

Journey
Together



Message from the CEO

Dallas Fort Worth International Airport is owned by the cities of Dallas and Fort Worth and it is a vital resource for the North Texas region. As stewards of this community asset, it is our obligation to always operate in a responsible manner. We have invested time and resources into ensuring that we continue to integrate sustainable environmental, social and governance practices.

The cumulative impact of our efforts over 40 years has led to an Airport that is recognized as a leader in the industry and strong corporate partner in the community. In FY2017, we continued to embed responsibility into our business. Through a combination of our deep experience and commitment to innovation, we achieved several notable milestones:

Environmental

We are proud of our achievements, particularly becoming the first airport in North America, and the largest in the world, to become carbon neutral. In FY2017, we continued to reduce our environmental footprint. A few examples include transitioning our bus fleet to renewable natural gas captured from local landfills, piloting dynamic glass technology in the Terminals and recycling nearly 279,000 tons of construction material.

Social

We expanded our definition of social engagement to encompass our community, business diversity and development initiatives, and employee programs. Each year since 2012, we have awarded more than 35 percent of business contracts to disadvantaged, small, minority and women-owned firms. In FY2017, we again exceeded our goals. Approximately 228,000 jobs are directly supported through DFW Airport.



The Airport also has a key impact on surrounding communities. That impact is enhanced by the generosity of our employees. In FY2017, we implemented our employee volunteer program, DFW Cares, to lay the foundation for employee volunteerism and community giving campaigns for years to come. Our employees have a huge heart to give to those in need. In FY2017, employees donated \$420,000 to our partners at the United Way and supported programs of our on-airport non-profits—The USO, Travelers Aid and the DFW Interfaith Chaplaincy.

Governance

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

Every accomplishment of 2017 was possible because of the passion and dedication of the DFW team, employees and the various stakeholders in our region who contribute to our success. We have built on the strong foundations laid by the community when DFW Airport was first conceived, and we will continue the partnership for decades to come. We have a great future ahead. Thank you for joining us as we embark on this **journey together**.

A stylized, handwritten signature in black ink, appearing to read 'Sean Donohue'.

SEAN DONOHUE
CHIEF EXECUTIVE OFFICER

DFW Airport by the Numbers



Our Airport



LIKE A CITY, DFW HAS ITS OWN

- Zip code
- City designation
- Police, fire and EMS departments

DFW COVERS

26.9+ sq. miles

an area larger than Manhattan

DFW SPANS

17K+ acres

with 6,000 available for commercial use

Journey
Together

Passengers



66.4M

passengers

175K+

passengers per day

10.5M

international seats

Flights



1800+

flight operations per day (takeoffs and landings)

655K+

flight operations total

28

passenger airlines in DFW's global network

20

cargo carriers in DFW's global network

Destinations



168

domestic destinations

57

international destinations

11

new destinations

4 hrs

or less to every major city within the continental US

All data in the ESG Report is for FY2017
(October 1, 2016–September 30, 2017)
unless otherwise noted



In FY2017, Airports Council International named DFW "Best Large Airport in North America" for customer satisfaction.



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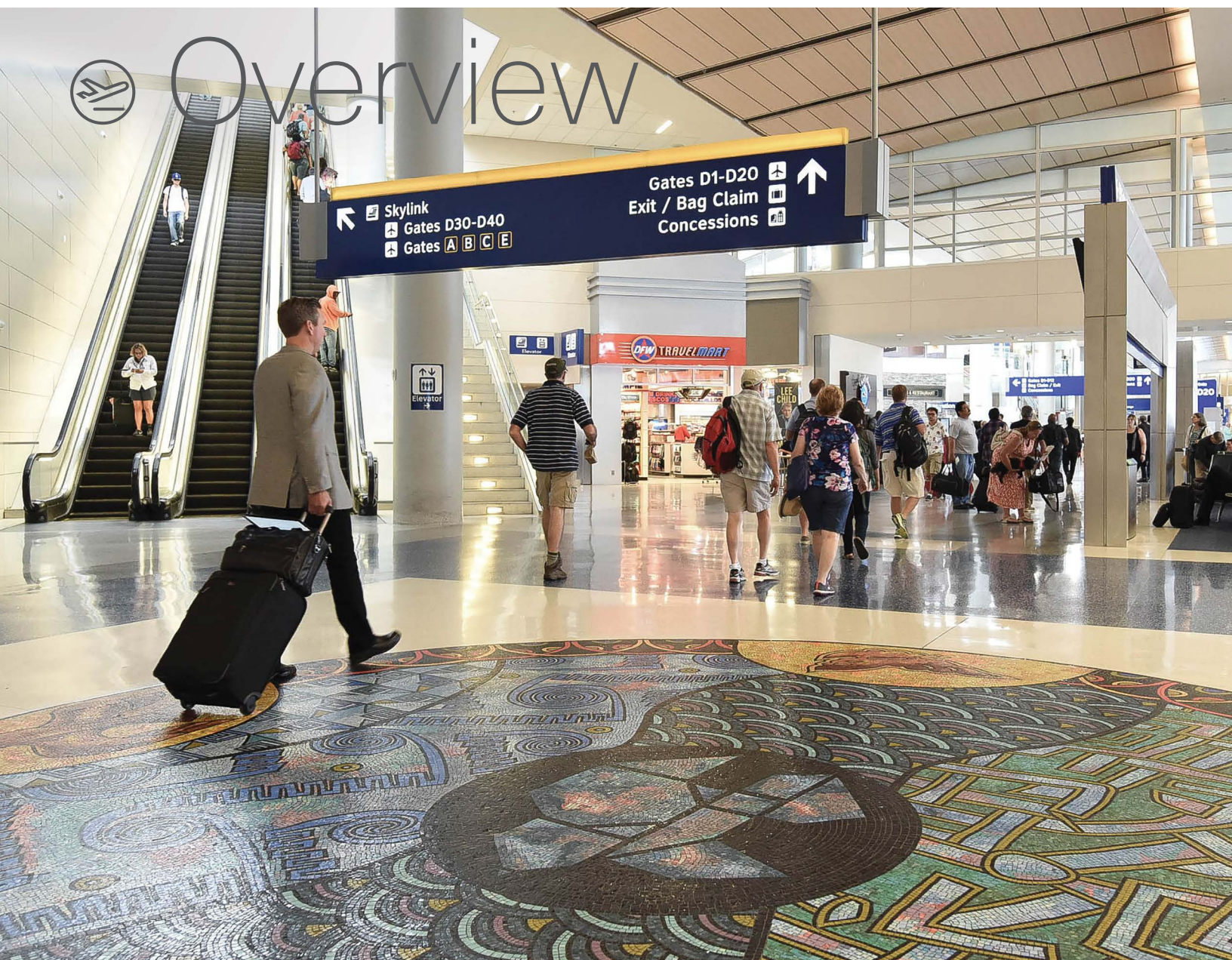


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Overview



DALLAS FORT WORTH INTERNATIONAL AIRPORT is more than just an airport. It is a global super-hub that reaches beyond the walls of the terminals, extends past the runways and connects people to the world. As one of the world's most visited airports, DFW is recognized for its innovation, commitment and drive for excellence.

Vision

Travel. Transformed.

Mission

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



Strategic Plan

DFW Airport's Strategic Plan is the road map to the future and serves as the framework to drive performance and results for the benefit of the entire region.



CUSTOMER EXPERIENCE: DFW is committed to building personal relationships and customized interactions with travelers. To support this objective, DFW invested in staff and technologies, as well as personalized products, to ensure customers experience “Moments of Wow” on their journey.

BUSINESS PERFORMANCE: DFW's operations are designed to keep the Airport financially strong and cost competitive, to generate revenue from non-airline business such as parking and concessions and to grow air cargo and passenger services.

EMPLOYEE ENGAGEMENT: Employees' willingness to give their discretionary effort and demonstrate commitment to the organization results in mutual success. DFW invests significantly in benefits and services for the workforce and actively cultivates a culture that values all employees.

OPERATIONAL EXCELLENCE: The Airport continuously makes improvements in processes and technologies to improve operational efficiency and sustainability. These efforts have led to the Airport's continued Carbon Neutral accreditation.

COMMUNITY ENGAGEMENT: DFW Airport is a vital community asset that helps drive economic vitality in North Texas. Engaging the community through responsible business practices and positive partnerships bolsters DFW's efforts to broaden stakeholder support and strengthen communities through employee volunteerism.

SAFE AND SECURE: Safety and Security are foundational to the success of the Airport. DFW has invested in people, training and technology to keep employees, customers and business partners safe from physical, environmental, financial and cyber threats.



DFW's Terminal Renewal and Improvement Program

DFW Airport initiated the Terminal Renewal and Improvement Program (TRIP) in 2010 to ensure facilities remain in optimal condition and continue to operate efficiently. In FY2017, DFW completed customer-facing upgrades to Terminals A and E and most of the improvements to Terminal B. Additional renovations included new terminal garages, parking plazas, a parking guidance system and a new Dallas Area Rapid Transit (DART) light rail station. Construction also started to bring the Trinity Metro from Fort Worth, with trains arriving in 2019. The Airport will continue to work with partner airlines to assess future terminal improvement plans to enable growth.

TRIP has positively affected local communities and small businesses throughout the Dallas Fort Worth area. Hundreds of local subcontractors and vendors contributed more than 16 million hours to the improvements, creating thousands of jobs and propelling the North Texas economy. Nearly 43% of TRIP contracts were awarded to disadvantaged, minority or women-owned business enterprises.



ESG Strategy

To create positive change in the North Texas region, the Airport's ESG strategy focuses on balancing environmental, social and business interests in a responsible way.

DFW International Airport is on a journey to re-imagine what an airport can be. This starts with DFW's commitment to integrate and prioritize Environmental, Social and Governance (ESG) standards into management and operational decision-making. ESG practices are core priorities in DFW Airport's Strategic Plan. This includes building and maintaining an ethical, inclusive, diverse and responsible culture throughout the organization.

From leading the industry in carbon neutrality to creating new business markets for small business owners, DFW is redefining expectations for the community and customers.

This report calls attention to DFW Airport's impact on the environment, people and community and provides an opportunity to publicly measure the impact.



Environmental

Preserving the environment for future generations is critical to the continuity of DFW Airport. The Airport embraces sustainability through natural resource conservation and operational efficiency that is continuously improving. DFW's environmental stewardship initiatives include ongoing management of energy, water, waste, air quality, noise and wildlife.



Social

At DFW, people play a leading role in the success of the Airport and its objectives. The Airport engages with a broad range of stakeholders to build advocacy, develop business diversity, provide economic opportunities in North Texas and support employees.



Governance

DFW Airport is committed to conducting business ethically, with accountability through its governance. This includes leadership from the Airport Board of Directors and Owner Cities as well as risk management programs, crisis response and transparent communications.

United Nations Sustainable Development Goals

DFW's Strategic Plan and social and environmental programs support the Sustainable Development Goals (SDG), a collection of 17 global goals set by the United Nations. DFW programs and initiatives directly advance 14 of the SDGs.



ESG Metrics Highlights

For more than four decades, DFW Airport has been a catalyst for economic growth and development in North Texas' journey to become the major urban center it is today. The Airport's environmental, social and governance practices are aligned with the Strategic Plan to ensure this critical asset is run responsibly and continues to benefit the community and travelers for generations to come.

Annual Economic Impact

ECONOMIC IMPACT

\$37B

across North Texas, generated by airport operations, DFW tenants, cargo operations and visitor spending



DFW BOARD EMPLOYEES

1,900

ON-AIRPORT EMPLOYEES

60,000



FULL-TIME JOBS

228,000

supported by Airport business

PAYROLL

\$12.5B

Environment

CARBON NEUTRALITY

Carbon neutral accredited

since 2016

RENEWABLE ELECTRICITY



WATER CONSERVATION

100M gallons of reclaimed water

used in FY2017



EMISSIONS REDUCTIONS

81%

per passenger since 2010

RECYCLING

279,000

tons of construction materials recycled from the TRIP program

ENERGY USE

24M kWh

reduction in energy use from improved building efficiency since 2007

Social

EMPLOYEE ENGAGEMENT

81%

responded favorably to engagement surveys

COMMUNITY PARTNERSHIPS

64

partner organizations financially supported

WORKFORCE DIVERSITY



31% 49%

women people of color

MINORITY AND WOMEN-OWNED BUSINESS PARTICIPATION

36%

of DFW expenditures are with disadvantaged, minority and women-owned businesses

VOLUNTEERISM AND GIVING

Active employee volunteer and giving program

Governance

BOARD DIVERSITY



41% 58%

women people of color

OPERATING BUDGET

\$964M

OFFICIAL BOARD ACTIONS

437



Environment



Protecting the environment is ingrained into the culture at DFW Airport, founded on the belief that actions taken today will have an impact on the quality of life for the next generation.

As the first and only carbon neutral airport in North America, DFW has spent more than two decades minimizing its carbon footprint. By focusing on optimizing the use of natural resources and making operations more efficient, DFW is able to meet the world's growing travel demands. Since 2010, DFW has realized an 81% reduction in carbon emissions and a 27% reduction in energy costs. During this same period, the total number of passengers increased 18%. The Airport remains committed to continually exploring new and innovative ways to expand its environmental programs.

Sustainability Management Plan

In 2014, DFW Airport designed a Sustainability Management Plan (SMP) to provide a road map to integrate environmental considerations into day-to-day business decisions and enhance collaboration with stakeholders. Together, DFW and the community strengthened DFW's sustainability foundation by creating a common vision, selecting focus areas for improvement, and establishing meaningful goals, key performance indicators and metrics for measuring progress. The plan calls for a triple bottom line approach to sustainability—prioritizing the impact programs may have on people, the planet and revenue.



◀ Kris Russell, Emily Conway and Robert Horton of DFW's Environmental Affairs Department accepting the EPA's Organizational Leadership Award.



◀ The Airport's ongoing sustainability efforts are driven by 11 key focus areas aligned with the organization's Strategic Plan.



DFW Airport leads the industry in sustainability, earning Carbon Neutral accreditation for the second year in a row from Airports Council International's Airport Carbon Accreditation program. DFW is the first airport in North America and the largest in the world to achieve carbon neutral accreditation.



Dozens of exhibitors participate in DFW's Earth Day outreach activities to share information related to sustainable living and protecting the environment and wildlife.



Sustainability Partners

Long-term success of sustainability efforts continues to be driven by DFW Airport and its external business partners, coalitions and the community.

- **Sustainability Alliance:** DFW collaborates with American Airlines through a Sustainability Alliance that meets monthly to discuss, direct and evaluate sustainability projects.
- **Air North Texas:** DFW is an active member of the coalition, which promotes policies and actions for businesses, employees and communities to improve local air quality.
- **National Academies Transportation Research Board Airport Cooperative Research Program:** DFW's participation supports leading research on best practices to reduce emissions at airports in the U.S.

Education and Outreach

Education and outreach is incorporated into the strategic management plan to promote sustainability at DFW, the region and around the world. Outreach efforts include:

- DFW Earth Day events
- EarthX sponsorship
- Regular community updates
- Airport tours
- Speaking engagements

Industry Leadership



Environmental Protection Agency (EPA) Organizational Leadership Award

DFW was awarded the 2017 Climate Leadership Award in Organizational Leadership, the EPA's highest honor for organizations showing exemplary actions in response to climate change. DFW is the first airport to receive the honor.



EPA Green Power Partnership Program

Ranked 6th in the nation among local governments in renewable electricity use.



Leadership in Energy and Environmental Design

LEED Silver Certified Headquarters



Airport Carbon Accreditation (ACA) Level 3+ Neutrality Certification

Global recognition for Carbon Neutral Accreditation program



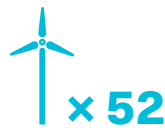
Air Quality

Air quality is one of the most challenging environmental issues facing the North Texas Region, and DFW is doing its part to reduce emissions.

The Airport's emission reduction strategies include reducing mobile and stationary sources of emissions, using 100% renewable sources of electricity, increasing use of alternative fuels and improving energy efficiency. Additional initiatives that help reduce emissions include gate electrification and pre-conditioned air equipment at all DFW terminal gates.

A "summer hours" program was piloted from May to October of 2017. Employees were allowed to set their work schedules by arriving early or staying late. Those who participated had the option of a four-day week, reducing emissions generated by DFW Employees.

Renewable Energy



100% renewable electricity is purchased from Texas wind farms. The annual amount purchased would be equivalent to a wind farm with **52** turbines.

Carbon Footprint



Since 2010, DFW has reduced its overall carbon footprint by **81%**, equivalent to taking **29,200** passenger cars off the road for one year.

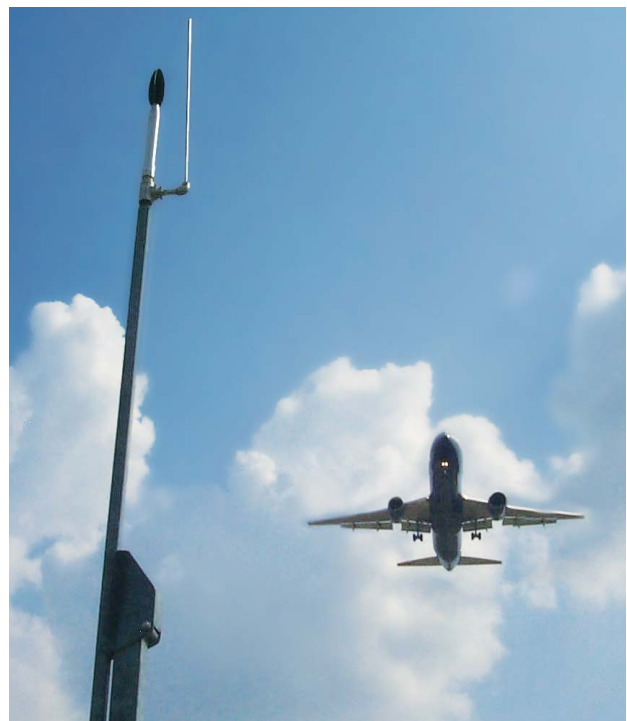
Noise

DFW Airport has invested in technology to enhance its understanding of and response to community complaints and inquiries related to air operations.

Noise from today's jet aircraft has been substantially reduced from the early aircraft of the 1970s through noise reduction technologies. While today's aircraft are much quieter, the frequency of flights has increased. DFW Airport recognizes the impact noise can have on its neighbors and oversees several programs and initiatives to address aviation noise. DFW's noise programs focus on working with the public through proactive education and engagement. The Environmental Affairs Department acts as an advocate for the community during planning for construction or operational adjustments.

DFW Airport has invested in technology to enhance its program. DFW's live flight-tracking technology allows for internal analysis of flight patterns to overlay with community feedback. The tracking technology is layered with weather radar, allowing predictive analytics and insights into how weather and airfield closures impact the community. DFW actively monitors aircraft noise through permanent devices positioned in nine cities and three counties.

The Airport regularly meets with community leaders and keeps an open dialogue on noise program goals, resources and changes that can affect communities (e.g. irregularities in flight patterns due to weather, construction or operational adjustments). This two-way communication allows for community feedback and a cycle of continuous improvement.



▲ There are 6 noise monitors on the Airport and 21 located throughout communities adjacent to the Airport.



Energy & Climate

For DFW and the larger global economy, the path to a sustainable future includes changing how electricity is produced and used.

To make progress towards its vision to become carbon neutral, DFW set a goal to reduce emissions by 15% between FY2015 and FY2020. DFW is currently on pace to achieve this goal. A 14% reduction was achieved between FY2015 and FY2017.

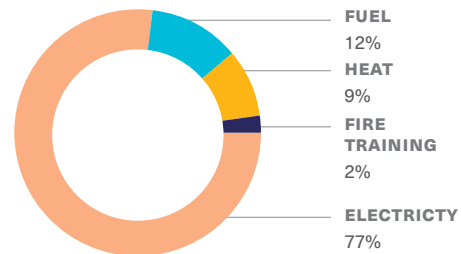
DFW's energy efficiency efforts focus on the following practices:

- Improving operations and maintenance systems and processes
- Optimizing facilities
- Incorporating energy-saving technology into new construction

Energy Reductions and Renewable Energy

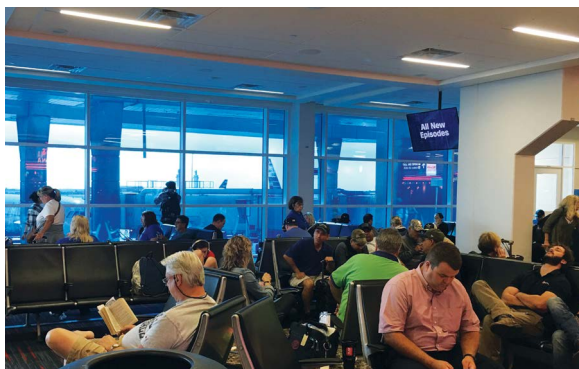
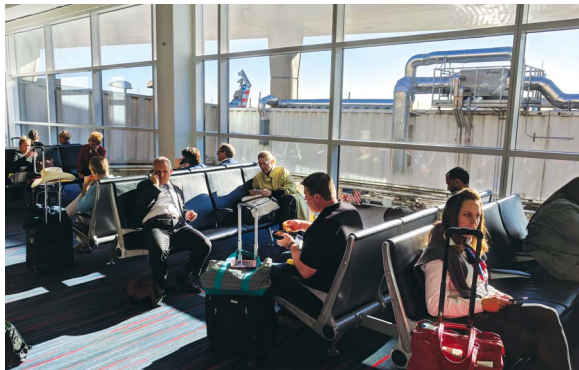
DFW purchases 100% of its electricity from renewable sources, specifically Texas wind farms. Investing in renewable wind energy helps “green” the Texas electricity grid and directly benefits local economies. To further diversify its energy sources, the Airport installed and operates on-site solar and geothermal renewable technologies.

DFW Emissions Make-up



Glass temperatures are cooler with dynamic glass

Top: Gate A25 without dynamic glass
Bottom: Gate A28 with dynamic glass



Leading Innovation: Energy Efficiency Glass

DFW partnered with View Inc. to pilot a study that explored operational efficiency and the customer experience. In September 2017, DFW installed electrochromic glass technology in Terminal A, optimizing tint levels in windows to allow for more natural light while reducing glare and decreasing the energy consumption needed to cool the space.

The dynamic glass installation reduced peak Heating, Ventilation and Air Conditioning (HVAC) loads and overall energy use while dramatically improving the customer experience. Customers seated near the dynamic glass reported a reduction in glare. As a result, space utilization more than doubled as more travelers chose to sit by the windows and enjoyed the view of the airfield during all hours of the day.





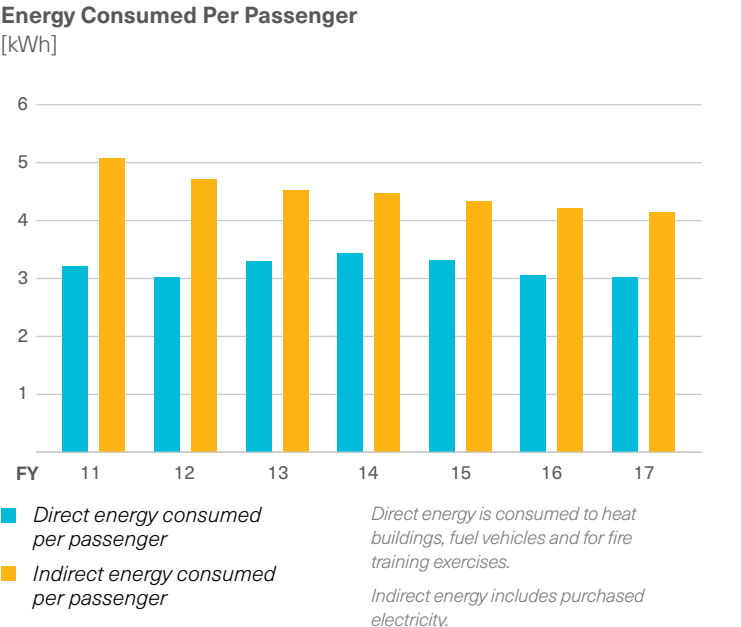
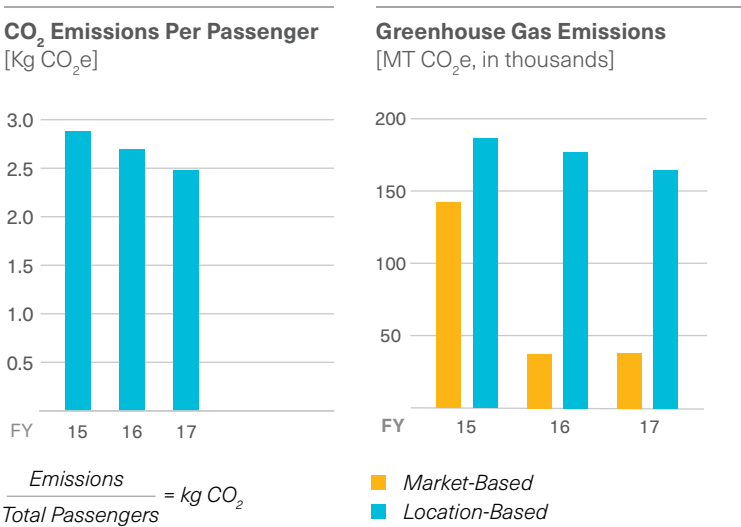
Sustainability Indicators

The Airport uses two different methodologies to track progress on emissions reduction:

Market-Based: The market-based methodology measures emissions based on the type of electricity purchased from the market. DFW purchases all electricity from renewable sources and receives renewable energy certificates to demonstrate the purchase of renewable electricity. The market-based methodology gives DFW Airport credit for the zero-carbon electricity purchased when accounting for emissions.

Location-Based: While DFW Airport purchases all electricity from renewable sources, the Texas electricity grid carries electricity from all sources of power generation, such as natural gas and wind. The mix of power generation sources, or the “grid mix”, is what determines the average emissions for electricity in Texas. The location-based methodology uses that average when accounting for emissions instead of taking credit for that actual amount of renewable electricity purchased.

The Texas electricity grid is becoming cleaner each year. DFW's large purchase of renewables is a significant contributor to the greening of the grid. The Airport is currently ranked number 6 nationally among local government agencies in the EPA Green Power Partnership.



Operational Efficiency

In order to reduce its carbon footprint and optimize operational efficiency, DFW leverages resources and evaluates systems and core processes to minimize redundancy and waste.



LED Technology

DFW is integrating LED technology to improve the operational performance and energy efficiency of the airfield, terminals and roadways. In FY2017, the Airport began a grant funded project to install terminal ramp LED lighting that will save 4 million kilowatt-hours of electricity and reduce carbon emissions by 3,000 metric tons per year.

Aircraft Efficiency

DFW Airport works with airline partners to ensure aircraft operate as efficiently as possible. One innovative solution pioneered at DFW in 2008, is End-Around Taxiways. These extensions of the main runways eliminate runway crossings and allow for continuous aircraft taxi at engine idle. Design and construction specifications of DFW's End Around Taxiways are now incorporated at multiple international airports and considered a best practice in advisories from the FAA. DFW also encourages airlines to use ground-based pre-conditioned air units, reducing the use of fuel to power aircraft auxiliary power units to power planes' HVAC system.



Low Carbon Vehicles

DFW is the first airport outside of California to invest in renewable natural gas (RNG). In August 2017, DFW's clean-burning compressed natural gas (CNG) vehicle fleet began transitioning to RNG captured from local landfills, reducing life-cycle carbon emissions for the Airport's natural gas fleet of vehicles by 79%. Operations and maintenance costs were reduced by 39%, which is projected to provide \$1 million in annual savings. The Airport's natural gas fleet improved local air quality by reducing ozone precursor emissions and is anticipated to reduce carbon emissions by 15,000 metric tons per year through FY2025.



15,000 metric tons from the gas fleet is roughly **3,000** passenger cars driven for one year.

Procurement & Contracting Practices

To ensure partners are also good environmental stewards, DFW evaluates purchasing and supply chain decisions to reduce negative environmental, social and economic impacts.

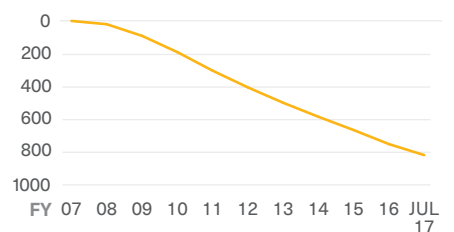
Energy Optimization: Texas A&M Energy Systems Lab

DFW partners with Texas A&M Energy Systems Lab on the adoption of Continuous Commissioning™ to fine-tune building heating and cooling systems. Texas A&M engineers work with the Airport's environmental team to inspect all buildings and systems for optimal operational efficiency. The team recommends improvements such as relocating thermostats to reduce run time for heating and cooling systems and installing lighting sensors to ensure lights are on only when needed.

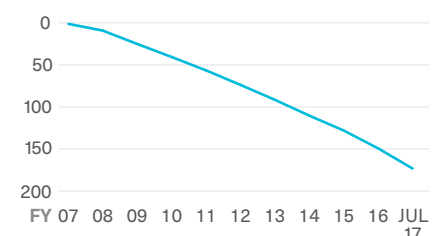
The Airport has incorporated new buildings into the program each year since it launched. This generated a cumulative effect on electricity and gas reductions. The Energy Systems Lab has helped DFW Airport achieve the following cumulative energy reductions since the program began in 2007:

Cumulative Annual Energy Reduction

Natural Gas + Hot Water [MCF, in thousands]



Electricity + Chilled Water [kWh, in millions]



Natural gas and hot water measures natural gas usage for hot water and to heat facilities.

Electricity and chilled water measures electricity used in the buildings and to run air conditioning.



Waste and Recycling

DFW Airport envisions a future without unnecessary waste and takes steps to make it a reality.

DFW connects more than 175,000 customers to the world daily. Decisions about waste management have a significant impact on the Airport and the community. DFW has a team dedicated to recycling and waste diversion. In FY2017, DFW improved the recycling program by increasing availability of receptacles for travelers. Waste from construction projects, such as excavated soil and concrete debris, were also recycled. DFW diverted more than 279,000 tons of construction materials from landfills as a part of TRIP.

As part of a solid waste assessment and gap analysis, a team of subject matter experts evaluated the Airport's current waste and recycling processes and identified short-term recommendations for improved efficiencies. DFW used this analysis along with waste composition research to develop a comprehensive road map to establish new initiatives to minimize waste. As an outcome of this research, DFW is developing food donation and composting programs to reduce food waste.



◀ Nearly 3 million square feet of total space has been renovated at DFW, which includes upgrades to Terminals A, B & E.

TRIP Recycling

In FY2017, DFW recycled or diverted more than **279,000 tons** of construction materials from landfills—including **14,554 tons** of metals and building materials and **264,239 tons** of concrete.

$$= \text{[Truck Icon]} \times 28,000$$

279,000 tons is roughly **28,000** dump truck loads of material.

$$= \text{264,239 tons} + \text{14,554 tons}$$

of concrete recycled of metals and building materials recycled

Making Recycling Easy: Terminal Recycling Upgrades

DFW joined with airline partners to provide improved recycling containers in the terminals. As an innovative no-cost solution, DFW repurposed 90 stainless waste containers into recycle bins and placed them in high-traffic areas of the terminals. The project increased waste and recycling capacity by 23% and reduced custodial labor costs. The pairing of trash and recycling containers increased awareness for customers, resulting in higher recycling bin use.



Water

Water is a valuable shared community resource and DFW is committed to preserving regional supplies by increasing operational efficiency and identifying alternative sources of potable water.



▲ Trigg Lake protects water quality and wildlife in and near the lake.

DFW strives to identify alternative sources, enhance operations to mitigate potential water shortages and contribute to maintaining regional water supplies

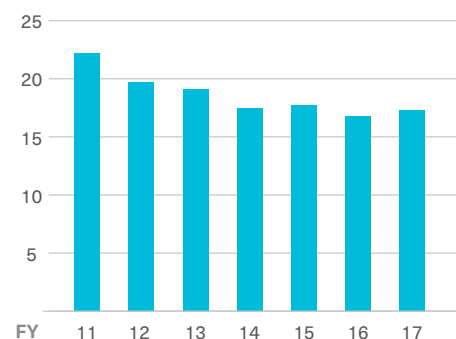
DFW has partnered with neighboring cities to create a reclaimed water delivery system that provides water for irrigation. The system also serves as a major component in heating the terminal buildings. Reclaimed water reduces potable water use by more than 100 million gallons per year.

Trigg Lake, on the Airport grounds, serves as a major water resource for the irrigation of the Airport's Bear Creek Golf Course. In FY2017, DFW secured the water rights to Trigg Lake, enabling the Airport to further reduce potable water used for irrigation by more than 90 million gallons per year.

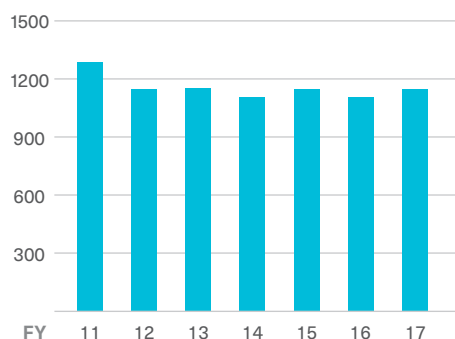
Additional water savings were realized by upgrading terminal restrooms. DFW installed highly efficient plumbing fixtures, which decreased passenger water use across all five airport terminals. Terminal water use was reduced by 5 million gallons per month, saving more than 60 million gallons of water each year.

Overall DFW Airport total water use increased in FY2017 as business at the Airport and passenger traffic increased. Water use also increased due to construction and commercial development activities. DFW will continue to work to reduce potable water usage and continue the overall trend of reducing water use per passenger over the long term.

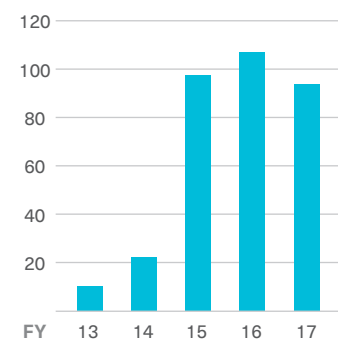
Total Water Usage Per Passenger
[Gallons]



Potable Water Used
[Gallons, in millions]



Reclaimed Water Usage
[Gallons, in millions]



Biodiversity

DFW values wildlife and biodiversity while also maintaining rigorous safety standards. DFW Airport strives to support the needs of the local ecosystem on more than 17,000 acres, while preventing wildlife from impacting the safety of passengers.

Wildlife Management Program

DFW has a comprehensive wildlife management program that focuses on minimizing safety risks by reducing bird-attracting vegetation and dispersing wildlife.

Partnerships

The Airport involves employees and the entire community in its wildlife management program. Through the Wildlife Stewardship Campaign, DFW Airport educates its employees and Airport tenants about wildlife concerns through mandatory training, brochures, posters and presentations.

Training

DFW Airport employees are required to complete wildlife awareness training modules each year. Contractors, tenants and airline employees, are strongly encouraged to take part. Nearly 400 employees completed wildlife training in 2017.

Research

DFW Airport strives to enhance aviation safety beyond its boundaries and has been instrumental in leading the North Central Texas Airport Wildlife Consortium, a group of regional airports that meets to discuss best practices. DFW collaborates with the Consortium on a quarterly basis to discuss wildlife challenges that are unique to each regional airport and issues that are common geographically.

Intensive research and coordination led to the development of a multiyear airfield maintenance program. In FY2017, DFW's airfield maintenance program helped to reduce the wildlife population at the airfield by removing food sources such as the Caley Pea. As an added benefit, by eliminating tall vegetation, the need to mow airfields has decreased, reducing fuel consumption and emissions.

397 employees completed wildlife training in FY2017

Meet Cathy Boyles, DFW Airport Wildlife Administrator

Creating a safe and secure travel experience is a shared responsibility. It's not just pilots, flight attendants, mechanics and air traffic controllers. DFW's Wildlife Administrator Cathy Boyles works with scientists to identify the food sources and habitats that attract birds and mammals to the Airport.

Teaming up with botanists, DFW discovered that flocks of pigeons and mourning doves were visiting the airfield to feed on seeds from several plants. In February 2017, the Airport adjusted its mowing patterns and vegetation management programs to eliminate these plants, reducing the attractiveness of the airfield to seed eating birds. Discouraging birds from visiting the airfield creates an environment that is safer for birds and planes.



People



People are at the center of DFW Airport's success. DFW strives to help customers and employees reach their higher purpose by investing in programs that create a safe, healthy, productive and diverse environment that values each individual for what he or she brings to the table.

Safety

DFW promotes a culture of safety and security, acknowledging an enterprise-wide responsibility to protect employees, customers, stakeholders and infrastructure.

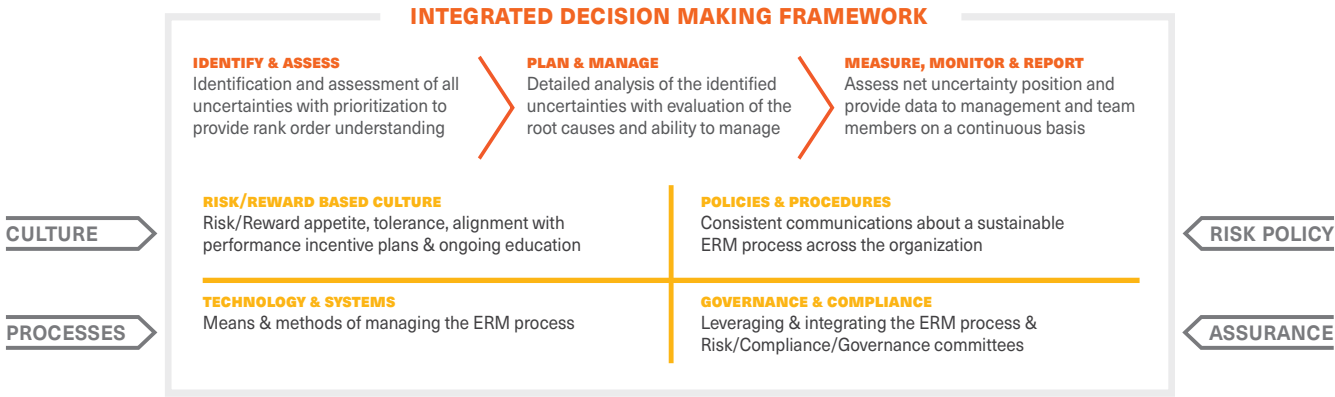
Ensuring a Safe & Secure Environment

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. The overarching goal is to ensure everyone works together to maintain a safe working environment for all.

The Safe and Secure program combines resources such as DFW's Enterprise Risk Management system, the DFW Risk Council, training, awareness of policies and procedures, and a Safe & Secure Survey to support objectives. These tactics help employees, contractors, partners and customers understand safety's critical nature to the organization and embrace their individual role in minimizing risks and keeping everyone safe at the Airport.



▲ The DFW Risk Council is responsible for driving continuous improvement of DFW's safety and security initiatives and enterprise risk management best practices throughout the organization.



Security

DFW has a robust security program that supports the Airport community around the clock.

To ensure the Airport is resilient in times of crisis, DFW prepares for action before it is needed. The Airport Emergency Management (EM) Program is a robust set of partnerships and processes put in place to ensure the Airport is ready to respond when operations are disrupted. The primary focus of the EM program is to take care of all stakeholders and work to recover essential Airport operations.

In FY2017, DFW invested an additional \$4.5 million to increase its ability to react, respond and recover from threats. This includes the approval of an additional 68 public safety positions in areas such as Security Services, Access Control and Police Services.

World Class Training

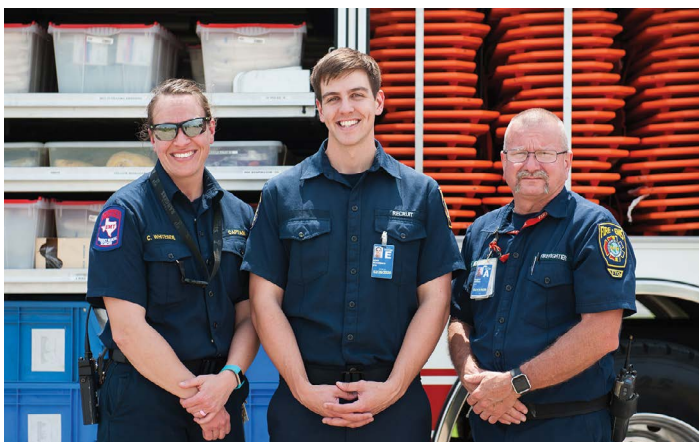
DFW Airport is home to a world-class fire training facility, offering experienced instructors and state-of-the-art equipment. The Fire Training Center

opened in 1995 to train airport firefighters to properly respond to aircraft and airport emergencies. It was repurposed in 2011 into the Fire Training Research Center (FTRC) through a cooperative FAA project to enhance the capabilities of airport firefighters throughout the United States.

DFW instructors and trainers assist airlines, aircraft manufacturers, fire service manufacturers and universities to conduct research in near real-world settings. The FTRC has the first-ever interactive firefighting education software for virtual classroom training, and the only A30 wide-bodied aircraft mock-up in the U.S. for live fire training. The research assists the FTRC in keeping up with the ever-changing aircraft and airport environments.

1,832 students received training at the FTRC in FY2017. More than 35,000 people from 44 states and 51 countries have been trained since 1995.





DFW Airport Fire Service

DFW Airport Fire Service received an Insurance Services Office classification rating of 1, the best rating possible. Ratings are based upon several criteria, including:

- Emergency communications
- Fire department
- Water supply
- Fire prevention
- Public fire safety education



DFW Airport Police Service

- DFW Airport Police Services is a Recognized Agency by the Texas Police Chiefs Association
- All DFW police officers are licensed by the Texas Commission on Law Enforcement
- DFW has more than 100 Mutual Aid Agreements with police and fire agencies in North Texas



▲ The annual LifeSaver Exercise exceeds the FAA's requirement to conduct exercises once every three years to validate response and recovery plans.

LifeSaver Exercise

The annual full-scale LifeSaver Exercise is integral to DFW's Emergency Management process and readiness. This live-action exercise series includes realistic scenarios such as active security threats, aircraft accidents and other potentially catastrophic events. The exercise involves approximately 400 people who work at the Airport, including employees, contractors and other community stakeholders. Representatives from each group participate from conception and planning, through execution and corrective action.



Wellness

Every day, DFW employees create new experiences that help to transform travel for customers. In this same spirit, DFW Airport strives to enable employees to achieve optimal health, meaningful connections, purpose and lifelong learning. DFW makes this commitment possible through a variety of employee wellness initiatives, diversity and inclusion programs, and education opportunities.



Total Rewards

DFW invests in the overall well-being of employees to foster a healthy and productive workforce. The Airport's comprehensive compensation and benefits program, Total Rewards, is best-in-class and provides programs and resources that contribute to employee wellness. New hires are eligible for the program the first day of employment.

DFW continually evaluates the program to ensure that it meets the needs of the staff. Benefit enhancements for FY2017:

- Retirement Savings Plan improvements
- Healthy food options in DFW Headquarters' breakroom
- Mobile Farmers' Market, providing fresh produce for purchase
- Summer Hours pilot program, providing work-shift flexibility



Work/Life Balance

- Sick Pay
- LiveWell Center
- Time Off with Pay (TOP)
- Financial Planning and Seminars
- Employee Assistance Programs
- Employee Discount Programs
- Parking Privileges
- Summer Hours
- Travel Discounts



Benefits

- Medical
- Dental
- Vision
- Life Insurance
- Disability Insurance
- Retirement Plans
- 24/7 Nurseline
- Employee Health Care Advocacy
- Flexible Spending Account
- On-site Clinic
- Voluntary Benefits
- Tuition Reimbursement



Compensation

- Base Pay
- Excellence Rewards
- Longevity Pay
- LiveWell Incentives
- Management Incentive Plan



Recognition

- Employee Engagement Events
- Service Recognition Events and Rewards





LiveWell

Part of the Total Rewards benefits is the LiveWell program that provides a host of resources to help employees make informed decisions regarding physical, mental, financial and family health.

Services include on-site gyms, personal training, sports leagues, group fitness classes, health coaching and nutrition advice. The LiveWell Center and 14 satellite stations are located throughout the Airport's campus and accessible at no cost to all employees, spouses/domestic partners and dependents over age 18.

Employees are incentivized to become healthier by completing LiveWell components such as a physical exam, attending education workshops and trainings, and making lifestyle and behavioral changes. Employees earn up to three days of pay for participating. In FY2017, 96% of employees participated in the LiveWell Program. DFW paid out \$1.1 million in incentives to employees who completed one or more LiveWell components.



96% of employees participated in the LiveWell program



Blue Zones

DFW incorporated The Blue Zones Project® initiatives into the LiveWell program to bolster its commitment to employee health and wellness. The Blue Zones Project® is a community-led well-being initiative designed to make healthy choices easier throughout the community. The program encourages many healthy practices such as public walking spaces, healthy food choices and community involvement. When the entire community participates—from worksites and schools to restaurants and grocery stores—the small changes contribute to improved productivity and, ultimately, a higher quality of life where people live, work and play.

DFW employees participate in Blue Zones by taking the Blue Zones Pledge, which signifies their commitment to learn about and complete actions to lead a healthier and happier life. In FY2017, DFW used Blue Zones principles to incorporate:

- A micro market at Headquarters with 40% Blue Zones approved food
- Healthy cooking demonstrations
- Ergonomic workstations
- Volunteer opportunities through DFW Cares

Health Clinic

DFW employees have access to an on-site health clinic that provides primary, acute and urgent care, physical examinations, and preventive screenings. LiveWell's on-site health clinic, when compared to community practice clinics, resulted in total healthcare and productivity savings of \$571,660 in FY2017 for the Airport and less time spent visiting healthcare facilities for the employees.

Industry Leadership



Gold Status for American Heart Association Workplace Health Achievement



Blue Zone Certified Workplace



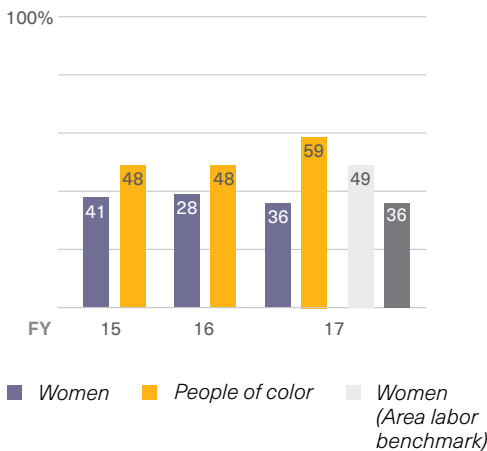
Recognized as one of the Healthiest 100 Workplaces in America



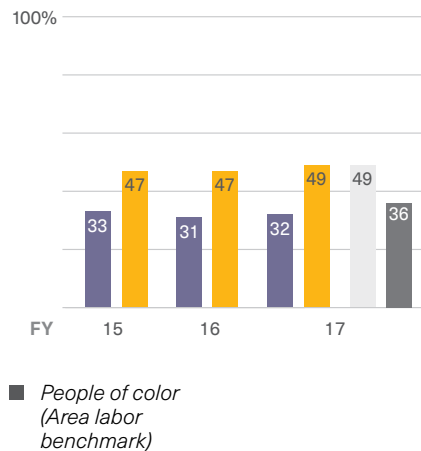
Diversity & Inclusion

DFW Airport's customers arrive from hundreds of destinations around the world, and Airport employees reflect the diversity of its customers and community. DFW Airport is committed to creating a diverse and inclusive culture and has invested in practices and programs to increase workforce diversity, including the creation of a Diversity Leadership Council, Employee Resource Groups and diversity training.

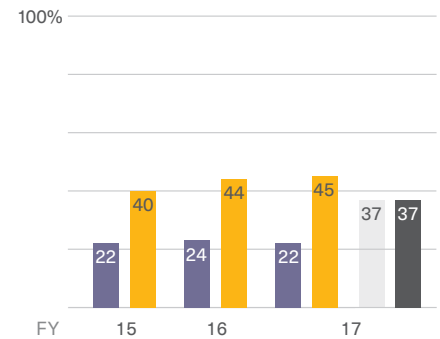
Workforce Diversity Recruitment/Hiring [Percentage]



Overall Representation [Percentage]



Senior Management [Percentage]



Left: FLI members help contribute to the business success of the Airport by sharpening their leadership skills and taking advantage of professional development resources.

Right: AACTION members at the group's annual Black History Month Program.



HOLA's 2017 signature event highlighted the importance of education and sharing personal experiences.



Employee Resource Groups (ERGs)

DFW supports six active Employee Resource Groups (ERGs) that empower employees to connect with their peers around shared interests, issues and a common background. In FY2017, the Airport placed emphasis on expanding ERGs to reach a larger audience, increasing enrollment by nearly 200%.



AACTION

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



FLI

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



HOLA

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



LEAAD

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



SERVE

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



WIN

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



▲ The WIN Conference is a signature event focused on providing women at DFW an opportunity to network and learn from other women leaders.

◀ Left: SERVE hosts a signature event to honor all who have served and encourage a culture of respect for veterans.

Right: Annual heritage events hosted by DFW's Employee Resource Groups, such as LEAAD, provide employees an environment in which to explore various cultures.





▲ DFW's Diversity Leadership Council.



▲ DFW's hiring process is designed to attract a highly diverse workforce.

83%

of DFW leaders attended advanced Harassment Education and Retaliation Overview (H.E.R.O) Training to expand their knowledge of harassment and retaliation issues in the workplace in FY2017

200+

ERG and Diversity Leadership Council members took *Creating an Inclusive Culture*, a course that was launched in FY2017 to further support the Airport's diversity goals

Diversity Leadership Council

The Diversity Leadership Council is a cross-functional team of executive leaders who model active leadership and promote diversity to ensure an inclusive culture for all employees. The Council examines cultural issues to promote conversations within the Airport that elevate the awareness of diversity and inclusion. In FY2017, the Council led an effort to identify the Airport's key attributes. Employees who submitted nominations were given DNA testing kits to help them learn more about their heritage and connections to groups around the world.

W2W rings Mentoring Program

In FY2017, DFW Airport offered the Woman to Woman™ Mentoring program, W2W rings. It offers unique learning and growth opportunities for

women to strengthen internal leadership networks, enhance leadership competencies and receive personalized mentoring to support professional development goals. It is targeted for emerging leaders and pairs them with senior leaders in the organization. More than 30 women participated in FY2017.

Hiring Practices

DFW Airport's hiring practices are designed to build an engaged and highly diverse workforce. This includes, but is not limited to, a hiring process that includes a panel of interviewers with diverse perspectives and backgrounds. DFW also partners with minority community organizations to advertise openings to talent and present a slate of qualified candidates for each role.



The W2W Mentoring program is a personalized development program geared toward helping women achieve their professional development goals.



Employee Engagement & Development

The Airport is committed to engaging employees and working in a collaborative culture to continually improve the employee experience.

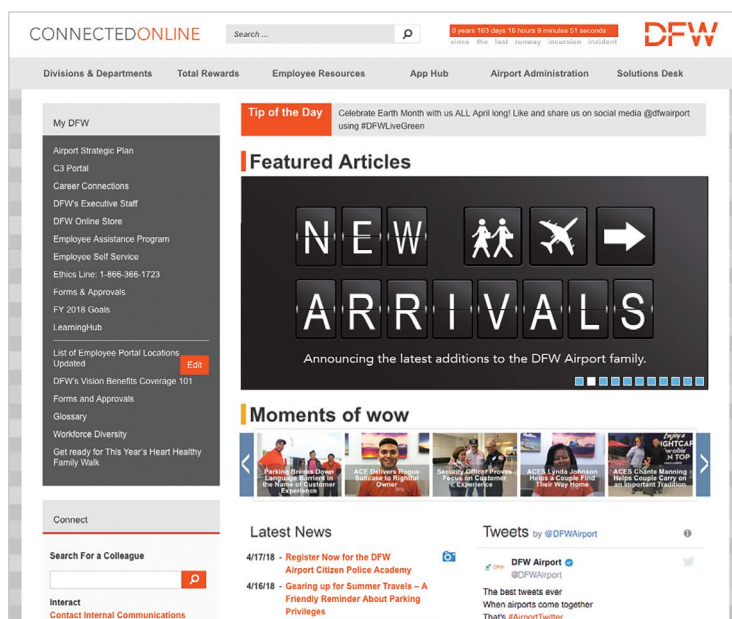
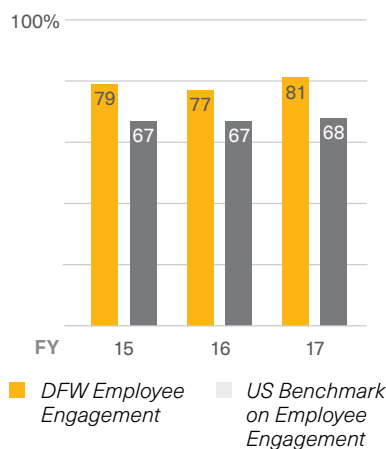
An engaged and productive workforce is critical to the success of DFW Airport. Through investments in new learning and development opportunities, DFW fosters an environment where employees can grow their careers at the Airport and make meaningful contributions to the Airport's success.

Employee Engagement Survey

DFW shapes the employee experience by capturing, listening and responding to employees' needs and concerns. As a part of the Airport's ongoing efforts to gather feedback, the Engagement Survey is administered to employees by an independent consultant. The FY2017 survey was completed through an external website to maintain anonymity, and questions measured employee engagement, alignment and agility. Key indicators of high engagement are employee pride, energy and optimism.

In FY2017, DFW achieved an overall score of 81%, a 4-point increase over FY2016 scores. DFW survey results were 13 points higher than the U.S. benchmark of 68%.

DFW Employee Engagement
[Percentage]



▲ Connected is DFW's online internal communication platform that informs and engages employees via a one-stop shop for helpful tools and resources.

Training and Learning Opportunities

DFW offers a variety of continuous learning opportunities to build a highly skilled workforce. DFW's Learning Management System allows employees to manage their own learning plan and improve their knowledge and skills via online or instructor-led training courses relevant to their role at the Airport and personal goals. There are more than 2,000 training opportunities available to employees at no cost.

In 2017, an average of **27 hours** of training were completed per employee

Employees completed **56,672 hours** of training through online or instructor led courses



Community



DFW is committed to giving back to the community through strategic partnerships, employee giving and more.

The Airport recognizes its responsibility to ensure opportunities reach beyond the Airport's physical boundaries. DFW engages with a broad range of organizations such as chambers, convention and visitors bureaus, and advocacy groups to make certain all segments of the community benefit from DFW's economic and social impact. These relationships are interdependent and central to the Airport achieving its core objectives. Therefore, great care is taken to foster positive partnerships that drive economic impact, broaden stakeholder support and bolster employee volunteerism.

Economic Impacts

DFW Airport has been an asset to the community and a critical driver of economic growth in North Texas since its first flight arrived in January 1974. Today, the Airport contributes \$37 billion in local economic activity and indirectly supports more than 228,000 full-time regional jobs.

\$37B

DFW's contribution to local economic activity

7,500 jobs

created by the Airport's business diversity programs

\$366M

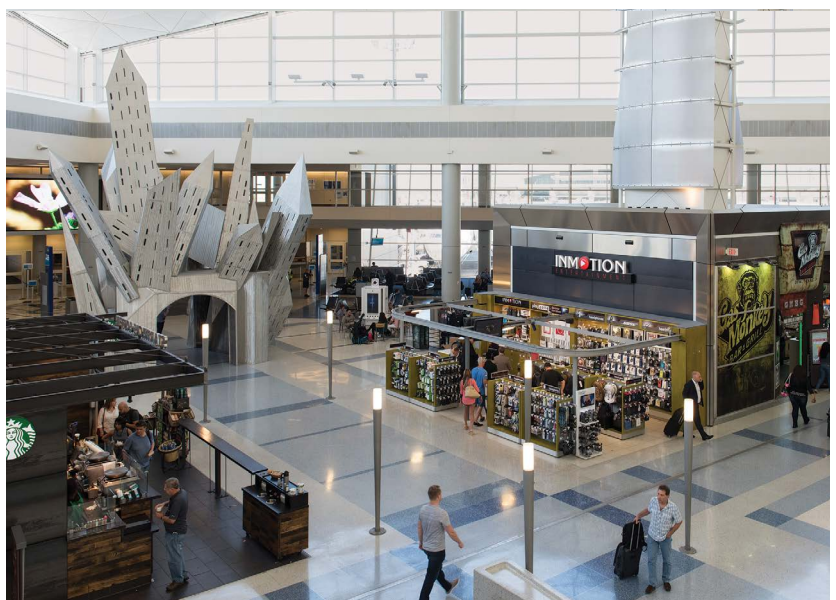
in associated payroll from DFW's business diversity programs

228,000

full-time jobs are directly supported by airport operations, concessions, rental car operations, air cargo operations, and other DFW tenants and visitor services

\$215M (36%)

in total expenditures to disadvantaged, small, minority and women-owned business enterprises



▲ DFW's concessions and cargo programs are key economic generators for the region.

Business Diversity

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

\$145M
(37%)

overall participation in Airport's concessions by disadvantaged business enterprises

35%

of DFW's business contracts have been awarded to disadvantaged, small, minority and women-owned business enterprises each year since 2012

DFW collaborates with business and community partners to encourage full, fair access to Airport business opportunities. The organization thrives when relationships reflect the region's diverse business community.

DFW oversees outreach programs, policies and practices that support equal opportunity in all Airport contracting opportunities. Examples include annual goals, participation in federal and local business diversity programs, regular capacity building workshops and conferences.

Business Diversity Goals

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

Capacity Building Workshops

To support newly certified firms and encourage the growth of existing small, minority and women-owned businesses, DFW Airport hosts Capacity Building Workshops. The program provides business skills training and guidance specifically tailored to doing business with DFW Airport. It provides business leaders an opportunity to gain firsthand knowledge of Airport processes and policies and meet key decision-makers. In FY2017, DFW staff hosted 25 workshops, reaching more than 500 attendees.

SOAR Conference (Success through Opportunities, Access and Resources)

In FY2017, DFW Airport partnered with The Coca-Cola Company to provide professional development, networking and business relationship opportunities to D/S/M/WBEs. The conference connected businesses to DFW Airport and introduced firms to Coca Cola's Supplier and Empowerment Program, designed to empower women business owners through education and networking.

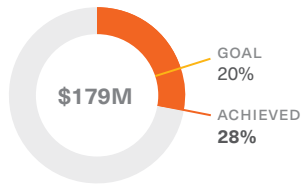
In 2017, DFW hosted 25 Capacity Building Workshops to encourage and equip minority business owners.



Expenditures by Category: Supplier Diversity Goal, Results Achieved in FY2017

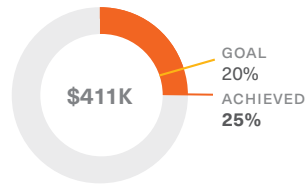
Goods & Services

Small Business Enterprise (SBE) Program



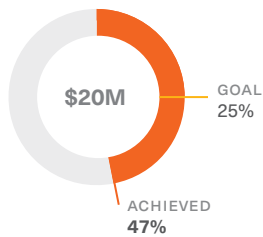
Construction under \$1M

Small Business Enterprise (SBE) Program



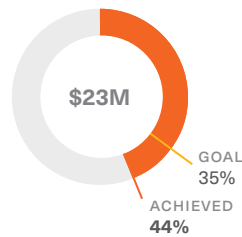
Construction

Minority Business Enterprise (MBE) Program



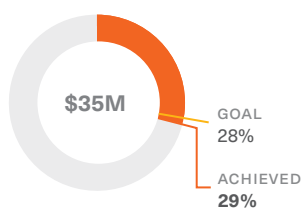
Architectural & Engineering

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



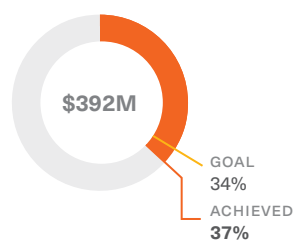
Construction/Architectural & Engineering

Disadvantaged Business Enterprise (DBE) Program



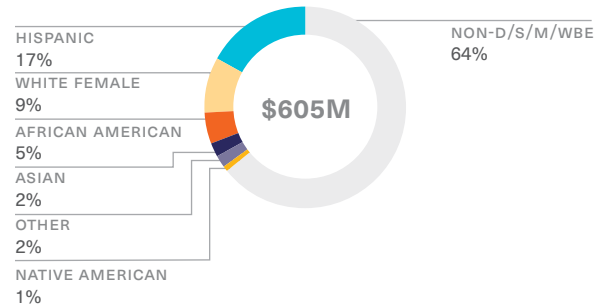
Concessions Revenue

Airport Concessions Disadvantaged Business Enterprise (ACDBE) Program

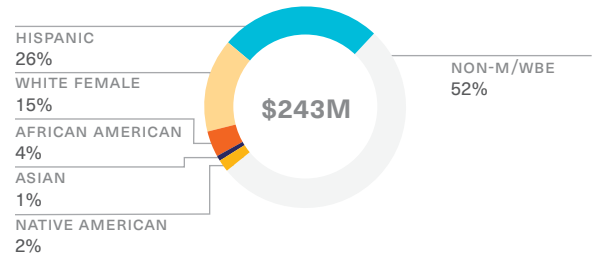


■ Diversity expenditure
 ■ Non-diversity expenditure

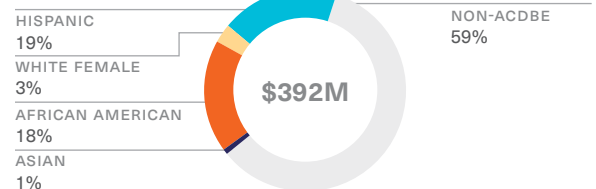
Expenditures Participation: All Categories



Terminal Renewal and Improvement Program (TRIP) Diversity Expenditure



Airport Concessions Disadvantaged Business Enterprise (ACDBE) Program



Business Diversity Programs

Disadvantaged Business Enterprise (DBE)

- Federal Program
- 51% owned and controlled by one or more socially and economically disadvantaged individual
- Business size based on Small Business Administration size standards
- Includes a personal net worth threshold

Airport Concession Disadvantaged Business Enterprise (ACDBE)

- Federal Program
- Airport Concession
- 51% owned and controlled by one or more socially and economically disadvantaged individuals
- Business size based on Small Business Administration size standards
- Includes a personal net worth threshold

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

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

Small Business Enterprise (SBE)

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



Success Stories

DFW Airport is proud of the goals achieved through its focus on D/S/M/WBEs, which can be seen even more visibly through the stories of the people behind the numbers.



Eileen Chin, President

R.M. Chin & Associates, Inc.

"R.M. Chin & Associates' history is rooted in aviation as one of our core business sectors. Since the DFW Airport partnership began in 2010, our firm has grown to achieve a national aviation presence. Today, our local talent not only participates on the DFW capital program, but also in other aviation opportunities. We're grateful for the welcoming partnership with the DFW staff and Board."

R.M. Chin & Associates was established in 1989 by Raymond Chin to provide expert Owner's Representation, Project and Construction Management services for leading public and private entities in the aviation, transportation and building sectors. Today, President Eileen Chin continues to grow the company and its opportunities as a certified D/S/M/WBE and Airport Concessions DBE in multiple states.



Kelye Rouse Brown, CEO

KRB Business Solutions, LLC

"DFW Airport business diversity and development programs have proven to be a rewarding opportunity for KRB Business Solutions, LLC to build its business through strong partnerships. We have grown into an award winning company with operational excellence in cleanliness, friendliness and customer service. I look forward to more success ahead."

KRB Business Solutions specializes in communications, leadership, human resources and development solutions for hospitality and service-oriented clients. As a woman-owned and small business enterprise, KRB is ACDBE certified.



Corliss Stone Littles, President

Corliss Stone-Littles, LLC

"Since 2008, our company has enjoyed a productive relationship with DFW Airport that has progressed from joint venture partnerships to sole proprietor business opportunities. Corliss Stone-Littles, LLC has opened nine locations, including L'Occitane en Provence, Sunglass Hut, Johnston & Murphy and Swarovski. The DFW Airport Concessions department is one of the most efficient and professional teams in the U.S. Their focused attention to detail and demand for quality have made our success possible."

Corliss Stone Littles is a national aviation retail concessionaire offering retail brands to twelve U.S. airports including DFW.



Rosa R. Orenstein, Shareholder

Orenstein Law Group

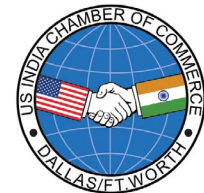
"Our successful representation of DFW Airport allowed us to showcase the firm's skill, knowledge and professionalism and led to an increase in our client base. We appreciate the business relationship of mutual respect between our two organizations. DFW and its personnel are responsive, listen to advice given and follow that advice. We consider our job not only to solve the specific issue at hand, but also to provide guidance on how to avoid the same issue in the future."

Orenstein Law Group's practice oversees all aspects of bankruptcy, creditors' rights, commercial transactions and commercial litigation, including employment and labor matters, and provides counsel to DFW on these issues.



Business Diversity Partners

Lasting relationships with community partners are a key component of DFW Airport's Business Diversity and Development program because they share in the Airport's commitment to ensure all segments of the community benefit from the economic impact driven by DFW.



▲ DFW Airport participated in more than 125 women, minority or small business development outreach events across North Texas in FY2017.



Community Partnerships

DFW collaborates with stakeholders that have a significant role in the Airport's success and the travel experience.



DFW partners with 64 organizations through memberships, sponsorships, and outreach programs or events. Partnerships includes groups such as:

- Owner Cities of Dallas and Fort Worth
- Chambers of Commerce for:
 - Dallas
 - Fort Worth
 - Grapevine
 - Eules
 - Irving
 - Coppell
- Convention and Visitors Bureaus – Visit Dallas and Visit Fort Worth
- Minority chamber and advocacy organizations (listed on page 33)
- Industry Associations Airports Council International (ACI) and American Association of Airport Executives (AAAE)

Host Cities Initiative

DFW implemented a new Host Cities Initiative in FY2017 to enhance goodwill between the Airport and the surrounding cities in which it is geographically located. As a member of each Chamber of Commerce for Coppell, Euless, Grapevine and Irving, DFW supports programs that align with the business objectives of each Chamber and DFW Airport.



▲ DFW received the FAA Civil Rights Award for its Title VI programs.

2017 Diversity and Inclusion Awards



Federal Aviation Administration

2017 Civil Rights Advocate & Partner Award for Title VI, English Proficiency & Environmental Justice Programs



Greater Dallas Asian American Chamber of Commerce

Sustaining Corporate Partner of the Year



Advancing Women in Transportation
Greater Dallas/Fort Worth Chapter

Women in Transportation Leaders

Promoting Advancement & Growth of Transportation in North Central Texas Award



Asian American Contractors Association of Texas

Juno Award



Dallas Business Journal

Minority Business Leaders Award



Community Giving

DFW's community giving initiative inspires employees to invest their time and resources with organizations that meet the needs of the community.

Employee Volunteerism

DFW employees are actively engaged in the community and invest their time, talent and resources to assist hundreds of organizations, inspiring change and meeting the needs of some of the most vulnerable populations in North Texas such as veterans and children.

DFW CARES

In FY2017, DFW Airport launched its first official employee volunteer and giving program, DFW CARES. The program drives positive community impact through employee involvement. Program focus areas were established based on employee interest, areas where DFW can have the biggest impact, and priorities of on-Airport non-profit organizations that support customers such as The USO, DFW Airport Interfaith Chaplaincy and Travelers Aid Dallas/Fort Worth.

In September 2017, DFW honored its on-airport community partners during the Airports Council International - North America (ACI-NA) Conference in Fort Worth. Each organization received a \$1,000 grant made possible by ACI-NA.

Utilizing Technology to Support Volunteerism

With the introduction of the DFW CARES program, DFW developed an online app for employees to track their volunteer hours. The technology will help the organization determine which causes are important to employees and the amount of time spent giving back to the community.

The application was launched in the fourth quarter of FY2017, setting a benchmark for continued measurement. More than 385 hours were logged by employees within the first two months of launching the application.



◀ Approximately 260 employees took part in the 2017 Heart Walk.

Community Engagement

DFW recognizes the importance of providing opportunities to serve others to employees, the Airport and communities across North Texas.



Hurricane Harvey Relief

DFW employees donated more than 300 gift cards totalling over \$7,500 to the Houston Airport System Interfaith Chaplaincy. DFW's support of relief efforts helped more than 100 Houston Airport employees who lost their homes or vehicles in the aftermath of Hurricane Harvey.

Over 40 DFW Airport employees were deployed to volunteer their time to assist with Hurricane Harvey or Irma relief work.



Back to School Supply Drive

DFW employees donated approximately 1,800 pounds of school supplies that were distributed to schools in Dallas and Tarrant County.



The Salvation Army Angel Tree

Employees adopted 200 angels over the holidays and donated more than 1,100 gifts, valued at more than \$15,500.



Ambassador Volunteer Program: Providing A Warm Welcome to North Texas

In FY2017, over 650 local volunteers at DFW Airport helped serve travelers from around the world. Ambassadors range in age from 15 years old to 90+ and speak 40 different languages.

DFW's Ambassadors provide customer assistance, information and warm greetings to more than 64 million people on their journey through DFW each year. Each month, volunteers average over 9,900 hours and assist approximately 225,000 passengers. Ambassadors offer gate information, Airport amenities and directions to local attractions.





DFW CARES Council: Engaging Employees to Benefit the Community

In FY2017, DFW Airport launched DFW CARES, an employee volunteer and giving program. The program is designed to strengthen the community by enabling employees to give their personal time and resources to causes they care about. As part of the launch, a system was developed to capture the time given by employees so they can be recognized for their efforts, and to ensure that future Airport initiatives are closely aligned with employee interests.

DFW CARES Initiatives

Employees volunteer their time and resources to address community needs through the Airport's United Way campaign, food and toy drives, and Days of Caring benefiting local non-profits.



▲ DFW's community outreach initiatives also include delegation visits, community events and tours.



Governance



DFW Airport is recognized as a community asset of its Owner Cities, Host Cities and the North Texas region, driving jobs, commerce and tourism.

The DFW Board, the Owner Cities and executive staff focus on long-term strategies that protect the vitality of the Airport through a structure that provides financial and ethical oversight. The Department of Audit Services reports directly to the Airport Board of Directors and assists management by independently reviewing programs and activities and by providing recommendations and advice.

During FY17, Audit Services issued 27 audit reports that addressed a number of items. The audits covered both internal processes and controls and actions by Board contractors and concessionaires. Corrective action plans were put in place to address any issues identified in the audit. Management also amends policies and procedures to mitigate further issues. All audit results are discussed with the Airport Board.

DFW Airport also holds employees to a high standard, and they are expected to act with integrity to achieve the Airport's goals as laid out in the Strategic Plan. DFW's Code of Business Ethics is provided to employees when they are first hired and is available at any time on the employee intranet site. In addition, employees are required to take a biannual training on the Code, and they have access to an Employee Ethics Line.

Ethics and Integrity are applicable not only to the business aspects of DFW but also to the Airport's interactions with the community. All employees of DFW Airport must abide by the Code of Ethics when representing the Airport on community boards and at speaking engagements and when interacting with the public or volunteering.

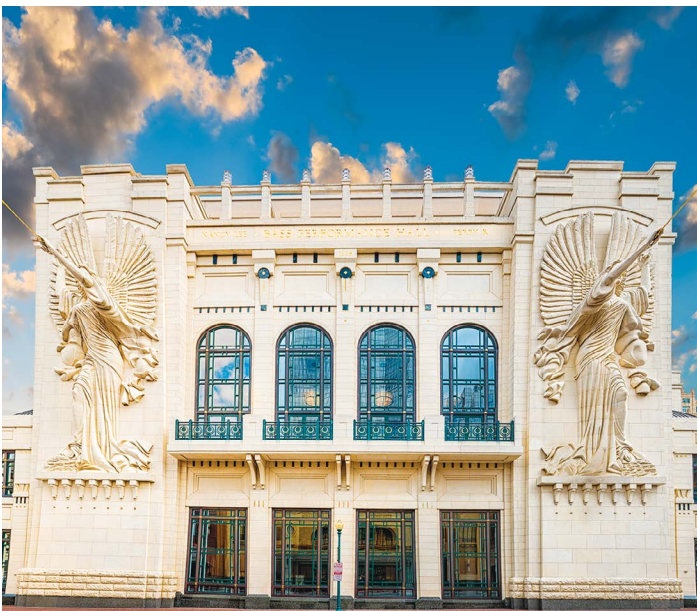
Ethics Training

~1,900

employees completed Code of Business Ethics training in FY2017

215

police officers completed Code of Conduct training



▲ Fort Worth's iconic Bass Performance Hall.



▲ The Margaret Hunt Hill Bridge in Dallas, Texas.

437

Official Board Actions* the Airport Board approved in FY2017, including contracts worth more than \$873 million

\$964M

Annual Operating Budget

\$40M

in grants for airfield infrastructure improvements

**The Airport Board of Directors has responsibility for policy, contracts, land leases, concessions, annual budget, financing, rules and regulations. Board approvals are managed through Official Board Actions.*

DFW International Airport Board

DFW Airport is jointly owned by the cities of Dallas and Fort Worth (Owner Cities); however, it operates under an independent Board of Directors appointed by the two Owner Cities.

Reflecting the original investment by the Owner Cities, Dallas has seven seats on the Board and Fort Worth has four seats. The mayors of Dallas and Fort Worth are automatically appointed to the Board. In addition, a twelfth seat is dedicated to one of DFW Airport's Host Cities: Irving, Euless, Grapevine and Coppell. This position rotates annually among the four cities. City councils of each Owner City have their own policies and practices to promote diversity on city boards and commissions. The DFW Airport Board benefits from these practices.

While the Airport operates independently, there are certain powers reserved for the Owner City councils. Each year, the councils of the Owner Cities must approve the annual budget and issue any bonds on behalf of the Airport. The Owner Cities must also approve certain property transactions

to include sales, easements and leases in excess of 40 years. The Airport Board is responsible for setting policy directions for the Chief Executive Officer and Board staff.

The Owner Cities approved the Airport's \$964 million Annual Operating budget and issued \$350 million in revenue bonds that are guaranteed by the airlines. These bonds will be used to complete several of DFW's infrastructure projects.

DFW Airport obtained several grants from the Federal Aviation Administration and other federal programs. With the support of the Dallas Fort Worth area Congressional delegation, the Airport received over \$40 million in grants for Airport infrastructure improvements such as runway and ramp upgrades, equipment and training.

These funds will be used to improve infrastructure on the airfield, including the Terminal D apron, assist the rehabilitation of Runway 18R/36L, strengthen Taxiway Y to handle larger scale aircraft, and equip Terminal B with environmentally friendly pre-conditioned air units used to cool boarding bridges.

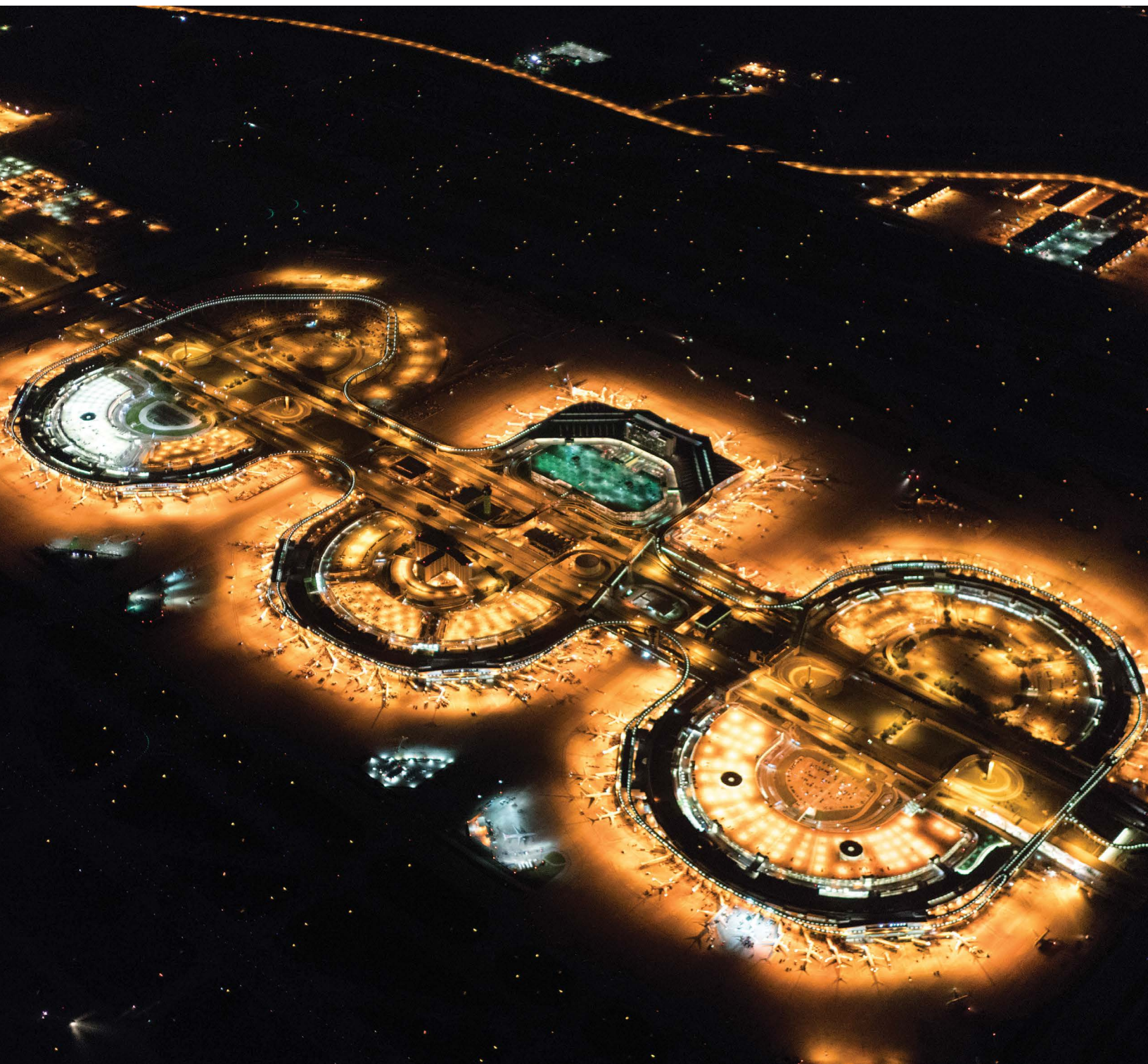
The Board membership reflects the rich diversity of North Texas, and each member of the Board is an accomplished individual in his or her respective industry.

BOARD MEMBERS IN FY2017

Front (L-R) Eddie Reeves, Matrice Ellis Kirk, Lillie Biggins

Back (L-R) Sean Donohue, Henry Borbolla, Regina Montoya, Fort Worth Mayor Betsy Price, Sam Coats (Board Chair), Irving Mayor Rick Stopfer, Amir Rupani, Dallas Mayor Mike Rawlings, Bill Meadows
Not pictured: Bridget Lopez





GRI 102: General Disclosures 2016*

*DFW's 2017 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.

	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	DFW Airport by the Numbers, p. 2
	102-3	Location of headquarters	DFW Airport by the Numbers, p. 2
	102-4	Location of operations	DFW Airport by the Numbers, p. 2
	102-5	Ownership and legal form	DFW Investors/Financials
	102-6	Markets served	DFW Airport by the Numbers, p. 2
	102-7	Scale of the organization	DFW Airport by the Numbers, p. 2 Overview: ESG Metrics Highlights, p. 7
	102-8	Information on employees and other workers	Overview: ESG Metrics Highlights, p. 7
	102-9	Supply chain	Environment: Operational Efficiency, p. 14
	102-10	Significant changes to the organization and its supply chain	None.
	102-11	Precautionary principle or approach	Overview: ESG Strategy, p. 6 People: Safety, p. 19 People: Security, pp. 20–21 Governance: p. 39
	102-12	External initiatives	Overview: ESG Strategy, p. 6
	102-13	Membership of associations	Environment, p. 10 Community: Business Diversity Partners, p. 33 Community: Community Partnerships, p. 34
STRATEGY	102-14	Statement from senior decision-maker	Message from the CEO, p. 1
ETHICS AND INTEGRITY	102-16	Values, principles, standards, and norms of behavior	Overview, p. 4 Governance, p. 39
GOVERNANCE	102-18	Governance structure	Governance, p. 39
STAKEHOLDER ENGAGEMENT	102-40	List of stakeholder groups	Environment, p. 10 People: Employee Engagement & Development, p. 27 Community: Business Diversity, p. 30 Community: Community Partnerships, p. 34
	102-42	Identifying and selecting stakeholders	Environment, p. 10 People: Employee Engagement & Development, p. 27 Community: Business Diversity, p. 30 Community: Community Partnerships, p. 34



General Disclosures 2016

	DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER
STAKEHOLDER ENGAGEMENT (CONTINUED)	102-43	Approach to stakeholder engagement	Environment, p. 10 People: Employee Engagement & Development, p. 27 Community: Business Diversity, p. 30 Community: Community Partnerships, p. 34
	102-44	Key topics and concerns raised	Environment, p. 10 People: Employee Engagement & Development, p. 27 Community: Business Diversity, p. 30 Community: Community Partnerships, p. 34
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 FY2017 (October 1, 2016–September 30, 2017) unless otherwise noted.
	102-51	Date of most recent report	2016 Environmental, Social & Governance 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



GRI 200-400: Topic-Specific Disclosures 2016*

*DFW's 2017 ESG Report applies the 2016 version of the GRI Standards; "2016" refers to the Standards issue date, not the date of information presented in this report.

	TOPIC	DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER
ECONOMIC	GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	Overview: ESG Metrics Highlights, p. 7 Community: Community Giving, p. 35
		201-2	Financial implications and other risks and opportunities due to climate change	Environment: Air Quality, p. 11 Environment: Energy & Climate, p. 12 Environment: Operational Efficiency, p. 14
		201-4	Government financial assistance	Governance, p. 39
	GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments	People: Wellness, p. 23 People: Business Diversity, p. 30
		203-2	Indirect economic impacts	Environment: Waste and Recycling, p. 15 People: Wellness, p. 23
	GRI 204: Procurement Practices 2016	204-1	Spending on local suppliers	Community: Business Diversity, p. 31
ENVIRONMENTAL	GRI 302: Energy 2016	302-3	Energy intensity	Environment: Energy & Climate, p. 13
		302-4	Reduction of energy consumption	Environment: Energy & Climate, pp. 12–13 Environment: Operational Efficiency, p. 14
	GRI 303: Water 2016	303-1	Water withdrawal by source	Environment: Water, p. 16
		303-3	Water recycled and reused	Environment: Water, p. 16
	GRI 304: Biodiversity 2016	304-2	Impacts of activities, products, and services on biodiversity	Environment: Biodiversity, p. 17
	GRI 305: Emissions 2016	305-1	Scope 1 GHG emissions	Environment: Energy & Climate, pp. 12–13
		305-2	Scope 2 GHG emissions	Environment: Energy & Climate, p. 13
		305-3	Scope 3 GHG emissions	Environment: Energy & Climate, p. 13
		305-4	GHG emissions intensity	Environment: Energy & Climate, p. 13
		305-5	Reduction of GHG emissions	Environment: Air Quality, p. 11 Environment: Energy & Climate, pp. 12–13 Environment: Operational Efficiency, p. 14
	GRI 306: Effluents and Waste 2016	306-2	Waste by type and disposal method	Waste & Recycling, p. 15
SOCIAL	GRI 401: Employment 2016	401-2	Full-time benefits not provided to temporary/part-time employees	People: Wellness, p. 22 DFW Careers
	GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	People: Employee Engagement & Development, p. 27
		404-2	Programs for upgrading employee skills and transition assistance programs	People: Diversity & Inclusion, p. 26 People: Employee Engagement & Development, p. 27



Topic-Specific Disclosures 2016

	TOPIC	DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER
SOCIAL (CONTINUED)	GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	People: Diversity & Inclusion, p. 24
	GRI 410: Security Practices 2016	410-1	Security personnel trained in HR policies or procedures	People: Safety, p. 19
	GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Environment, p. 10 Community: Community Partnerships, p. 34
	GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	Environment: Noise, p. 11 Environment: Biodiversity, p. 17 People: Safety, p. 19



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*DFW Airport is committed to sustainability.
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