last two months of the fiscal year.

Industry Leadership



In 2019, the American Heart Association recognized DFW Airport as a Gold Level employer in their Workplace Health Achievement program.



DFW Airport was ranked 3rd healthiest employer in North Texas.

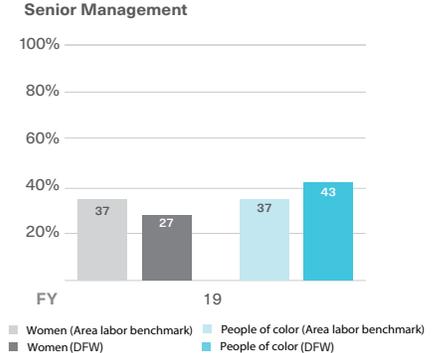
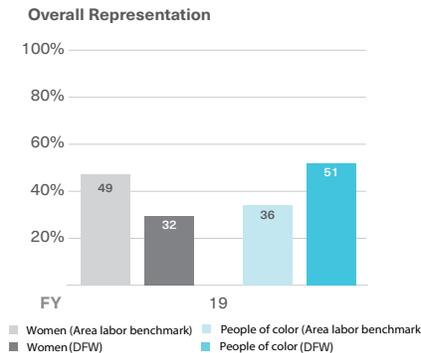
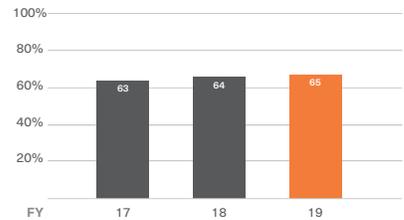


Diversity and Inclusion

At DFW, diversity and inclusion are not programs they are principles. They are reflected in every aspect of the workforce and business development initiatives.

Passengers arrive at the Airport from a wide array of cultures and nations, and DFW's workforce reflects that diversity. Employees of different races, ethnicities, genders, ages, religions, disabilities and sexual orientations are valued and supported. This philosophy extends to those with differences in education and skill sets. DFW Airport's policies and procedures, like the Equal Employment Opportunity policy or the Discrimination and Harassment Prevention policy, reinforces these principles. The policies and their effectiveness are reviewed and updated every three years.

DFW Diversity of Workforce (Women and People of Color)
(Percentage)





The 2019 Leadership in Diversity and Inclusion Award Winners.

Leadership in Diversity and Inclusion Awards

Recognizing leaders in diversity and inclusion demonstrates the commitment the Airport places on an inclusive work environment. DFW Airport's Leadership in Diversity and Inclusion Awards are given out every other year to recognize DFW employees who demonstrate an outstanding commitment to diversity at DFW and the surrounding communities. Potential winners are nominated by their peers and colleagues. In 2019, the Airport honored several senior leaders and employees.



The Diversity Leadership Council models leadership and promotes an inclusive culture for all employees.

Diversity Leadership Council

DFW's Diversity Leadership Council promotes conversations that increase awareness, minimize bias and address inequities in the workplace. Council members reflect a cross-functional representation of key leaders from across the Airport. This includes Employee Resource Groups (ERG) presidents as well as senior staff recommended by leadership.

Member responsibilities include shaping issues important to inclusion efforts at the Airport, supporting talent acquisition initiatives, providing recommendations to ERGs and other senior leaders, piloting training and providing feedback on program effectiveness. In 2019, the Diversity Leadership Council provided input on DFW's Leadership in Diversity and Inclusion Awards, which resulted in updated nomination criteria.



ACI LARGE HUB INCLUSION CHAMPION

DFW Airport was recognized by Airports Council International – North America (ACI-NA) as the Large Hub Inclusion Champion. The award celebrates proactive and innovative steps taken by airports and business partners in inclusion. It also recognizes practices that demonstrate a commitment to diversity in business contracting, workforce inclusion and management development in the airport industry. ACI-NA represents local, regional and state governing bodies that own and operate commercial airports in the U.S. and Canada.



DFW AIRPORT WAS NAMED ONE OF THE TOP 50 BEST COMPANIES FOR LATINAS

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



CORPORATE DIVERSITY FIRST LEADERSHIP AWARD

DFW was awarded the Corporate Diversity FIRST™ Leadership Award by the Texas Diversity Council. This prestigious award is presented to a business, corporation or organization that develops and implements an effective equal opportunity initiative and exhibits insightful leadership to confront and resolve inequities.

Employee Resource Groups

DFW encourages employees to connect with their peers around shared interests, issues and common backgrounds. DFW ERGs bring value to the Airport by enabling the organization to communicate and engage more effectively with all employees. The groups serve as a two-way communication channel with senior management. ERGs also help build and sustain the Airport's positive relationship with diverse communities. ERG members are more likely to strongly support business and organizational objectives, increase cross-cultural awareness and actively work towards driving improvement in the organization.

Any employee in good standing can join an ERG and those with two years of service or more can join up to two ERGs. More than 20% of DFW employees are members of an ERG. The industry's average participation rate is 16%.



African Americans Collaborating Toward Inclusion, Outreach and Networking creates an environment of empowerment, opportunity, inclusion and continuous learning for African-American employees while promoting leadership and community.



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



Supporting, Engaging, Recognizing Veteran Employees elevates awareness in the DFW community of what it means to serve and recognize the role of allies.



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 Airport and the North Texas community for customer and employee insights.



Leading Excellence in Asian American Development provides professional leadership development to Asian employees and builds the DFW brand within the Asian community.



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



Women Initiative Network focuses on educating, innovating and leveraging the talent of DFW Airport's female employees.



AACTION's Black History Month event discusses a period in our nation's history – known as the Great Migration.



HOLA celebrates Hispanic Americans serving our nation at their annual event.



Members of DFW's PRIDE ERG take part in the Inaugural Dallas Symposium on LGBT Rights and Equality.



The WIN Conference focuses its signature event on providing women at DFW an opportunity to network and learn from other female leaders in the community.



The Future Leaders Initiative provides employees an opportunity to grow personally and professionally.



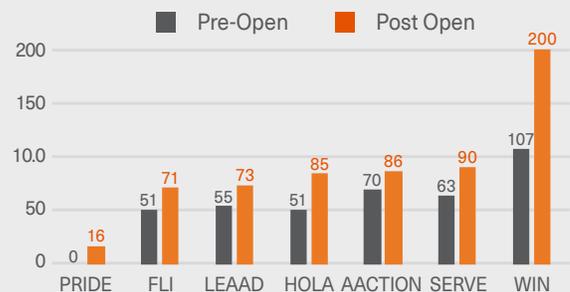
LEAAD's events help increase cross cultural awareness.



DFW's SERVE provides an environment for veterans to engage and address issues that are important to them.

Fiscal Year 2019 Beginning Membership: 397

Fiscal Year 2019 Ending Membership: 621



CONNECTING

DFW





Community **Engagement and Impact**

DFW is committed to giving back to the North Texas community through job generation, strategic partnerships, employee volunteerism and more. The Airport collaborates with business and community partners to ensure full and fair access to business opportunities. Employees impact their community by giving their time and talents to hundreds of local organizations.



Business Development and Diversity

DFW’s commitment to diversity and inclusion extends beyond employees to business partners and the local community. The Airport provides disadvantaged, small, minority- and women-owned businesses (D/S/M/WBE) access to the tools they need to thrive. DFW has programs to increase capacity of disadvantaged business enterprises in construction, architecture, engineering and airport concessions. The Airport’s partnerships and collaborative initiatives with 13 diverse advocacy organizations promote business diversity initiatives through networking, education and business development opportunities.

The Airport is committed to its policy of nondiscrimination that ensures equal opportunity in all of the Airport’s contracting and procurement on internal projects and contracts. In 2019, D/S/M/WBEs earned 30% of expenditures by the Airport, and 43% of gross sales were generated through concessionaires from DFW’s Airport Concessions Disadvantaged Business Enterprise Program.



DFW advances opportunities to do business with the Airport through networking events and workshops.



Linda Valdez Thompson, Executive Vice President of Administration and Diversity, leads business diversity initiatives with the support of department leaders, Tamela Lee and Suzanne Cruz-Sewell.

2019 Accomplishments

Expenditures by Category:
Supplier Diversity Goal, Results Achieved in 2019

■ Diversity expenditure ■ Non-diversity expenditure

Goods & Services

Small Business Enterprise (SBE) Program



Construction under \$1M

Small Business Enterprise (SBE) Program



Construction

Minority Business Enterprise (MBE) Program



Construction/Architectural & Engineering

Disadvantaged Business Enterprise (DBE) Program



Architectural & Engineering

Minority/Women-Owned Business Enterprise (M/WBE) Program

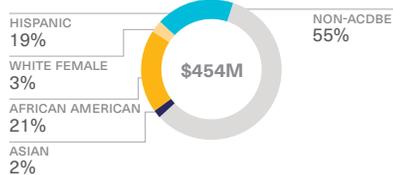


Concessions Revenue

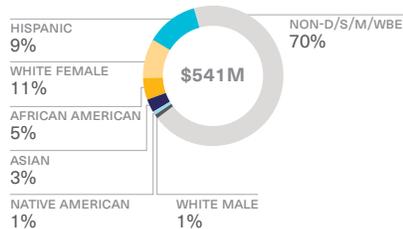
Airport Concessions Disadvantaged Business Enterprise (ACDBE) Program



Revenue: Airport Concessions Disadvantaged Business Enterprise (ACDBE) Program



Expenditures Participation: All Categories



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

Disparity Study Update

In 2019, DFW Airport completed a disparity study to evaluate the procurement and contracting practices associated with its local and federal business diversity program. Disparity and availability studies are repeated every five years to validate and justify race and gender conscious elements in the Airport's contracting programs.

The disparity study provided DFW with qualitative and quantitative evidence supporting the effectiveness of diversity programs and the continuation of established contract goals. The legal review and analysis of current business diversity programs compared the utilization of minority- or women-owned business enterprises (M/WBEs) with the availability in the Airport's geographic and product markets. The study also included robust stakeholder feedback through listening sessions, public meetings and one-on-one interviews.

The study revealed the need to continue business diversity programming in DFW's construction, architectural and engineering, professional and non-professional services, and concessions programs.

Key changes to the existing programs, which will go into effect in June 2020, include:

- Transitioning from a SBE Program for Construction under \$1 million and Goods and Services to all local programs M/WBE
- Amending the M/WBE Local Annual Goals
- Reducing DFW's Relevant Market Area from 12 to 4 counties



Ken Buchanan, Executive Vice President of Customer Experience and Revenue Management, speaks at the Revenue Management Awards that recognizes Airport suppliers and concessionaires for excellence in service.



Khaled Naja, Executive Vice President of Infrastructure and Development, updates the Business Opportunity Forum on contractor opportunities.

Enhancing Business Opportunities

DFW works with internal and external stakeholders to provide several programs and events to connect business owners with DFW leaders and other business partners to support economic development.

S.O.A.R. Conference

The Success through Opportunities, Access & Resources (S.O.A.R.) Conference is hosted in partnership with The Coca-Cola Company. The 2019 conference welcomed 200 business owners to further relationships with the Airport and promote their businesses. Key components of the conference were professional development, networking and live business proposal pitches. DFW leaders shared upcoming business opportunities and provided insights to help business owners align their proposals with the Airport's expectations.

Business Opportunities Forum

The Design, Code, and Construction and Concessions departments host the Business Opportunities Forum to provide an overview of upcoming construction, professional services and concessions projects. Business owners hear directly from Airport leaders and prime contractors are encouraged to consider how their business can join the Airport in providing opportunities in the region.

Access to Capital Conference

In 2019, DFW partnered with the Greater Dallas Hispanic Chamber of Commerce and the U.S. Department of Transportation Gulf Regional Small Business Transportation Conference to host a Bonding and Access to Capital Program Conference. The educational workshops were designed to help contractors improve company operations and learn best practices for accessing capital to manage business growth. Attendees connected with organizations with open projects as well as regulators and investors.



Capacity Building workshops are tailored to equip business owners with skills and training to increase business opportunities.

Capacity Building

DFW developed a capacity building program for local businesses interested in working or expanding their partnerships with the Airport. The six-month program is designed to increase supplier diversity by providing business skills training and guidance on doing business with DFW. Through the program, suppliers gain insights of how to better align their business solutions with DFW's goals and contract opportunities. Classes in 2019 included topics such as understanding requests for bids and proposals, joint venture agreements, audits and presenting to the c-suite.

CAPACITY BUILDING HIGHLIGHTS



Since 2016, there have been **365 attendees** and the program has a **96.5% satisfaction rate**



JUAN VALLES
President
A&J Excavation and Demolition LLC

"The Capacity Building program was invaluable to helping me do business with DFW Airport. The topics covered in the program made things clear about the importance of being strategic and efficient in my business. The workshops also gave me access to key decision makers that were willing to share best practices that will be valuable to me as I grow my business."



JOHN BATTLE
Principal
JBA Land Management

"The Capacity Building Program series provided me with knowledge that can be used immediately in my business to help us understand our client's needs. It has given me access to a network of people and resources that are beneficial for us to grow and deliver a product that exceeds DFW Airport and the general public's expectations."



STEPHANIE TEETES
President
Underground Support Services

"Participating in DFW International Airport's Capacity Building program grew my confidence as a small business owner. The educational component of each session is designed to not only give participants useful information on how to work with the Airport, but also how to handle business engagements overall."

"I have been able to immediately implement knowledge gained. The Capacity Building Series has been key to my growth professionally, which has resulted in a more successful Underground Support Services."



Advocacy Partners

A key component of DFW's Business Diversity program is advocacy partner relationships. The annual Advocacy Partners Breakfast (pictured above) brings together the Airport's partners to celebrate the prior year's accomplishments, evaluate and explore the next year's business diversity objectives. By directly engaging the community, DFW has gained invaluable support and guidance for its programs, allowing all community segments to benefit from the economic impact of the Airport.



Industry Leadership

In 2019, DFW was honored to be recognized by several advocacy partners. These awards represent the significance of the collaborative work done with community organizations to advance business inclusion in North Texas. None of DFW's programs or efforts would be successful without the unwavering support of our partners.



Asian American Contractors Association, Outstanding Capacity Building Program



Women's Business Council Southwest, Corporation of the Year



Airports Council International - North America, Griesbach Award for best overall large hub concessions program.



Greater Dallas Asian American Chamber of Commerce, Visionaries of Innovation – Corporate Engagement



DFW Minority Supplier Development Council, Public Sector Agency of the Year



Commitment to Social Responsibility

DFW is committed to being a good neighbor to the surrounding communities. Social responsibility allows the Airport to build relationships with citizens and interest groups to work side-by-side as long-term partners. The Airport focuses its community engagement efforts in three areas including driving economic vitality, strengthening the community and equipping tomorrow's leaders.

Community Partners

Owner Cities of Dallas and Fort Worth



Convention and Visitors Bureaus



Chambers of Commerce



Industry Associations



Minority Chamber and Advocacy Organizations - Refer to page 46

Driving Economic Vitality

DFW is an important asset to the local economy and is uniquely positioned to drive economic impact and generate jobs. The 2019 economic impact to the community was estimated to be above \$37 billion. DFW partners with more than 60 community organizations to promote the region, industry and relevant stakeholder groups. In addition to minority and advocacy partners, those groups include owner and host cities, chambers of commerce, convention and visitor bureaus and industry associations.

Strengthening the Community

DFW strengthens the community through environmental sustainability and the DFW CARES employee volunteer program. In 2019, the Airport added human trafficking awareness as a key initiative. DFW's human trafficking awareness efforts began in 2018 with a public awareness campaign. A comprehensive strategy was developed in 2019 to increase efforts in identifying suspects and providing resources for employees and the public to report suspicious activity.

Equipping Tomorrow's Industry Leaders

DFW works to empower youth interested in aviation, transportation and similar fields through focused educational programs. The Airport also supports current regional and industry leaders through leadership and advocacy programs, workforce development partnerships and other targeted partnerships.



COMMUNITY HIGHLIGHTS



Raised over
\$400K for United Way



Increased employee volunteer hours by
60% year over year



Collected 1,000+ pounds
of school supplies



Donated \$30K in gifts
to children during the holidays

Serving in the Community



DFW CARES is an employee volunteer program. Employees are encouraged to use their personal time and resources to serve some of the most pressing needs in the community. In 2019, a total of 372 employees volunteered 8,089 hours of service. This represented a 60% increase in volunteer hours from 2018.

A key DFW CARES project was organized in partnership with the North Texas Food Bank and the Tarrant Area Food Bank. Employees provided food for federal workers in need during the 2019 lapse in federal appropriations. Nearly 80 DFW employees logged more than 225 volunteer hours bagging and distributing groceries for more than 450 families.



The DFW CARES Council includes representatives from across the Airport who help shape the vision for the program and promote involvement within their teams.



DFW employees volunteer to staff drive-up food banks for federal employees.



DFW employees sort food at drive-up food banks for federal employees.



Volunteer of the Year, Padma Joshi

Volunteer of the Year, Padma Joshi

Senior Innovation Implementation Consultant Padma Joshi was recognized as the 2019 Volunteer of the Year. Padma served 720 hours volunteering for organizations and events such as Dallas Fort Worth Maharashtra Mandal, North Texas Food Bank, Greater Dallas Asian American Chamber of Commerce and DFW ERGs WIN and LEAAD.



DFW INTERFAITH CHAPLAINCY

DFW Airport's partnership with the Interfaith Chaplaincy helps serve passengers, employees and the community. The Chaplaincy has provided places of worship and reflection for people of all faiths and religious traditions for 40 years. The chapel in Terminal D was relocated to a larger and newly renovated space at gate D40 in 2019. Each of the five terminals has a chapel location.



DFW Airport celebrates the grand reopening of the Terminal D Interfaith Chapel, one of five chapels in the terminals.



DFW Airport and American Heart Association launch the new CPR Kiosk at the Airport that teaches customers CPR on the fly.



Approximately 207 employees participates in the 2019 Heart Walk at DFW.



AMERICAN HEART ASSOCIATION

The Airport partners with the American Heart Association (AHA) as part of DFW's ongoing commitment to health and safety by hosting an annual heart walk. DFW joins AHA and Oncor Electric Delivery Company to educate employees and passengers on basic emergency response skills. In 2019 a new interactive kiosk, designed to teach hands-only CPR, was dedicated at Terminal E.



The Airport's parking team hosts a drive to help the USO support military service men and women traveling through DFW.



UNITED SERVICE ORGANIZATION

The United Service Organization (USO) is located in Terminal B and provides a variety of services for active members of the military and their families. In 2019, DFW's Parking Department partnered with DFW CARES to host a donation drive benefiting the USO. More than 3,000 snacks, drinks, toiletries and other travel necessities were donated to provide convenience and comfort for military service men and women on their layovers at DFW.



SALVATION ARMY

The Salvation Army is the beneficiary of DFW employees' outreach through the Angel Tree program. In 2019, DFW employees adopted 330 angels and donated more than 1,900 gifts, totaling approximately \$30,000. The Airport has participated in this program for 18 years.



Employees donated over 1,900 gifts to 330 children through the Salvation Army's Angel Tree program.



UNITED WAY

The 2019 DFW United Way campaign raised more than \$403,000 through employee contributions and a golf tournament with the Airport's business partners.



Each year, DFW supports the annual United Way campaign to help local organizations impact education, income and health outcomes in North Texas.



Employees volunteer their time and resources to address community needs through the United Way Campaign and Days of Caring benefiting local nonprofits.



Employees volunteer their time serving meals at an United Way partner agency.



Members of DFW ERG Serve participate in the 2019 Carry the Load walk.

ERG Projects

DFW Employee Resource Groups (ERG) contribute to causes important to their members.

The Future Leaders Initiative (FLI) organized the annual school supply drive and collected 1,120 pounds of school supplies to support hundreds of classrooms and nearly 2,000 students in North Texas for The Welman Project and Grow South Strong.

Airport employees and SERVE members volunteered their time during Memorial Day weekend to honor and celebrate the sacrifices made by our nation's heroes including military, law enforcement, firefighters, rescue personnel and their families. They raised more than \$5,700 and collectively walked more than 230 miles over 2 days.

Aviation Education Expo

DFW Airport's annual Aviation and Transportation Career Expo is one of the largest educational events in the Dallas Fort Worth area. Over 1,200 students from 32 schools participated in 2019. The event featured 35 exhibitors and nearly 50 aircraft and vehicle displays.



The Aviation & Transportation Career Expo is the largest student event held at DFW Airport.



2019 Experience DFW participants pose in front of the airfield at the final session.

experience **DFW**

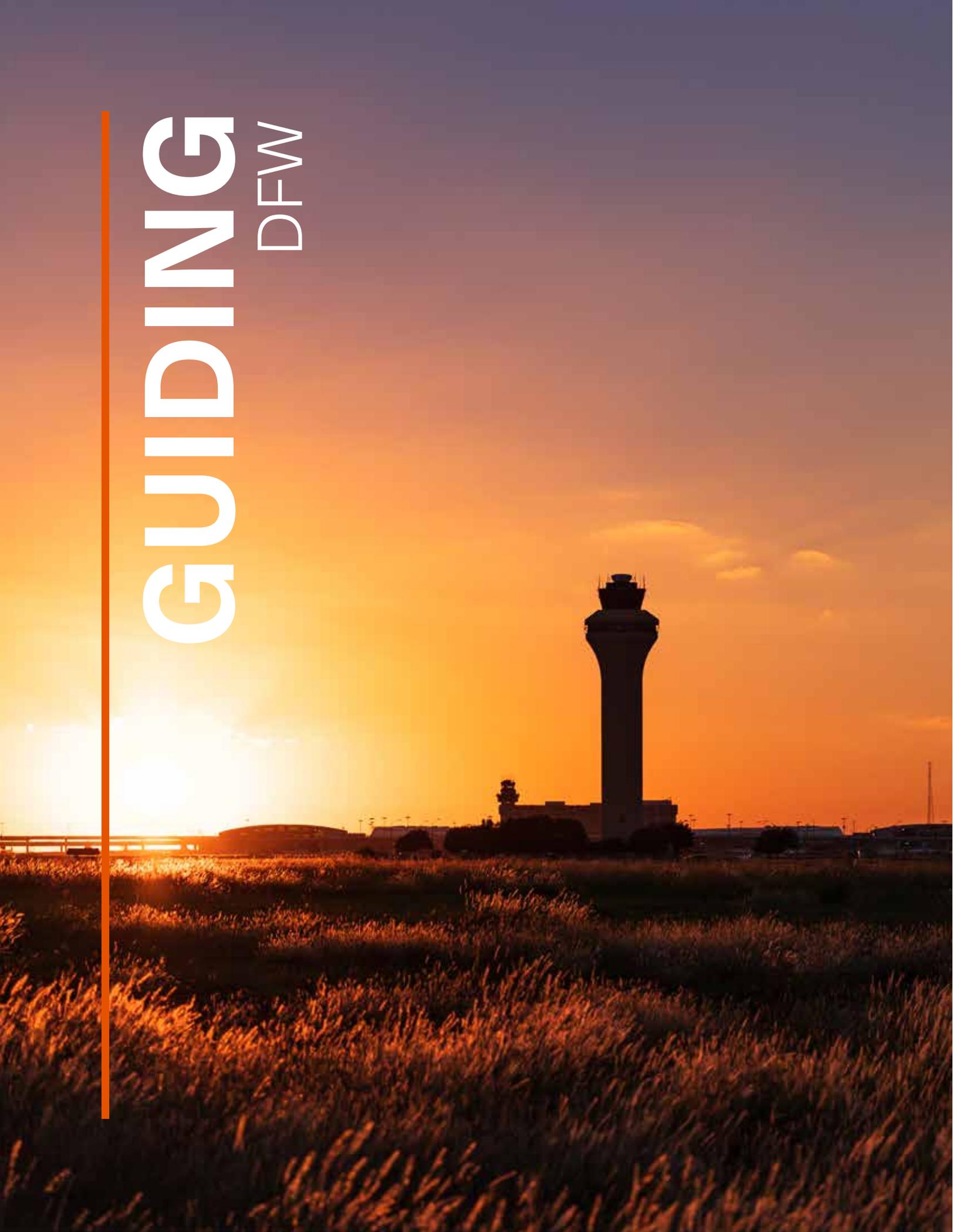
Experience DFW

DFW educates community leaders about the impact of the Airport and its importance to the region through its in-depth Experience DFW Program. In 2019, 25 community partners received a behind-the-scenes look at the Airport's strategic plan. Including hands on tours of operations, customer experience centers, the department of public safety and the airfield.



GUIDING

DFW





Governance and **Ethics**

The Airport is jointly owned by the Cities of Dallas and Fort Worth and is recognized as a community asset. In 1968, the two cities entered into an agreement to create an independent Board of Directors to manage the airport on behalf of the cities. The DFW Board and executive staff focus on long-term strategies that protect the vitality of the Airport through a structure that provides financial and ethical oversight and enables global outreach and innovation.



DFW Airport Board

The Airport Board is comprised of community members appointed by each city council through their respective board and commission appointment processes. Members of the Board are community leaders who are actively engaged in their professional industry. The mayors of Dallas and Fort Worth serve on the Board of Directors. In addition, the Board's twelfth, non-voting seat rotates annually between the mayors of the four cities that surround the Airport: Euless, Irving, Coppell and Grapevine.

The Board is responsible for advising on strategic direction and airport policy. It also approves all 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. In 2019, the Board considered approximately 439 actions reflecting a total value of \$944.7 million. They also approved the annual operating budget and requested approval of the budget from the Dallas and Fort Worth City Councils.

2019 DFW INTERNATIONAL AIRPORT BOARD

William Meadows
Chair, Board of Directors

Matrice Ellis-Kirk
Vice Chair, Board of Directors

Henry Borbolla III
Secretary, Board of Directors

Mayor Eric Johnson
Board Member

Mayor Betsy Price
Board Member

Vernon Evans
Board Member

Ben Leal
Board Member

Madeleine Johnson
Board Member

Raj Narayanan
Board Member

Mario Quintanilla
Board Member

Eddie Reeves
Board Member

Linda Martin
Board Member

DFW AIRPORT BOARD HIGHLIGHTS



Total # of Official Board Actions
439, totaling \$944.7M



Fiscal Year 2019 Federal Grants
\$41M+



Fiscal Year 2019 Budget
\$1.032B



Employees Completing Code of Business Ethics Training
536



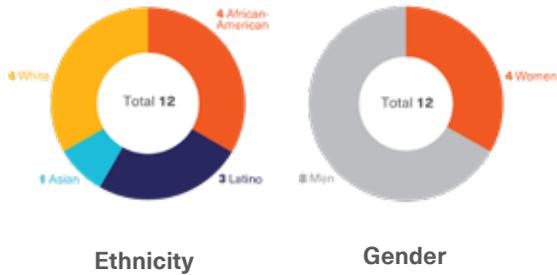
Dallas elects Eric Johnson as mayor in June 2019. The mayors of Fort Worth and Dallas are automatically appointed to the Airport Board.

DFW Airport Ethics

The Board of Directors, along with the Airport's General Counsel, Director of Audit and Executive Vice President of Administration and Diversity have oversight responsibility for ethics and compliance matters. Airport team members and partners are expected to operate under defined standards for acceptable ethical behavior and conduct business activities with honesty, fairness and integrity.

All Airport employees complete annual ethics training and leaders also complete annual Code of Business Ethics certification. Suspected illegal and/or unethical activity can be anonymously reported by phone or on-line 24 hours a day, seven days a week. A third-party collects information and reports to the DFW Ethics Committee for further review and action.

DFW Board Diversity



Chris Poinsatte, Chief Financial Officer and Executive Vice President of ITS, leads the Airport's financial and information technology strategies.

Industries Represented

-  Public Service
-  Banking/Finance
-  Law/Legal
-  Insurance/Title
-  Public Relations
-  Executive Consulting
-  Aerospace/Aviation
-  Nonprofit/Community Work

Supplemental Bond Ordinances

The Airport issued four Supplemental Bond Ordinances (SBO) to fund projects such as airfield and landside improvements and terminal renovations or expansions.

- 53rd SBO: Amends the Airport's Master Bond Ordinance.
- 54th SBO: Authorizes issuance of Taxable Refunding Bonds in an amount of \$1.3 billion.
- 55th SBO: Authorizes the Airport to issue subordinated obligations with a gross revenue coverage requirement of 1.1X debt service.
- 56th SBO: Authorizes an ongoing taxable commercial paper program of \$750 million.



John Ackerman, Executive Vice President of Global Strategy and Development, hosted a terminal tour for a Japanese Parliament delegation.

Worldwide Impact

International Delegations

Operational excellence and innovation have helped DFW emerge as a global leader in the aviation industry. The Airport regularly hosts international delegations interested in DFW's industry-leading practices.

In July 2019, DFW welcomed a delegation led by a member of the Japanese Parliament to learn more about DFW's Skylink train system and the use of biometric technology. The delegation was led by Hideyuki Tanaka, the Vice Minister of Land, Infrastructure, Transportation and Tourism.

DFW also hosted a group led by Mayor Cheng of Taoyuan City. Taoyuan City is the owner entity of one of DFW's Sister Airports, Taoyuan International Airport (TPE). DFW and TPE began a Sister Airport relationship in 2011 when a memorandum of understanding was signed to allow the two airports to work collaboratively on business and operational projects. The delegation was interested in Airport cargo, infrastructure and commercial development. The two airports plan to collaborate on efforts to develop direct air service between DFW and TPE.



DFW hosts a 17-member Taiwanese delegation, led by Mayor Cheng of Taoyuan City.

International Business Summit

DFW Airport hosted an International Business Summit to promote DFW as the most efficient U.S. Cargo gateway between Asia and Latin America. Delegates attended from 17 countries and included representatives from cargo and trade companies as well as foreign government consular officials. Cargo operations represented more than half of DFW's annual operations in 2019 and represent a strategic opportunity for future growth for the Airport and local economy.



Cargo plays an important role at DFW Airport with 971,000 tonnes in FY19.



Innovative technologies, such as biometrics, are being piloted at the Airport to transform the customer experience.

Embracing Innovation

In 2019, the Airport committed to focusing on innovation and built a cross-enterprise approach to evaluating and introducing new ideas. Some innovation initiatives will address current needs while others will be long-term, ambitious concepts.

DFW introduced wait time technology at customer checkpoints to drive efficiency and increase the passenger experience. One-step biometric boarding was also introduced to eliminate the need for a boarding pass and reduce the time to board aircraft by as much as 50%. Other in-terminal technologies include autonomous vehicles, robotics and virtual reality to elevate the customer experience.

Strategic Partnerships

In order to yield collaboration on shared goals, strategic innovation partnerships were formed in 2019, including:

- A partnership with the Transportation Security Administration’s Innovation Task Force to test new screening technology in DFW employee portals.
- Collaboration with American Airlines on biometric self-bag drop.
- A research and strategy partnership with Texas Christian University’s MBA program to develop strategies and concepts for passenger networking services.



Paul Puopolo, Executive Vice President of Innovation, speaks to stakeholders on how his team navigates emerging technologies to enhance and personalize the customer experience.

CORE FOCUS AREAS



Efficient Mobility & Automation



Safety & Security



Frictionless Passenger Journey



New Ventures



Data-driven Decision-Making



Australia Trade Mission

Trade missions are a strategic focus for the Airport. In 2019, Fort Worth Mayor Betsy Price and former Dallas Mayor Mike Rawlings led a business mission to Sydney and Brisbane, Australia. The mission goal was to promote the importance of air service and its direct ties to trade advancement, business opportunities and tourism throughout the North Texas region.

The mission delegates met with government officials, business and tourism executives, and local leaders to outline the benefits of operating in the Dallas Fort Worth area. The trip showcased the growing marketplace and commercial ties between Australia and the Texas cities.

The Dallas Fort Worth Region is a top trade partner with Australia. Key sectors include manufacturing, software, IT services, support services and agriculture.



Diplomatic meetings allow for the exchange of best practices with government officials in mission destinations.



The Airport partners with regional tourism and economic development organizations to promote North Texas.



The Dallas Fort Worth area is a focal point for Australian businesses in oil and gas, engineering design, and engineering consulting services.



Future **IOC**

The future site of the Integrated Operations Center (IOC). The IOC is a next-generation facility designed to improve and support DFW's operational efficiency.



Future **Gate Expansion**

A rendering of DFW's Terminal D Gate Expansion. The expansion will provide up to four new gates serving both international and domestic flights.



Shaping the **FUTURE**

2019 GRI Content Index

GRI 102: General Disclosures 2016*

| | 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 | Fast Facts on DFW |
| | 102-3 | Location of headquarters | Fast Facts on DFW |
| | 102-4 | Location of operations | Fast Facts on DFW |
| | 102-5 | Ownership and legal form | Investor/Financial Documents |
| | 102-6 | Markets served | Fast Facts on DFW |
| | 102-7 | Scale of the organization | Fast Facts on DFW |
| | 102-8 | Information on employees and other workers | Creating the Future, p. 5 |
| | 102-9 | Supply chain | Connecting DFW, pp. 42-46 |
| | 102-10 | Significant changes to the organization and its supply chain | None. |
| | 102-11 | Precautionary Principle or approach | Creating the Future, p. 7 Guiding DFW, p. 55 |
| | 102-12 | External initiatives | Creating the Future, p. 7 Sustaining DFW, pp. 19-21 |
| | 102-13 | Membership of associations | Connecting DFW, pp. 46, 48-49, 51 |
| Strategy | 102-14 | Statement from senior decision-maker | Letter from the CEO, p. 1 |
| Ethics and Integrity | 102-16 | Values, principles, standards, and norms of behavior | Creating the Future, p. 4 Guiding DFW, p. 57 |
| Governance | 102-18 | Governance structure | Guiding DFW, p. 56 DFW Board of Directors & Executive Staff |

* DFW's 2019 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.

2019 GRI Content Index

GRI 102: General Disclosures 2016*

| | DISCLOSURE | DESCRIPTION | CROSS-REFERENCE OR ANSWER |
|-------------------------------|------------|--|---|
| Stakeholder Engagement | 102-40 | List of stakeholder groups | Sustaining DFW, pp. 12, 14, 17 Forming DFW, pp. 26, 30 Connecting DFW, pp. 42, 49-53 |
| | 102-42 | Identifying and selecting stakeholders | Sustaining DFW, pp. 7, 11 Forming DFW, pp. 7, 45 Connecting DFW, pp. 7, 41 |
| | 102-43 | Approach to stakeholder engagement | Sustaining DFW, pp. 17, 22-23 Forming DFW, pp. 29-30, 36 Connecting DFW, pp. 44, 46, 48, 53 |
| | 102-44 | Key topics and concerns raised | Sustaining DFW, pp. 22-23 Forming DFW, pp. 26, 30, 35 Connecting DFW pp. 41-42, 49 |
| Reporting Practice | 102-45 | Entities included in the consolidated financial statements | DFW Investors/Financials |
| | 102-48 | Restatements of information | None. |
| | 102-49 | Changes in reporting | None. |
| | 102-50 | Reporting period | All data in the ESG Report is for FY2019 (October 1, 2018 - September 30, 2019) unless otherwise noted. |
| | 102-51 | Date of most recent report | 2018 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 |

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2019 GRI Content Index

GRI 200-400: Disclosures 2016*

| | DISCLOSURE | DESCRIPTION | CROSS-REFERENCE OR ANSWER |
|---|------------|--|---|
| Economic | | | |
| GRI 201: Economic Performance 2016 | 201-1 | Direct economic value generated and distributed | Creating the Future, pp. 5, 9 Forming DFW, pp. 42-43 |
| | 201-2 | Financial implications and other risks and opportunities due to climate change | Sustaining DFW, pp. 8, 12 |
| | 201-4 | Financial assistance received from government | Guiding DFW, p. 56 |
| GRI 203: Indirect Economic Impacts 2016 | 203-1 | Infrastructure investments and services supported | Sustaining DFW, pp. 12, 15 Guiding DFW, p. 58 |
| | 203-2 | Significant indirect economic impacts | Connecting DFW, pp. 42-45, 49 |
| GRI 204: Procurement Practices 2016 | 204-1 | Proportion of spending on local suppliers | Connecting DFW, pp. 42-43 |
| Environmental | | | |
| GRI 302: Energy 2016 | 302-3 | Energy intensity | Sustaining DFW, p. 13 |
| | 302-4 | Reduction of energy consumption | Sustaining DFW, p. 13 |
| GRI 303: Water 2016 | 303-1 | Water withdrawal by source | Sustaining DFW, p. 16 |
| | 303-3 | Water recycled and reused | Sustaining DFW, p. 16 |
| GRI 304: Biodiversity 2016 | 304-2 | Significant impacts of activities, products, and services on biodiversity | Sustaining DFW, p. 17 |
| GRI 305: Emissions 2016 | 305-1 | Direct (Scope 1) GHG emissions | Sustaining DFW, p. 12 |
| | 305-2 | Energy indirect (Scope 2) GHG emissions | Sustaining DFW, p. 12 |
| | 305-4 | GHG emissions intensity | Sustaining DFW, p. 13 |
| | 305-5 | Reduction of GHG emissions | Sustaining DFW, p. 13 |
| GRI 306: Effluents and Waste 2016 | 306-2 | Waste by type and disposal method | Sustaining DFW, pp. 8, 18 |

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2019 GRI Content Index

GRI 200-400: Disclosures 2016*

| | DISCLOSURE | DESCRIPTION | CROSS-REFERENCE OR ANSWER |
|---|------------|--|--|
| Social | | | |
| GRI 401: Employment 2016 | 401-2 | Benefits provided to full-time employees that are not provided to temporary or part-time employees | Forming DFW, p. 33 DFW Careers |
| GRI 404: Training and Education 2016 | 404-1 | Average hours of training per year per employee | Forming DFW, p. 31 |
| | 404-2 | Programs for upgrading employee skills and transition assistance programs | Forming DFW, pp. 31-32 |
| GRI 405: Diversity and Equal Opportunity 2016 | 405-1 | Diversity of governance bodies and employees | Forming DFW, p. 35 Guiding DFW, p. 57 |
| GRI 410: Security Practices 2016 | 410-1 | Security personnel trained in human rights policies or procedures | Forming DFW, pp. 26, 29 |
| GRI 413: Local Communities 2016 | 413-1 | Operations with local community engagement, impact assessments, and development programs | Sustaining DFW, pp. 16-17, 22-23 Connecting DFW, pp. 42-45, 48-53 |
| GRI 416: Customer Health and Safety 2016 | 416-1 | Assessment of the health and safety impacts of product and service categories | Sustaining DFW, pp. 12, 14, 16-17 Forming DFW, pp. 26-27 |

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