

Environmental  
Social  
Governance  
Report

2018

# GROWING **RESPONSIBLY**





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### Connect With Us

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@DFWAirport





# Message from the CEO



Dallas Fort Worth International Airport had a record-breaking 2018 thanks to our nearly 2,000 employees, airline and business partners, customers and the North Texas community. We concluded our 45th year having served 69 million passengers—the most in our history. By the close of fiscal year 2018, DFW Airport offered direct flights to 62 international destinations and 182 domestic destinations. No other airport in the world features that many domestic flight options.

As we grow, we continue to invest the time and resources to ensure that strong environmental, social and governance practices are ingrained in our culture and our operations. In fiscal year 2018, our sustainability efforts addressed 15 of the United Nations' 17 Sustainable Development Goals, which are the basis of a comprehensive framework that addresses key issues affecting the world.

## Environmental:

DFW received carbon neutral certification for the third year in a row and was the first airport in North America to receive a three-year accreditation. We continue to purchase 100% of our electricity from Texas wind farms and look for ways to become even more efficient. Our efforts are paying off. We set a goal to reduce emissions by 15% by 2020, and we reached that goal two years early. On the horizon, technology that provides real-time data on energy and water usage will allow us to drive even greater efficiencies.

## Social:

Our definition of social responsibility encompasses our community, business diversity initiatives and employee programs. DFW Airport's impact on the region is nearly \$40 billion each year. Business diversity and development programs continue to be

available for disadvantaged, small, minority- and women-owned businesses. In fiscal year 2018, we spent more than \$150 million with these businesses and an additional \$155 million with Airport Concessions Disadvantaged Business Enterprises.

The Airport's impact is enhanced by the generosity of the DFW team that volunteers its time to nonprofit organizations. Fiscal year 2018 was the first full year of our employee volunteer program, DFW CARES. Employees closed out the year with more than 5,000 hours of service. We also work to provide an environment that is safe, diverse and inclusive and promotes total well-being. We are proud to have over 96% participation in our employee wellness program.

## Governance:

DFW Airport is governed by a diverse board of directors. Dallas and Fort Worth are our owner cities and they appoint members to the Board. The Board's broad expertise and leadership provide strategic direction that is directly linked to our performance and our long-term success. Board members are active participants in promoting the Airport across North Texas and around the world.

DFW Airport's accomplishments are all possible due to strong partnerships with all stakeholders. We remain steadfast in our dedication to our partners and recognize our responsibility to be good stewards of the assets, resources and people in our care. Running the Airport sustainably is good for our business and is key to the long-term vitality of North Texas. We expect to keep growing—likely more in the next two years than in the last decade. Our promise is that we will grow responsibly.

**Sean Donohue**  
CEO, Dallas Fort Worth  
International Airport



# Overview







# Growing Responsibly

## Doing the right things today for future growth

As the founders of DFW Airport built the first master plan and looked to the future, they knew success would be predicated on preserving the environment for future generations, growing opportunities for a diverse group of stakeholders and being a good neighbor. This formula helped transform DFW into more than an airport. Today, it is a “global super hub” that is recognized for its innovation, its industry leadership and its positive community impact. >





As one of the world's most visited airports, DFW is a primary economic driver for North Texas as it pumps \$37 billion dollars into the local economy annually. Over the last three years, the Airport has experienced significant growth, including the addition of 28 new destinations. Partner airlines now operate more than 1,800 flights per day at DFW, which is equal to an average of more than 189,000 customers traveling through DFW each day—or nearly 69 million per year. In 2019, that figure is projected to increase to 73 million passengers. With an anticipated modest 3% annual growth rate, DFW will reach 100 million customers by 2030.

The Airport was designed for long-term growth and is in a great position to expand operations. DFW is investing in the technology and infrastructure necessary to continue to improve operational efficiency and sustainability. In addition, the leadership team is even more committed to leveraging partnerships and engaging with stakeholders to drive performance and increase opportunities for the Airport and the entire region.

## VISION

**Travel. Transformed.**

## MISSION

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

# ESG Highlights

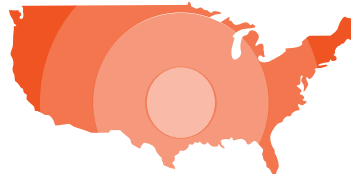
### ECONOMIC IMPACT:

**ESTIMATED  
\$37B\***

### CUSTOMERS IN FY 2018

 **69M**

### DESTINATIONS ADDED IN 2018



**19 NEW DOMESTIC  
DESTINATIONS**  
182 TOTAL DOMESTIC

MORE DOMESTIC  
DESTINATIONS THAN  
ANY OTHER AIRPORT



**NEW INTERNATIONAL  
DESTINATIONS**  
62 TOTAL INTERNATIONAL

**910,500**

TONS CARGO SHIPPED  
THROUGH DFW AIRPORT



### COMPLETED

**\$2B**



RENOVATION AND RENEWAL OF  
THREE LEGACY TERMINALS

**\$150M** 

IN MINORITY- AND  
WOMEN-OWNED BUSINESS  
ENTERPRISE EXPENDITURES

**\$155M**

IN AIRPORT CONCESSIONS  
DISADVANTAGED BUSINESS  
ENTERPRISE REVENUES



**1,996**  **EMPLOYEES**

**228,000**

FULL-TIME JOBS  
SUPPORTED

Data is for fiscal year 2018 (October 1, 2017 – September 30, 2018) unless otherwise noted.

\*Economic impact data from 2015 study by The Perryman Group





# Sustainability Strategy

## Environmental, Social and Governance Strategy

DFW Airport is committed to integrating and prioritizing environmental, social and governance (ESG) standards into its decision-making, operations and organizational culture. This is a critical part of the Airport’s strategic plan for growth. As sustainability efforts are reinforced and expanded, DFW strives to have the most ethical, inclusive, diverse and environmentally friendly organization possible. This hard work is done for the benefit of daily operations and the long-term viability of the Airport as well as for customers, community partners and the region served.

Each year, the Airport measures and evaluates its impact on the environment, people and community—a key step in improving and refining future efforts. This report reflects the fruits of that commitment.



## United Nations Sustainable Development Goals

In addition to reporting within the ESG framework, DFW aligns its efforts to the United Nations Sustainable Development Goals. These goals provide the blueprint for addressing global challenges and achieving a more sustainable future for all. Throughout this report, you will find the icon for each goal connected with relevant content for that topic.

# SUSTAINABLE DEVELOPMENT GOALS





# ESG Highlights – Fiscal Year 2018

## Environmental

CARBON  
NEUTRAL  
ACCREDITED  
SINCE 2016




PER PASSENGER  
REDUCED BY  
**83%**  
SINCE 2010

**100%**

RENEWABLE  
ELECTRICITY  
PURCHASED



## Social

**83%**

OVERALL SCORE  
ON EMPLOYEE  
ENGAGEMENT  
SURVEY

**64**



COMMUNITY  
PARTNERS  
FINANCIALLY  
SUPPORTED

WORKFORCE DIVERSITY

**32%**

WOMEN

**49%**

PEOPLE OF  
COLOR

## Governance

BOARD DIVERSITY

**42%** **48%**

WOMEN

PEOPLE OF  
COLOR

**\$964.2M**

OPERATING BUDGET



170M

KWH OF ENERGY SAVED  
SINCE 2007 THROUGH  
TEXAS A&M UNIVERSITY  
PARTNERSHIP



100M+

GALLONS OF POTABLE  
WATER USAGE REDUCED  
ANNUALLY SINCE 2010

2.4M



POUNDS OF CONSTRUCTION  
MATERIALS RECYCLED

\$150M

IN MINORITY- AND  
WOMEN-OWNED  
BUSINESS  
EXPENDITURES

\$155M

IN AIRPORT CONCESSIONS  
DISADVANTAGED BUSINESS  
ENTERPRISE REVENUES

5,037



VOLUNTEER  
HOURS THROUGH  
EMPLOYEE  
VOLUNTEER PROGRAM

412

OFFICIAL  
BOARD ACTIONS

INTERNATIONAL  
PROMOTIONAL  
MISSIONS TO  
LONDON, PARIS AND  
BRUSSELS





# Environment







# Growing Sustainably

## Creating Positive Change in North Texas

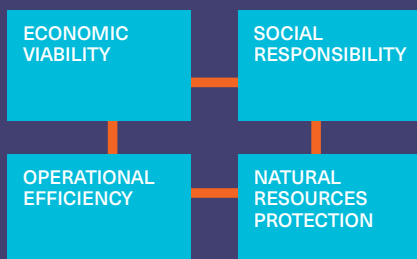
The DFW team is driven by the belief that actions taken today will significantly impact the quality of life for future generations. Therefore, DFW embraces its role in helping to create more sustainable cities and communities. Priority is placed on conducting business in a way that balances environmental considerations with the day-to-day operations of a global super hub. >



From the very beginning, plans such as the Joint Airport Zoning Board Ordinance and the Airport's Environmental Impact Statement were created to safeguard against potential impacts to the environment and surrounding communities.

Over four decades later, DFW Airport remains committed to growing responsibly and has spent the last two decades minimizing its carbon footprint, leading to recognition in 2016 as the first carbon neutral airport in North America. These efforts have led to a three-year Airport Carbon Accreditation through 2021. DFW is the largest airport in the world and, as of 2018, the only North American airport to achieve this distinction.

DFW continually seeks new ways to decrease its impact on the environment and sets the bar for sustainability for the industry. The approach to sustainability focuses on four key pillars:



# Responsible Growth



North Texas is among the country's fastest growing regions, and with rapid growth comes competition for natural resources. As the Airport grows, it seeks to do so in a sustainable way that simultaneously preserves capacity while minimizing strain on vital natural resources. DFW is constantly evaluating how its operations impact the community, the environment and the economy. Checks and balances on sustainable expansion are built in throughout the Airport's operational processes.

## Airline Partnerships

As a good business partner, the Airport collaborates with the airlines to operate as efficiently as possible and provides access to electric gate power and pre-conditioned air. This allows aircraft to shut down their engines at the gate and reduce their use of diesel ground power units, which minimizes exhaust. In addition, both parties collaborate to expand on-and-off airport renewable energy use.



DFW engages with business partners to optimize resources and minimize its carbon footprint.



## Electric Vehicle Stations

Airport customers, employees and tenants are encouraged to utilize electric vehicle (EV)-charging stations that have been installed on ramps and in parking garages. In fiscal year 2018, 12 new EV-charging stations were installed in the Terminal A garage, thereby increasing the number of EV-charging stations to 25. Additional EV-charging stations will be installed at the Airport's Administrative Headquarters for employees and visitors in 2019. These installations were supported by nearly \$200,000 in grants from the Texas Commission on Environmental Quality's Texas Emissions Reduction Plan Alternative Fueling Facilities Program.



Electric vehicle parking stations in DFW parking garage.

## Infrastructure Improvements

Looking to the future, DFW is proactively planning for long-term infrastructure needs and investments and recently updated its five-year Airport Capital Improvement Program, which provides the Federal Aviation Administration (FAA) with a list of eligible environmental grant projects through 2023. Because of this planning, DFW obtained 22 FAA approvals in fiscal year 2018 in support of airfield and non-aeronautical development projects.

## Airfield Renovations

DFW's busiest arrival runway—Runway 17C-35C—was the first runway completed in the first phase of DFW's airfield rehabilitation project. It is the first asphalt runway at DFW and the only full runway refurbishment project since the Airport opened. The materials and design used for the renovations will reduce the amount of time and resources needed for any subsequent runway repairs.

The next phase of the End-Around Taxiway System is under construction, with completion anticipated in 2021. End-Around Taxiways allow arriving aircraft to taxi around DFW's seven active runways rather than having to wait to cross them, thereby reducing emissions and improving the safety of operations. The project is funded by grants from the FAA and the Department of Transportation, which committed up to \$180 million to DFW via the Airport Improvement Program. It is the largest Letter of Intent ever issued to any airport for a taxiway project.

These two significant airfield project investments will help facilitate more efficient movement of travelers and commercial goods through the Airport.



With End-Around Taxiways, arriving traffic does not cross a runway.



# Operational Excellence & Innovation



Operational excellence begins with sustainable infrastructure. DFW incorporates green building standards in all new construction projects and optimizes the operations of older facilities to increase energy efficiency and water conservation. DFW Airport has developed a 10-year multibillion-dollar plan to address aging infrastructure.

Improvements are planned for the airfield, landside and other projects, such as those for airport bridges and roads, to guarantee long-term sustainability. Newer facilities such as the Airport Headquarters, built in 2015, and those currently under construction, such as the Integrated Operations Center and Department of Public Safety Headquarters, will be designed to meet the Leadership in Energy and Environmental Design (LEED) Silver certification standards.

## Carbon Management and Renewable Energy

Since carbon emissions are directly linked to increased demands for energy, DFW continues to focus on improving energy efficiency as the Airport grows. DFW established a goal to reduce carbon emissions per passenger by 15% between fiscal years 2015 and 2020, equivalent to a 3% reduction annually. In fiscal year 2018, the Airport achieved a 5.4% reduction in carbon emissions per passenger, with a cumulative 18% reduction between 2015 and 2018, surpassing the goal two years ahead of schedule.

Clean energy fuels DFW Airport's path to making travel and transportation more sustainable for future generations. The Airport purchases 100% of its electricity from renewable sources—specifically, Texas wind farms. Doing so helps green the Texas electricity grid and benefits local economies.

To further diversify energy sources, the Airport installed, and now operates, on-site solar and geothermal renewable technologies. DFW partners with Texas A&M University's Energy Systems Lab on the adoption of a Continuous Commissioning process to fine-tune building heating and cooling systems, significantly lowering energy consumption across the Airport.

In 2018, 36% of DFW's transportation fleet's fuel consumption was from renewable natural gas (RNG), exceeding the annual goal of 10%. RNG is a renewable fuel source captured from landfills or wastewater treatment plants. The switch to

Since 2010, DFW has achieved an 83% reduction in carbon emissions per passenger and an overall 27% reduction in electricity costs while passenger totals increased 22% over the same period.





RNG reduces life cycle emissions, provides cost savings and generates revenue from the Environmental Protection Agency's Renewable Fuel Standard Program. DFW's use of RNG generated a \$100,000 renewable fuel rebate and \$1 million in savings.

## LED Lighting

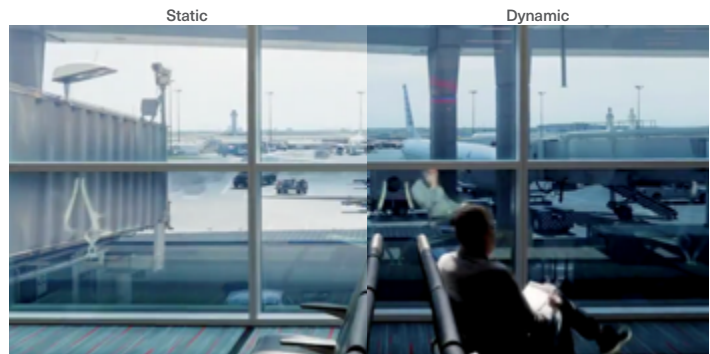
Additional infrastructure improvements include upgrading to LED lighting on the terminal ramps. LED lights—which are more efficient than traditional lighting—will not only save more than four million kilowatt-hours of electricity per year, but they will also improve safety by providing better visibility at night. This project began in fiscal year 2018 and is expected to be completed in 2019. Funding for the project was supported by a FAA Energy Efficiency grant.



LED lighting is visibly brighter than incandescent lighting and more energy efficient.

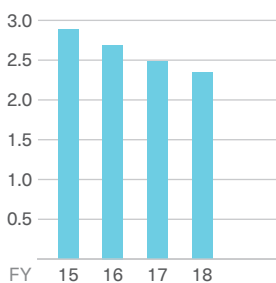
## Dynamic Glass

In 2018, DFW secured a contract for dynamic glass to be installed in the terminals. Dynamic glass is coated glass with electrochromic metal between layers that tints darker in response to low voltage currents. In comparison to existing glass in the terminals, dynamic glass minimizes up to 67% of solar heat gain and improves passenger and employee comfort. An assessment was completed in 2018 of all existing glass in the terminals to prioritize locations for replacement in the future.



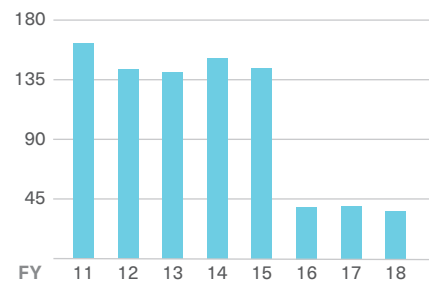
Dynamic glass at the Airport improves energy consumption and comfort by limiting unwanted heat gain.

**CO<sub>2</sub> Emissions per Passenger**  
[Kg CO<sub>2</sub>e]

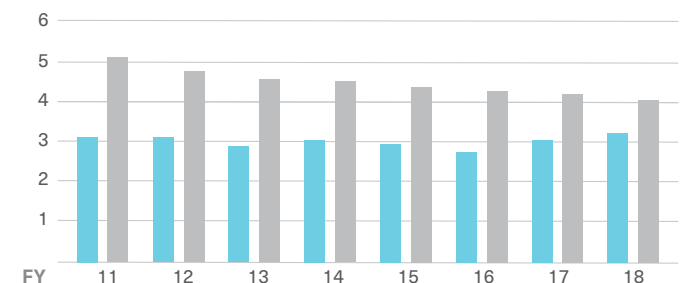


$$\frac{\text{Emissions}}{\text{Total Passengers}} = \text{Kg CO}_2$$

**Greenhouse Gas Emissions**  
[MT CO<sub>2</sub>e, in thousands]



**Energy Consumed per Passenger**  
[kWh]



- Direct energy consumed per passenger
- Indirect energy consumed per passenger

Direct energy is consumed to heat buildings and fuel vehicles and for fire training exercises.

Indirect energy includes purchased electricity.



## Operational Excellence & Innovation *Continued...*

### Sustainable Fuel Initiative

To continue setting the bar higher on reducing its carbon footprint well into the future, DFW signed a Memorandum of Understanding (MOU) with Neste, the leading global producer of renewable fuel. DFW will collaborate with Neste on an innovative sustainable fuel initiative. The purpose of this MOU is to facilitate the use of sustainable transportation fuels at DFW such as sustainable aviation fuels, renewable diesel and propane. The low-carbon fuel alternatives will help reduce pollution and the Airport's carbon footprint.

The partnership with Neste supports the aviation industry's goal through the International Air Transport Association to achieve carbon neutral growth by 2020 and reach a 50% absolute reduction in carbon emissions by 2050. Neste currently has MOUs with American Airlines and Boeing as well. The collaboration will strengthen DFW's efforts aimed at utilizing clean energy.

DFW Airport secured \$404,000 in funding from environmental grant programs such as the Alternative Fueling Facilities Program and the Texas Natural Gas Vehicle Grant Program of the Texas Commission on Environmental Quality.



DFW's buses operate with renewable natural gas (RNG), improving air quality. DFW is the first airport outside of California to use RNG.



# Natural Resource Protection & Conservation



DFW is widely recognized for its commitment to responsibly stewarding its environmental assets and the region’s natural resources. The Airport has implemented innovative programs to promote an active, ongoing conversation about balancing environmental and business interests to reduce impact on both the region and the world.

## Water Conservation

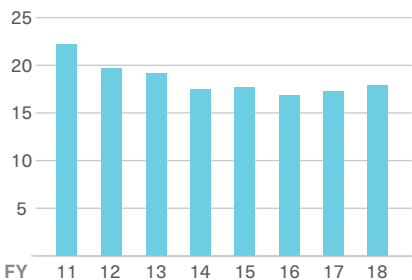
Sustainable water management benefits regional water supply, DFW’s operations and the environment. DFW has installed highly efficient plumbing fixtures in the terminals and office buildings and upgraded to smart meters that help diagnose underground leaks faster as well as provide additional analytics to understand the water system’s consumption characteristics.

At the DFW Airport Headquarters, use of low-water fixtures helps reduce water consumption, and landscaping with drought-resistant plants requires less water for irrigation. Across the entire Airport, teams are working to reduce the amount of potable water used by identifying alternative sources to address water shortages and maintain regional water supplies.

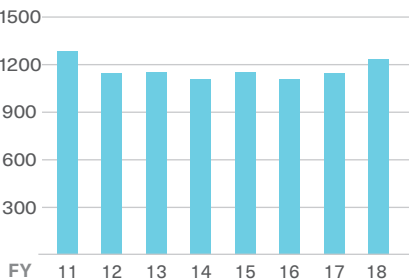


Water is a valuable shared community resource, and DFW is committed to conserving it.

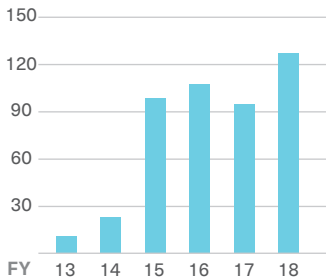
**Water Used per Passenger**  
[Gallons]



**Potable Water Used**  
[Gallons, in millions]



**Reclaimed Water Used**  
[Gallons, in millions]





## Natural Resource Protection & Conservation *Continued...*

Trigg Lake is a major water resource for the irrigation of Bear Creek Golf Course, located on DFW property. By regaining the water rights to Trigg Lake in 2017, DFW has been able to further reduce the amount of potable water used for irrigation by watering the course with non-potable water from the lake.

DFW has also partnered with neighboring cities to create a Reclaimed Water Delivery System that provides water for irrigation and serves as a key component in the process to heat

terminal buildings. The use of reclaimed water has reduced potable water use by more than 100 million gallons per year since the baseline in 2010.

DFW's water usage has declined over the last decade but did increase in fiscal year 2018. This can be attributed, in part, to the significant infrastructure growth and construction during the year. Commercial development on the Airport also accounts for an increase in water usage as more buildings and non-passengers are using water in new on-Airport properties. Water conservation will continue to be a major priority in DFW's sustainability management, and efforts are ongoing to continue the overall trend of reducing potable water usage.

DFW reduces potable water consumption by irrigating Bear Creek Golf Course with water from Trigg Lake.



The Airport's deicing pad monitoring system accurately separates clean water from polluted water, preserving 264,000 gallons of clean rainwater in 2018.

## Materials Management

Another operational enhancement to improve environmental efforts includes the deicing fluid collection system, which prevents the fluid from getting into rainwater or runoff and flowing to nearby streams. DFW staff installed a Wi-Fi supported system of rain gauges and data loggers with remote monitoring technology at six primary deicing pads. Prior to the enhancement, the Airport relied on data from a single airport weather station located as far away as five miles from the deicing sites. This is a new solution to help DFW operate as an all-weather airport while protecting local streams from the impact of deicing operations.



Waste and Recycling

Reducing waste can significantly reduce stress on landfills and the environment. DFW is making key progress on its objective to reduce unnecessary waste at the Airport. Specifically, the goals are to decrease the generation of municipal solid waste and hazardous waste and to increase recycling.

In fiscal year 2018, DFW identified waste as a priority area for improvement to reduce its landfill diversion rates. A new Zero Waste Program was launched to reduce rates by approximately 45%—based on Terminal D waste composition study results—and simultaneously reduce operational costs.

Purchasing and tenant policies are central to the program's success. The Airport seeks to maximize the diversion of waste by overseeing the materials entering buildings and reducing the amount of waste those materials produce via policies, contracts and the Environmentally Preferable Purchasing Program. A food donation and cooking oil recycling program is also in development with Concessionaires.

Waste from construction projects, such as excavated soil and concrete debris, continues to be recycled for Airport projects. DFW recycled more than 2.4 million pounds of concrete truck washout waste from airfield construction projects—nine times more waste than was recycled in fiscal year 2017.

DFW also repurposes all biodegradable waste from Airport landscaping. The composted product is incorporated in new plantings. The new woody waste material is chipped by

DFW's Environmental, Transportation & Asset Management Department grounds crews. The wood chips generated are stockpiled and used to mulch beds throughout Airport property.

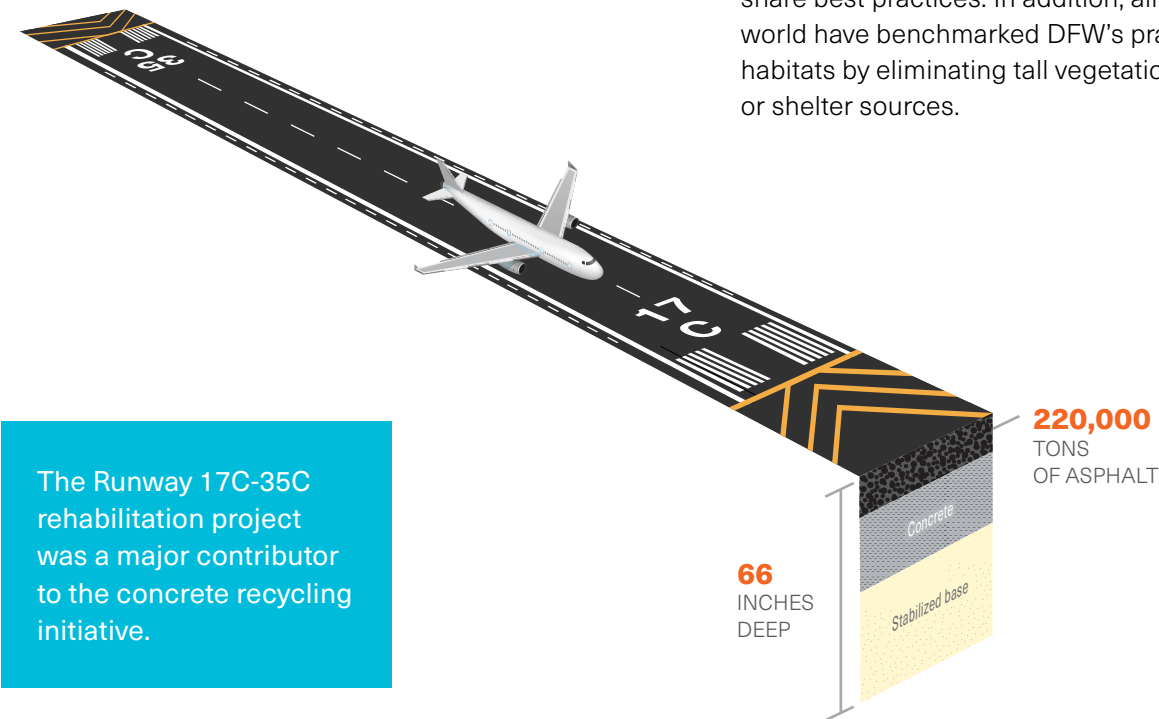
Employees and customers engage in recycling programs at the Airport as well. DFW provides opportunities for employees to shred and recycle paper goods at the annual Earth Day event and to utilize recycling containers in high traffic areas in administrative buildings and terminals.

Biodiversity

DFW has a comprehensive wildlife management program that balances safety risks with the protection of wildlife and natural resources. To manage the biodiversity of more than 17,000 acres while protecting aeronautical operations, DFW employs a wildlife biologist and engages its workforce and community partners. Efforts focus on mitigating safety risks from wildlife on the airfield by reducing wildlife-attracting vegetation, preventing access through barriers, and humanely dispersing birds and other animals.

The wildlife management program includes training available to all employees and Airport tenants as well as informational brochures, posters and presentations. 776 employees completed wildlife management training in 2018, a 95% increase from the prior year.

DFW partners with the region to enhance aviation safety by leading the North Central Texas Airport Wildlife Consortium, a group of regional airports that meets to share best practices. In addition, airports across the world have benchmarked DFW's practices to reduce habitats by eliminating tall vegetation and natural food or shelter sources.





# Strategic Partnerships & Community Advocacy



Sustainability is driven and enhanced by the collaborative efforts of the Airport, its stakeholders and the community. DFW partners with many organizations to learn and share best practices.



## **Airport Cooperative Research Program of the National Academies of Sciences, Engineering, and Medicine's Transportation Research Board**

DFW supports the organization and its leading research on emissions reductions at U.S. airports.



## **Air North Texas**

The coalition promotes policies and actions for businesses and communities in North Texas to improve local air quality. DFW is an active member.



## **Alliance to Save Energy**

DFW is a member of the bipartisan alliance of business, government, environmental and consumer leaders advocating for energy productivity and a cleaner environment.



## **American Airlines Sustainability Alliance**

DFW and American Airlines meet each month to discuss, direct and evaluate joint sustainability projects.



## **Amsterdam Airport Schiphol**

DFW Airport signed the Airports Sustainability Declaration, an initiative of Amsterdam Airport Schiphol created to strengthen a worldwide system of sustainable and resilient airports through collaboration, transparency, innovation, and engagement.



## **Clean Cities Coalition**

DFW is a key member of this national network of coalitions working to advance affordable domestic transportation fuels and technologies.



## **Texas A&M University**

Through the Continuous Commissioning® program to optimize the energy performance of buildings, the Texas A&M Energy Systems Laboratory improved the energy efficiency of DFW buildings and generated \$23M in cumulative energy cost savings since 2007.



## **The National Renewable Energy Lab (NREL)**

DFW collaborates with NREL on fleet electrification and optimization studies.



## **The University of Texas at Arlington (UTA)**

Through a research partnership, DFW supports and participates in the regional initiatives related to UTA's development of a UN Sustainable Development Goals Regional Centre of Expertise.



## **U.S. Environmental Protection Agency (EPA)**

DFW works closely with the EPA on initiatives with potential environmental impacts and routinely exceeds standards.



## Collaborating to Enhance Future Mobility

DFW is partnering with the National Renewable Energy Laboratory (NREL) and Oak Ridge National Laboratory to conduct a three-year study aimed at increasing the overall quality of mobility within the Airport and the community with respect to time, cost and energy. The research initiative is funded by a \$5M award from the U.S. Department of Energy's Vehicle Technologies Office.

In year one, DFW will utilize the two national labs' computing capabilities to develop models of passenger and freight traffic digital models based on real-world data from DFW and its transportation partners. These models will be used to support smart, energy-efficient mobility options for people and goods.

DFW staff originally designed the project concept as an opportunity to address regional growth trends and to leverage data to create a highly integrated and connected transportation system for the Airport and the surrounding ecosystem of people and freight while maximizing the productivity of the energy we consume.

*"Our region's transportation needs are rapidly evolving, and we must provide convenient, energy-efficient methods of moving people and commerce. We are now approaching transportation as a network of travelers, services and environments using connectivity to optimize mobility, reduce energy consumption and improve the natural environment. Working with NREL on the Athena project will yield integrated, dynamic models and methodologies that can be adopted by other airports and transportation hubs across the country."*

**Robert Horton, VP Environmental Affairs**

## Noise

Community advocacy is important to DFW Airport. The Noise Program proactively engages with local communities regarding noise, airspace concerns and compatible land development. Effective outreach includes communicating operational changes such as Runway 17C-35C's rehabilitation and other airfield projects. DFW works closely with local municipalities to keep residents informed about the reasons and timing for air traffic changes or runway closures. This approach fosters strong relationships with local cities and minimizes noise complaints.



DFW staff visit NREL headquarters.



DFW operates 26 noise monitoring stations at the Airport and across nine cities and three counties.

DFW Airport's environmental efforts go beyond air, water and land. The Noise Program combines live noise and aircraft flight tracking technology with grassroots outreach to respond to inquiries regarding noise from air operations.

## Strategic Partnerships & Community Advocacy *Continued...*

### Education and Outreach

DFW promotes sustainable living principles in the community through education and outreach to emphasize the importance of protecting the environment and wildlife throughout the community. Activities include regular community updates, airport tours, speaking engagements, targeted educational partnerships and annual Earth Day events.



Earth Day DFW Celebration



EarthX 2018

### Earth Day

Earth Day DFW is an environmental outreach event focused on teaching students (Grades K–5) the importance of protecting the Earth's natural resources. A similar event that highlights accomplishments related to environmental sustainability is hosted for employees.

### EarthX

The Airport also sponsors and participates in the world's largest environmental experience, EarthX. Held in Dallas, Texas each year, the three-day global gathering brings together environmental organizations, businesses, academic institutions, speakers and the public for experiential learning about environmental stewardship. Over 150,000 people visit the event's expo area where DFW provides displays, conservation information and promotional items to attendees.



EarthX 2018





**Clean Air Action Day**

DFW Airport is a regional partner of Air North Texas, a nonprofit organization that increases public awareness to reduce emissions for better air quality. The DFW area has struggled to meet ozone standards set by the Environmental Protection Agency. To help combat this, DFW Airport and other members of Air North Texas encourage stakeholders to participate in “action days”. Action days are enacted when the air quality index gets in the unhealthy ranges.

Air North Texas has designated the first Friday of summer as a Clean Air Action Day. The goal is to foster long-term behavioral changes across the region. DFW employees participate in Clean Air Action Day by committing to small changes such as carpooling, conserving water and electricity, and reducing travel during rush hour. Employees were entered in a drawing to win prizes, including a smart LED light starter kit, metal water bottles, insulated lunch bags and solar phone chargers.



DFW Airport is doing its part to help reduce emissions by encouraging employees to take action to improve air quality.

**LIVE GREEN MONTH**

Everything is bigger in Texas, except DFW Airport’s carbon footprint! As the largest carbon neutral airport in the world, DFW focused communications efforts on sustainability in fiscal year 2018 with the Live Green Campaign. The social campaign was designed to educate and engage employees and the community about the Airport’s sustainability efforts.

Throughout the month, DFW highlighted several of the Airport’s initiatives and programs that reduce its carbon footprint. The campaign was recognized with PR News’ Platinum Award in the Social Good Campaign category.



SPOTLIGHT







# People





# Growing Opportunities

**The success and future of the Airport depend on growing people and opportunities.**

The Airport's strategic plan is centered around people—specifically, creating an exceptional customer experience, increasing employee engagement, and providing a safe and secure environment for travelers, business partners, employees and all stakeholders. An exceptional customer experience means customers are able to move seamlessly throughout their travel journey and experience surprise and delight along the way. Many people and resources are focused on doing just that each day throughout DFW. >



Safety and security are the foundation of the Airport's strategy and operations. The Airport invests resources and continuously evaluates and improves safety and security initiatives so that each person who sets foot in the Airport can do so with confidence.

Employee engagement is about caring for the health and well-being of the men and women on DFW's team. The Airport has many programs in place to increase employee engagement, provide wellness and benefit programs, and actively listen to employees along the way.

DFW Airport understands that a crucial element of growing responsibly is protecting and investing in those in our care.

# A Culture of Safety



DFW Airport invests in creating a safe, healthy and diverse environment for customers and employees. The Airport's Safe and Secure Program utilizes the resources of DFW's police, fire and special services units as well as those of Airport partnerships to minimize risks and keep employees, customers, business partners and infrastructure safe.

DFW promotes a culture of safety throughout the entire enterprise, focusing on matters related to security, information technology, legal risk and reputation. From encouraging caution when accessing web or email links to advocating "See Something, Say Something," the Airport's safe and secure culture engages all stakeholders.

## Integrated Decision-Making

Using Enterprise Risk Management (ERM) principles, DFW takes a holistic, proactive approach toward assessing risks and opportunities for the improvement of the entire organization.

DFW's Integrated Safety Management System (iSMS) is designed to leverage its award-winning ERM approach, known as the Integrated Decision-Making framework. The iSMS serves as a significant resource for DFW leaders to assess and address risks and opportunities that may affect the organization's ability to achieve strategic business objectives.

## Training

To be certain that safety objectives are met, all employees are required to complete online training annually and confirm their understanding that each person has a role in maintaining a safe and secure working environment. In fiscal year 2018, 100% of DFW employees completed the iSMS Awareness Training Module in DFW's collaborative classroom, known as the Learning Hub.

### IDENTIFY & ASSESS

Identification and assessment of all uncertainties with prioritization to provide rank order understanding

### PLAN & MANAGE

Detailed analysis of the identified uncertainties with evaluation of the root causes and ability to manage

### MEASURE, MONITOR & REPORT

Assess net uncertainty position and provide data to management and team members on a continuous basis

<b>CULTURE</b> ➡	<b>RISK/REWARD BASED CULTURE</b> Risk/Reward appetite, tolerance, alignment with performance incentive plans & ongoing education	<b>POLICIES &amp; PROCEDURES</b> Consistent communications about a sustainable ERM process across the organization	<b>RISK POLICY</b> ←
<b>PROCESSES</b> ➡	<b>TECHNOLOGY &amp; SYSTEMS</b> Means & methods of managing the ERM process	<b>GOVERNANCE &amp; COMPLIANCE</b> Leveraging & integrating the ERM process & Risk/Compliance/Governance committees	<b>ASSURANCE</b> ←



Safe and Secure Culture Survey

The Airport also administers a Safe and Secure Culture Survey to provide feedback on programs. Survey results give a baseline that informs how education and awareness efforts should be incorporated to support DFW's strategic plan.

Risk Council and Committee

To create a safe and secure culture, DFW ensures employees from all departments and levels of seniority have safety and security as a top priority. DFW leaders participate in the Risk Council to help create and sustain a resilient organization and culture. The Risk Council instituted the Safe and Secure Committee in fiscal year 2018. The Committee consists of safety captains who are representatives from every department. The Committee's role is to help drive safety and security best practices throughout the organization at a tactical level. Involving representatives from each department allows the committee to examine a project in its earliest stages to help mitigate risk and foresee various safety and security issues.



The Airport's Risk Council helps drive safety and security initiatives throughout the organization.

Rolling Owner Controlled Insurance Program

A key contributor to DFW's reputation for industry-leading safety practices is the Rolling Owner Controlled Insurance Program (R/OCIP). This comprehensive insurance and risk management program has resulted in significant cost savings and hazard control for enrolled contractors. The "rolling" feature allows DFW to apply this coverage to multiple construction projects.

With a proactive focus on safety for the contractors enrolled in R/OCIP, DFW is driving a culture at project worksites to help sustain the safe and secure key result. R/OCIP also provides a cost-effective risk management tool that supports the Airport's outreach to attract minority contractors to bid and work at DFW.



The R/OCIP program has shown significant cost savings and improved hazard control for construction projects.

R/OCIP Program (Since 2011)

HIGHLIGHTS



**\$1.89B**  
Contract values



**18.34M**  
Work hours



**14,832 Hours**  
Safety training



**2.72** Incident rate  
(National average: 3.60)



**.67** Lost time rate  
(National average: 1.30)



# Security



DFW is like its own city, approximately the size of the island of Manhattan. Although it is not a municipality, it does have its own zip code, post office and Department of Public Safety (DPS). The Airport's size, infrastructure and number of people at any given time require security around the clock. This is a task DFW takes very seriously through its robust security program.

DPS personnel operate under three key areas: Police, Fire and Special Services. DPS maintains a visible and accessible presence in multiple locations throughout the Airport and responds in a timely manner to calls. Services are provided 24/7 and include, but are not limited to:

- Law Enforcement
- Access Control
- TSA Regulatory Compliance
- Employee Screening



At DFW, safety and security are the foundation of all operations.



In 2018, FTRC trained 1,772 students from over 40 domestic agencies and 15 international agencies.



FTRC has the only A380 wide-bodied aircraft mock-up in the U.S. for live fire training.

## Collaborative Partnerships

DFW has more than 100 mutual aid agreements with North Texas police and fire agencies to receive and/or offer support when applicable. For example, DFW Airport Fire Services participates in the Texas Interstate Fire Mutual Aid System (TIFMAS) and Texas Task Force 1. TIFMAS provides jurisdiction with additional resources when disasters such as hurricanes, tornados and wildfires occur. DFW Airport has proudly participated in many such deployments.

Additional partnerships for operational safety and security measures include federal security agencies, such as U.S. Customs and Border Protection, Transportation Security Administration, Federal Bureau of Investigation and the Drug Enforcement Administration.

To further develop positive relationships between the police and the Airport community, DFW offers the Citizen Police Academy. Academy participants attend 12 training sessions

and experience the inner world of law enforcement and the daily operations of policing. Participants also learn from Fire Services, Airport Security and the Emergency Management Department. DFW Airport or Board employees and their family members are eligible, if they are at least 21 years of age.

## World-Class Training

DFW is home to a world-class fire training facility. The DFW Airport Fire Training Research Center (FTRC) offers experienced instructors and state-of-the-art equipment to train airport firefighters to properly respond to aircraft and airport emergencies. Environmentally friendly fuels are used for live fire training. One specially formulated fuel used for burns is E-III. The benzene is removed from the fuel and it quickly dissipates. All water and remaining fuel is removed and cleaned before returning to an underground storage tank.

Training is also offered to the community and Board employees. The FTRC hosts Citizen Fire Academies for mutual aid partners. The Airport held an employee-focused event during National Fire Prevention Month to share techniques for keeping homes and workplaces safe and secure. Teams of firefighters and risk-management personnel were taught what *not* to do during the holidays. Demonstrations included how to prevent a turkey fryer or Christmas tree from catching on fire. Other educational opportunities were available, such as how to perform hands-on CPR and how to use a fire extinguisher correctly.



2018 Citizens Police Academy graduates



## Security *Continued...*

### New Public Safety Headquarters

Collaboration and communication are essential to maintaining safety and security at DFW Airport. In fiscal year 2018, DFW broke ground on a new Department of Public Safety (DPS) Headquarters building. The new DPS Headquarters building will be completed in the spring of 2019, with the official opening slated for June of 2019. Once complete, Police, Fire and Special Services will be able to work together under one roof.

### CPR Blitz

In observance of National Emergency Medical Services Week, DFW Airport partnered with MedStar and American Medical Response in Arlington and Dallas to teach the compression-only CPR technique to passengers awaiting flights.

Compression-only CPR allows bystanders to keep blood flowing through a victim's body just by pressing on the chest in a hard, fast rhythm. It has proven effective in saving lives.

Customers and employees participated in the free lifesaving coaching opportunity in the terminals. Those who participated received a certification card, wristband and informational materials.



The new DPS Headquarters is progressing and scheduled to open in June 2019.



MedStar staff assisting a passenger with CPR techniques during EMS Awareness Day at DFW.



DFW first responders teach CPR to customers in the terminal.



DFW firefighters transport a volunteer actor during the LifeSaver Emergency Exercise.

Emergency Preparedness

Large hub airports are required to conduct full-scale emergency exercises every three years. DFW conducts these exercises annually. The full-scale exercise is integral to DFW’s Emergency Management Program and simulates a realistic scenario such as an active security threat, aircraft accident or catastrophic act of nature. More than 400 people participate in the exercise including DFW employees, area first-responders, hospitals and community volunteers. The exercise includes pre-planning, an active simulation with actors and full-scale scenarios as well as an after-action review and implementation of corrective actions. In 2018, safety and security leaders from Ben Gurion Airport in Tel Aviv, Israel attended the exercise to observe and exchange information with DFW’s DPS.



DFW teams collaborate in the Emergency Operations Center.

Safety & Security

HIGHLIGHTS



DFW Security Services Division provided more than 12,000 hours of staffing in support of Airport improvement projects in the past year.



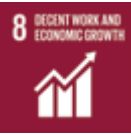
Fire Services responded to more than 5,700 fire and medical-response calls.



Nearly 2,000 people trained at the Fire Training Research Center.



# Employee Benefits, Career Development & Engagement



People are one of the most crucial assets to any business. To provide an exceptional experience for millions of passengers, the Airport invests in creating a safe and fair working environment for all employees and provides personal and professional opportunities to grow.

Competition for the region’s top talent continues to increase. By investing in employees and their career development, DFW will continue to be an employer of choice in North Texas.

## Total Rewards Benefits Program

DFW is committed to offering its employees more than compensation and health benefits. To meet the needs of a diverse workforce, the Airport developed Total Rewards, a comprehensive program that includes a variety of wellness, education, employee assistance and career-development benefits.

The Total Rewards program incorporates:

### 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

- Travel and entertainment discount programs
- Airport parking privileges
- Legal advice and services
- Tuition assistance



## TOTAL REWARDS

When compared to other airports and regional employers, DFW Airport’s Total Rewards program is one of the best in the market. Total Rewards is more than compensation and health benefits, such as medical, dental, and time off. The program also offers extra benefits including a comprehensive Employee Assistance Program (EAP). EAPs help individuals improve their health and productivity through high-quality, cost-effective services. DFW offers an integrated EAP in collaboration with Deer Oaks, which provides psychological and psychiatric services to residents of long-term

care and assisted living facilities. The facility’s wide scope of services goes beyond traditional offerings to include resources that assist employees in all aspects of emotional, social and cultural well-being. The depth of the Airport’s comprehensive employee benefits program was brought to life for Amy Hill, a DFW Risk Specialist. Having worked in the Risk Management Department for nearly eight years, Amy was quite familiar with DFW’s program administered by Deer Oaks; however, she had never utilized this portion of DFW’s Total Rewards program.

Amy soon realized the value of this Total Rewards benefit as she battled the overwhelming grief of losing five immediate family members during a short period of time. She was thrust into arranging the final wishes of her relatives, which involved regular out-of-state visits and made work-life balance difficult. “I tried to bury my feelings and handle everything myself—often taking care of my personal needs last. I’m glad DFW has a program that assists employees with these types of issues,” said Amy. Through her counseling sessions, she learned coping mechanisms to deal with her

grief journey, and she utilized other support services to bring her to a point where she can now better manage the unexpected curve balls of life.



The Employee Assistance Program provides a continuum of services that improve work/ life balance and resiliency.



LiveWell—Be Healthy. Be Fit. Be Safe.

DFW's Total Rewards Program also includes a holistic wellness program called LiveWell that promotes healthy lifestyles for employees and their family.

As part of the program, all employees have free access to on-site wellness centers, sports leagues, group fitness classes, personal training, health coaching, nutrition advice and more. There are 14 satellite LiveWell Centers located throughout the Airport's campus for convenience. The main center has an experienced team ready and willing to make a positive impact on the overall health of DFW employees.

The LiveWell program manager leads the overall design and strategy of programming, and his team creates a positive and unintimidating atmosphere that empowers employees to make positive decisions to improve their health and experience at DFW.

For example, individuals can participate in fitness classes, personal training and educational opportunities. The program's registered dietician translates science into easily understandable information with the goal of building a healthy relationship with food. A variety of fitness classes, such as stretching and CrossFit, complement the dietician's efforts. The LiveWell team takes it a step further by providing opportunities to engage with other employees through sports leagues and group challenges. Programs have also been developed based on the needs of employees, including weight management and mindfulness.

Employees are incentivized to become healthier by completing LiveWell components such as undergoing physical exams, attending educational workshops, and making lifestyle and behavioral changes. The Wellness Incentive Award is a financial benefit to employees who participate in activities in up to three categories:

- Health Assessments
- Wellness Education and Awareness
- Healthy Lifestyle and Behaviors

Programs such as LiveWell underscore DFW's ongoing commitment to employee well-being and healthy lifestyles. As a thank you to employees for their hard work and commitment, DFW waived employee contributions for medical insurance premiums and spousal surcharges for the last two months of the fiscal year. The average savings per employee was \$314 per month.



DFW's LiveWell Team

Health and wellness opportunities are extended to passengers inside the terminals, too. DFW offers healthy food options at all restaurants in the terminals and rest centers, plus spa services and yoga rooms.

LiveWell Program

HIGHLIGHTS



The cost increase of DFW Airport's healthcare rate is 40% below the national trend. Healthcare savings totaled almost \$6 million for the last four years.



69% reported to be low risk on the annual Health Risk Assessment.



69,612 visits at the LiveWell Center or one of the 14 satellite stations.



30% of those enrolled in the Tobacco Cessation Program at 24 weeks reported still being tobacco-free.



900+ pounds lost through the weight loss program.



Average participant eliminated \$3,384 in debt through LiveWell's financial wellness program.



## Employee Benefits, Training & Engagement *Continued...*



DFW is a Blue Zones Project® Certified Worksite. Blue Zone sites foster an environment that supports healthier choices.



### Health Clinic

Employees at DFW have free access to a full-service on-site health clinic. The clinic provides primary, acute and urgent care, physical examination, and preventative screenings. The clinic has significantly reduced DFW's healthcare costs and lost time due to employee absences for medical visits.

When compared to community health clinics, DFW's LiveWell Clinic resulted in more than \$550,000 in total healthcare and productivity savings and less time off-site visiting healthcare facilities.

### Earning Apples

In fiscal year 2018, nearly 1,800 employees completed at least one incentive component, earning at least one day of pay, also known as earning an apple. The number of employees completing one incentive is up 4% from fiscal year 2017. The overall incentive payout totaled \$1.1 million for employees.



### ● LIVEWELL PROGRAM

Kari Junco is like many individuals struggling to find the time to make health and wellness a top priority. What makes Kari's journey different from that of others is her path to a healthier lifestyle did not start at her local gym; it began at DFW Airport.

Kari's commute to work is a minimum of one hour each way without traffic. Therefore, exercising outside of work is an obstacle because her day would be extended well into the evening, possibly making her miss valuable time with her son before bedtime.

Determined to make a lifestyle change, Kari decided to arrange her workouts during her lunchtime by accessing the LiveWell Center. Access to LiveWell Centers is provided at no cost to all employees, spouses or domestic partners, and dependents age 18 and above. She enlisted the help of Health and Wellness Coordinator Alexander Rivera, since she knew having a trainer would help keep her accountable and provide the motivation she needed to improve her health. The duo developed a personalized exercise program that fit into her work schedule. The routine included resistance training at least four times a week and one hour of cardiovascular exercise a minimum of two times a week. Kari is grateful for the entire LiveWell team's support and for pushing her even when she had personal obstacles to overcome.

Today, Kari is down two sizes and is excited that she can do things she couldn't do before she began a training program at LiveWell. Kari's advice to others beginning their wellness journey—start where you are, be consistent and you will achieve lasting results.



DFW employees utilize LiveWell Center programs to take control of their health.



W2W Rings participants at one of the on-site work sessions.

Employee Development

By offering a myriad of learning opportunities for employees, DFW continues to build a highly skilled workforce. Employees can realize their full potential by managing their own learning plans and improving their skills via online or instructor-led training courses. The courses offered are relevant to roles at the Airport and the individual’s personal goals. Each employee is encouraged to take a minimum of 25 training hours annually.

Training can include:

- eLearning courses or workshops
- Professional conferences or seminars
- Job-specific certifications
- Industry webinars

The DFW Micro-Mentoring Program was added in fiscal year 2018 as another way for employees to reach their learning-hours goals, increase professional skills and gain access to mentors. Participants receive networking opportunities with colleagues from other departments, increasing their exposure to various areas of DFW’s operations and lifelong learning. A primary benefit of micro-mentoring is the ability of employees to choose mentoring opportunities that fit their schedules, goals and professional development plans.



Circles Mentoring Program participants celebrate their graduation.

Growing Women Leaders

Mentoring women in the workplace removes real and perceived barriers to success and helps increase essential leadership skills.

DFW offers learning and growth opportunities for women to strengthen their leadership networks through the mentoring programs Circles and W2W Rings. Participants enhance competencies and receive personalized support through their participation in learning discussions using the Leaders-Teaching-Leaders Model. Facilitators cover a variety of topics such as personal branding, effective communication and airport business acumen. In fiscal year 2018, 46 women participated in Circles and Rings mentoring groups.

Career Development

HIGHLIGHTS



492 courses offered, an increase of 32% from FY17



448 eLearning courses offered, an increase of 29%



Over 30% of employees received more than 25 hours of training



Instructor-led training increased by 69%



183 new eLearning courses introduced

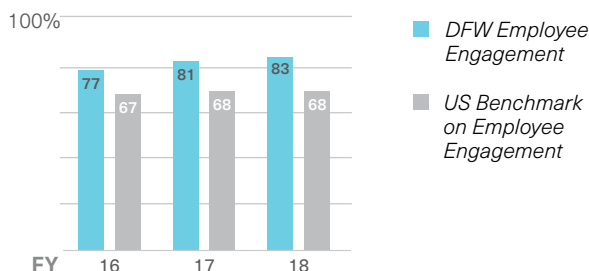


## Employee Benefits, Training & Engagement *Continued...*



Executive job swaps are a fun way to learn how employees contribute to the organization.

**DFW Employee Engagement**  
[Percentage]



### Employee Engagement

In any successful organization, it is critical to listen to employees and engage them through various programs throughout the year. The Airport's Continuous Listening Strategy allows leadership to gain understanding of employee perspectives throughout the employee lifecycle using diverse communication channels. Leaders listen to teams to measure performance and understand how to improve the employee experience.

An engagement survey was administered to employees by an independent consultant three times in 2018. Questions focused on three key indicators of high employee engagement: pride, energy and optimism. Results were categorized and reviewed to identify key themes and trends that will inform future planning. In fiscal year 2018, DFW achieved an overall score of 83%; the national average is 68%. The score is based on the percentage of favorable responses.

In addition to the engagement surveys, employees can provide feedback to leaders at the Airport's annual town hall meeting, led by CEO Sean Donohue. The meeting begins

with a discussion on where the Airport is in relation to its goals and what needs to be accomplished in the future. A response forum follows, during which employees can ask questions or express ideas or concerns.

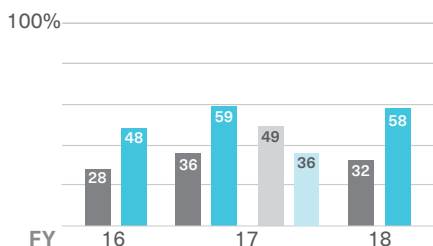
### Strengthening Inclusion for All

DFW thrives when its workforce reflects the diversity of its customers and communities. The Airport works to strengthen diversity, equality and inclusion through hiring practices, Employee Resource Groups (ERGs), mentoring and training.

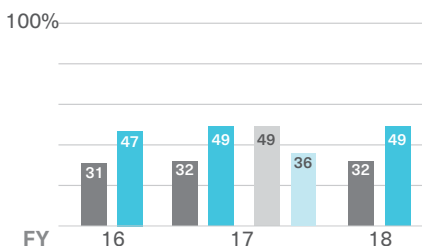
To ensure the hiring process is fair and diverse, DFW utilizes panels of interviewers with various perspectives and backgrounds. The Airport also works with minority community partners to advertise openings to their constituents and present a pool of qualified candidates.

At DFW, 64% of all employees and 51% of senior staff are women or people of color.

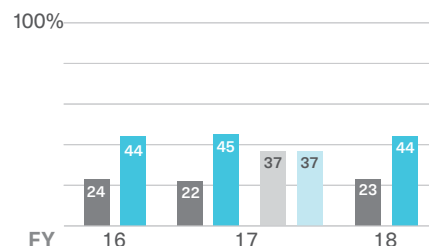
**Workforce Diversity Recruitment/Hiring**



**Overall Representation**



**Senior Management**



■ Women  
■ People of color

■ Women (Area labor benchmark)  
■ People of color (Area labor benchmark)



### Diversity Leadership Council

The Diversity Leadership Council exists to model active leadership and promote a diverse and inclusive culture for all employees. The Council also examines cultural issues to promote conversations within the Airport that increase awareness, minimize bias and address inequities.



DFW Airport's Diversity Leadership Council

### A Celebration of Rich Cultures

DFW employees and Ambassadors celebrated cultures from across the globe at the Diversity & Inclusion (D&I) multicultural event.

This experience allowed employees to learn about many different cultures through:

- Food from around the world
- Musical and dance performances that ranged from a Scottish bagpiper to African drummers
- Insightful keynote speaker
- Games from around the world that highlighted the originating cultural background
- Employee Resource Groups' display tables
- Wellness techniques with multicultural reach such as Tai Chi

All activities provided education and entertainment, highlighting the diverse employees of DFW.





## Employee Benefits, Training & Engagement *Continued...*

### Employee Resource Groups

Passengers arrive from hundreds of destinations around the world and the DFW team should reflect the diversity of the Airport's customers and community. ERGs are the cornerstone of the Airport's strategic approach to diversity and inclusion, as the groups are actively involved in creating an environment where employees can thrive and promote a culture that values and encourages different perspectives, styles and ideas.

Employees have opportunities to connect with peers with shared interests and common backgrounds through six active ERGs.

ERGs bring value by:

Enabling the organization to **communicate and engage more effectively** with all employees

Serving as a **two-way communication channel** with senior management

Helping to build internal and external corporate reputations with diverse communities

Supporting business and organizational objectives

Helping to increase cross-cultural awareness

Representing voices to address issues that need improvement



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



**Supporting, Engaging, Recognizing Veteran Employees** was established to encourage a culture that elevates awareness in the DFW community of what it means to SERVE and recognize the role of allies.



**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.





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



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



## ● DIVERSITY & INCLUSION AND THE VALUE OF ERGS AT DFW AIRPORT



ERG Leadership

*"AACTION is contributing to my experience at DFW by not only providing me an opportunity to lead such a dynamic group of people, but also developing relationships and connecting others to our culture through communications, professional development and community outreach events."*

Jackie Carter, Senior DCC Project Manager, AACTION President

*"LEAAD has increased my personal engagement at DFW by allowing me to connect with people from various ethnic backgrounds and gain insight into values and beliefs we share. It has been a joy to participate in our ERG activities and prepare our members for development as future leaders. We want to share our talent, our culture and our ideas for the betterment of the organization."*

Thuy Cobb, Parking Business System Administrator, LEAAD President

*"Being a member and officer of HOLA has motivated me to become more active within the Latin community. By networking with others, I have seen how strong our group can be as we come together to promote and empower our Latino employees."*

Shawn Ortega, Administrative Assistant III, HOLA Secretary

*"FLI has allowed me to engage with amazing individuals who are passionate about making their mark in the world, and that energy is extremely contagious."*

Michael Latzel, Business Technology Partner, FLI President



# Community







## Growing the Region

**DFW Airport continues to be a key driver of the region's economic growth.**

DFW Airport recognizes and embraces its role as one of the economic engines of the region and is dedicated to doing business responsibly. The Airport also promises to provide opportunities that contribute to the development of sustainable communities in the surrounding areas. >





The Airport actively partners with a broad range of stakeholders, including chambers of commerce, convention and visitors bureaus, advocacy groups and charitable organizations to make a positive impact and generate economic opportunities.



# Business Diversity & Development



As an economic driver of the region, DFW thrives by collaborating with business partners and other advocates to foster an environment that encourages full and fair access to Airport business opportunities.

DFW oversees outreach programs, policies and practices that support and equip business owners with the tools needed to grow their businesses beyond the Airport's boundaries.

## Capacity Building Program Series

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

The Capacity Building Program Series and targeted supplier diversity initiatives help the Airport achieve its mission while providing valuable education, networking and business opportunities for diverse suppliers.

The program series provides six months of education and training for vendors currently doing business with DFW or those interested in doing business with the Airport.

Topics include:

- Bidding and Estimating
- Request for Bids/Proposals
- Customer Experience
- Joint Venture Agreements
- How to "C" Speak (present to executives)
- Insurance and Bonding 101
- What to Expect from a DFW Audit Elevator Pitch Competition

DFW offered 14 classes in fiscal year 2018 and welcomed over 300 attendees, with support from partners such as:

- LiftFund
- Woodforest National Bank
- National Insurance Consultants, Inc.
- The Federal Reserve Bank



DFW hosted 14 Capacity Building Workshops to encourage and equip minority business owners.

Survey results reveal a 93% overall satisfaction rate for the Capacity Building Program Series.



Airport leaders also engage with business owners at events such as The Business Opportunity Forum and Concessions Owners' Forum.



# Community Partnerships

A key component of DFW's Business Diversity program is advocacy partner relationships. DFW staff forge lasting relationships with key business organizations to allow all community segments to benefit from the economic impact of DFW.



US India Chamber of Commerce Awards Gala



Dallas Black Chamber of Commerce Quest for Success Awards Luncheon



Greater Dallas Hispanic Chamber Coffee with the CEO



Regional Hispanic Contractors Association Pillar Awards



## Business Diversity & Development *Continued...*



Winners of the Champions of Diversity Awards with DFW Executives

*“To succeed in today’s competitive market, diversity must be reflected in every aspect of our business relationships—from procurement and outreach to community involvement and diverse business development. That’s why we take time to honor business partners who are committed to diversity, and who champion diversity through their conduct, practices and the people they choose to work with in their businesses.”*

Tamela Lee, VP, Business Diversity and Development

### Champions of Diversity

Diverse suppliers, vendors and contractors are honored at DFW Airport’s Champions of Diversity Awards Luncheon, held to recognize companies that embrace and exemplify diversity and inclusion in their business relationships.

Nominations are submitted internally by employees of the three procuring departments: Design, Code and Construction; Procurement & Materials Management; and Concessions. An evaluation committee reviews each of the nominations.

From joint ventures to prime and subcontracting partnerships, Champions of Diversity nominees promote partnerships with minority- and women-owned business

enterprises (M/WBE). Many of the nominees are M/WBEs themselves, paying it forward with the inclusion of other minority- and women-owned businesses.

Of the 30 business partners nominated for the prestigious Champions of Diversity Award in 2018, 13 were selected as award recipients.

The award recipients included:

#### Infrastructure and Development

Pacheco Koch, Inc.

R.M. Chin & Associates

Fort Construction

Moye Consulting, LLC

#### Procurement & Materials Management

Integrated Environmental Solutions, LLC

Consumer & Market Insights

Joy Promotions, Inc.

Orenstein Law Group

#### Concessions

Corliss Stone-Littles, LLC

Minute Leap DFW, LLC Joint Venture represented by Minute Suites, LLC and KRB Business Solutions

Odeh-Mickens DFW Concessions Joint Venture represented by Bassam DFW, LLC and M2 Concepts, LLC

Natalie’s Candy Jar

#### Partnership Award

The Coca-Cola Company



## 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

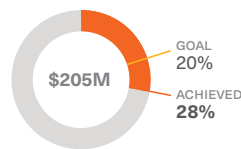
Economically disadvantaged

## FY2018 Accomplishments

### Expenditures by Category: Supplier Diversity Goal, Results Achieved in FY2018

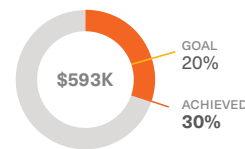
#### Goods & Services

Small Business Enterprise (SBE) Program



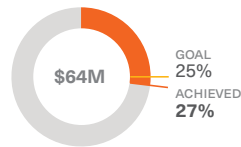
#### Construction under \$1M

Small Business Enterprise (SBE) Program



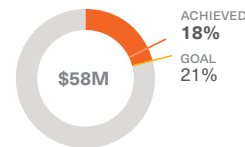
#### Construction

Minority Business Enterprise (MBE) Program



#### Construction/Architectural & Engineering

Disadvantaged Business Enterprise (DBE) Program



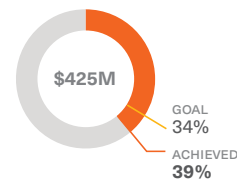
#### Architectural & Engineering

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



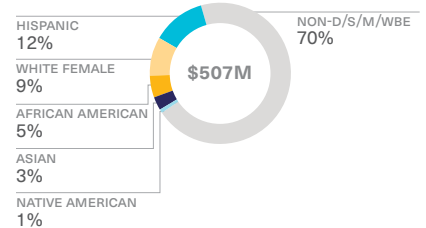
#### Concessions Revenue

Airport Concessions Disadvantaged Business Enterprise (ACDBE) Program

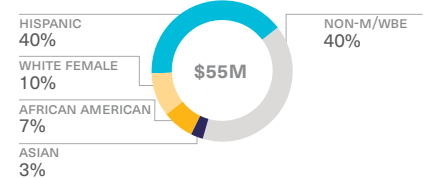


■ Diversity expenditure
 ■ Non-diversity expenditure

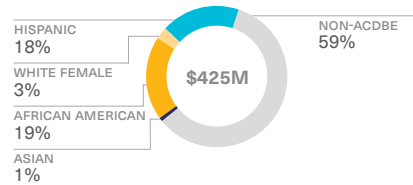
#### Expenditures Participation: All Categories



#### Terminal Renewal and Improvement Program (TRIP) Diversity Expenditure



#### Airport Concessions Disadvantaged Business Enterprise (ACDBE) Program



## Business Diversity and Development FY 2018

#### HIGHLIGHTS



Participated in 75+ business development outreach events in the community



Over 1,500 individuals attended the various DFW-hosted business outreach events held in fiscal year 2018



SBE Legal Services Initiative achieved 8.5% small business participation



## Business Diversity & Development *Continued...*

### Industry Awards



Fort Worth Hispanic Chamber of Commerce, Milestone Award



Greater Dallas Asian American Chamber of Commerce, Visionaries of Innovation Award



Subcontractors USA, Texas, Supplier Diversity Champion Award 2018

### Success Stories

DFW works to be a catalyst for growth and development of diverse businesses. New contractors and concessionaires are introduced to the Airport to expand business opportunities and grow capacity. The following is a showcase of several businesses that successfully contribute to the overall success of DFW and the North Texas region.



**Nava Singam**  
CEO  
Kind Hospitality

**Nava Singam** with Kind Hospitality operates two fast-casual restaurant locations at DFW that offer healthy and easy-to-take-on-a-plane meal options: Panera Bread and Uno Due Go. With an expanding family of brands and his business showcased to millions of customers each year, Nava credits his success at DFW to hard work and preparation and having several long-term employees with decades of experience working at the Airport—they really make the difference.



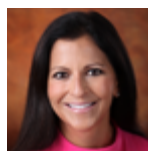
**Oscar Oaxaca**  
President  
Basecom  
Construction  
Services

**Oscar Oaxaca** of Basecom Construction Services takes great pride in doing business at DFW because it affirms that the company can successfully compete in a complex and diverse business market. With a focus on delivering 100% customer satisfaction, Basecom's mission is to deliver construction projects within budget and on time. Their advice for those looking to do business with DFW is to be flexible and ready to accommodate changing conditions.



**Ronnie Harris**  
Managing Member  
RSHarris LLC

**Ronnie Harris** parlayed more than 15 years of experience as an airport general manager to launch his own business in 2017. With Spa Be Relax, a café and bookstore, Ronnie has mastered the operational standards of DFW's clean and friendly environment to create a great airport amenity. His partnership with DFW's Business Diversity and Development team was a key factor in developing a prime contracting partnership that made his dream of becoming an airport concessionaire materialize.



**Angela Dominguez P.E.**  
President  
Renaissance  
Contractors, Inc.

**Angela Dominguez** founded Renaissance in 1995 and began working with DFW in 1996 on a small project. Since then, the company has successfully bid and completed work on Terminal D, the Automated People Mover, and several runway expansion and rehabilitation projects. Because of the company's experience with DFW Airport, Renaissance has evolved from a small highway subcontractor into a reputable transportation subcontractor with a core competency in aviation construction.



The Women's Business Conference provides relevant training and business knowledge to help Asian and minority women-owned companies expand and leverage their businesses.



## USPAACC-SW Women's Business Conference

DFW Airport sponsored and hosted the U.S. Pan Asian American Chamber of Commerce—Southwest's Women's Business Symposium on September 5, 2018. The theme of the conference was "The Art of Influence: Building Your Executive Presence" and included an impressive panel of speakers from BNSF Railway; Corliss Stone-Littles, LLC; Texas Health Resources; J.C. Penney and Coca-Cola. Speakers related business insights and their personal success stories.

The panel was moderated by Tamela Lee, VP, Business Diversity and Development. Linda Valdez Thompson, EVP, Administration and Diversity, delivered welcome remarks. More than 75 attendees rated the event a great success.

## Disparity Study

In fiscal year 2018, the Airport kicked off a disparity study to analyze the availability and utilization of minority- and women-owned and disadvantaged business enterprises in Airport contracting and concessions contracts. This research is designed to ensure that all firms have equal access to contracting opportunities with DFW. The study will also evaluate DFW's current programs and recommend strategies to promote fair opportunities to all firms to compete for DFW contracts and subcontracts.

The study will gather and analyze two types of evidence. First, it will examine statistical evidence of the Airport's utilization of M/WBEs and ACDBEs and the availability of such businesses as a percentage of all firms in the DFW's market area and relevant industries.

Second, the study will gather qualitative or anecdotal evidence of any continuing effects of past or present race and sex discrimination. This includes factors necessary for entrepreneurial success, such as access to business capital, bonding, networks and suppliers. Another important component of the study is a review of DFW's current D/M/WBE and ACDBE programs.

After all the research is complete, the study will present recommendations for future initiatives and enhancements, including the use of contract goals.



# Community Engagement



DFW Airport recognizes its role as a good neighbor to the communities in the areas that surround the Airport. In addition to the economic impact driven by the Airport, the surrounding communities benefit from engagement programs designed to promote goodwill and volunteerism.

## DFW Cares

The Airport's Community Engagement Initiatives ensure the needs of the community are met. Employees engaged in Days of Caring projects at local organizations and hosted drives for essential items such as school supplies and socks. The Airport partners with various charitable organizations to give back to the community.



### United Way:

In 2018, DFW raised over \$415,000 through its annual United Way campaign.



### Stuff the Bus Back to School Supply Drive:

Hosted by the Employee Resource Group LEAAD and DFW CARES, 1,187 pounds of school supplies were donated to Communities In Schools of North Texas and Tarrant County as part of DFW's Annual Back-to-School Supply Drive.



### Salvation Army Angel Tree:

Participating in the Salvation Army Angel Tree program for the 17th year, DFW employees adopted 300 angels and donated 1,750 gifts—totalling more than \$24,000.



### American Heart Association Heart Walk:

More than 300 employees participated in the annual Heart Walk to raise awareness of and money for research on heart disease and overall health.

## 5,000th Hour

DFW employees are committed to giving back to the community through volunteerism. DFW CARES encourages employees to strengthen their communities by giving their personal time and resources to causes they care about. In fiscal year 2018, 229 employees volunteered more than 5,000 hours benefitting 266 community organizations.

Celebrating the program's 5,000th volunteer hour logged, Marisol Sanchez, a Contract Services Quality Agent in the Parking Business Unit, was surprised with a special celebration for logging the milestone hour.





Ambassadors provide customer assistance, information and warm greetings to more than 69 million people traveling through DFW Airport.

## Ambassadors 20th Anniversary

The DFW Airport Ambassador Program celebrated its 20th anniversary in 2018. Approximately 650 men and women volunteer more than 9,900 hours each month and make special connections with DFW customers along their journey. By providing passengers with vital assistance every day, DFW Ambassadors serve a valuable function in the growth of the Airport.

## Volunteer of the Year

Fiscal year 2018 marked the first full year of the DFW CARES Employee Volunteer Program. Debra Sanford, a controller in the Finance Department, was recognized as the Volunteer of the Year. Debra logged 500 hours with organizations such as Boy Scouts of America, The Gatehouse, the Church of Jesus Christ of Latter Day Saints, Toastmasters and Women of Visionary Influence. Volunteering is meaningful to Debra because serving inspires her and gives her opportunities to enhance her leadership and public speaking skills.

Last summer, Debra led DFW Procurement team's Day of Caring at The Gatehouse in Grapevine. They rolled up their sleeves and did small acts of service (facility cleanup and organization) that really made a difference in the lives of the

people who live and work there. To see the children and understand the impact on their lives was very meaningful for their whole group.

Debra was asked what advice she would give DFW employees trying to find the right opportunity to serve. She encouraged her coworkers to find what they enjoy doing and share it. Get out and use innate talents in a way to bless the lives of others. A light will come on and give them a sense of purpose and joy. Cultural anthropologist Margaret Mead said it best, "Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has."



CEO Sean Donohue presenting Debra Sanford with the Volunteer of the Year award.



## Community Engagement *Continued...*

### Education and Awareness Initiatives



Tours provide students an opportunity to explore aviation careers.

### Student Tours

To create a pipeline to success for the industry, DFW provides a behind-the-scenes look at the Airport for students and young adults. They spend time learning more about the Airport and traditional and nontraditional careers in Transportation and Aviation. In 2018, DFW hosted 30 tours for students in middle school through college.



American Association of Airport Executives Chapter at Lewis University visit DFW Airport.

### Aviation & Transportation Career Expo

DFW hosted its 15th Annual Aviation & Transportation Career Expo in 2018. With more than 2,000 North Texas students attending, the Career Expo is one of the largest annual educational events in the Dallas-Fort Worth area. Its mission is to inspire the next generation of aviation and STEM enthusiasts.



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

### A21: Human Trafficking Campaign Launch

DFW joined the A21 movement, a global initiative dedicated to raising awareness of human trafficking. The Airport's campaign features videos on monitors throughout the terminals, as well as digital signage in the baggage claim area. The goal of the *Can You See Me?* campaign is to equip customers to recognize indicators of human trafficking and report suspected situations to the U.S. National Human Trafficking Hotline or the National Center for Missing and Exploited Children.





#### Owner Cities of Dallas and Fort Worth



#### Convention and Visitors Bureaus



#### Chambers of Commerce for:



#### Minority chamber and advocacy organizations (see page 41)

#### Industry Associations – Airports Council International (ACI) and American Association of Airport Executives (AAAE)



## Community Partners

DFW partners with 64 community organizations for economic development, advocacy and industry leadership.

## Experience DFW

DFW introduced Experience DFW, an in-depth three-day program designed to educate community and business leaders about the impact of the Airport and its importance to the region, thereby increasing advocacy for the Airport. In fiscal year 2018, 51 community partners participated in the inaugural classes. Participants received a behind-the-scenes look at how the Airport is operated, which included topics such as customer experience, safety and security, and business performance.



Experience DFW is the Airport's flagship advocacy program for business and community leaders.

## Speakers Bureau

DFW representatives regularly engage with the community at various events, sharing information and best practices about the Airport and how it plays a crucial role in the community. In fiscal year 2018, DFW representatives participated in approximately 70 public engagements as part of the DFW Speakers Bureau.



DFW executives share their expertise with stakeholders and provide insight on current and future initiatives.



# Governance





# Growing for the Future

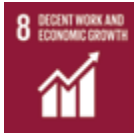
## Integrity and Vision Are Vital to Growing Sustainable Cities

Dallas Fort Worth International Airport is a vital asset for the North Texas region. The economic and social impact the Airport has had on the Region is thanks in large part to the collaboration of almost 2,000 talented employees and a board of highly experienced leaders who are committed to the long-term growth and performance of the Airport. >





# DFW Governance Structure



In 1968, Dallas and Fort Worth entered into an agreement to create an independent board of directors to manage the Airport on behalf of the two owner cities. DFW Airport is structured in a way that provides dual ownership for both the Cities of Dallas and Fort Worth. While the Airport operates independently, certain powers, such as approving the annual budget and issuing bonds on behalf of the Airport, are reserved for the Owner City councils.

The City of Dallas appoints seven board members, and the City of Fort Worth appoints four members. The mayors of Dallas and Fort Worth are automatically appointed to a seat on the Airport Board. In addition, the Airport Board has a twelfth nonvoting seat that rotates annually among the mayors of the four cities adjacent to DFW: Euless, Irving, Coppell and Grapevine.

The Airport board meets once a month, typically the first Thursday of the month, and has working committee meetings on the preceding Tuesday. The Airport board is responsible for setting strategic direction and policy for the Airport. Additionally, the Airport board approves all contracts and expenditures over \$50,000, all property transactions, any amendments to the Code of Rules and Regulations, new concessionaire leases, and changes to the leases. The Airport board also approves the annual operating budget and requests approval of the budget from the Owner City councils.

Powers assigned to the Airport board and Owner City councils may be found in the 1968 Contract and Agreement—the Airport’s main governing document—and state law.

## DFW Board Member Orientation

As a requirement under state law, public entities that offer a retirement plan to their employees must comply with certain training requirements. For DFW Airport, that means all board members must complete Basic Trustee Training to consider actions related to the DFW Employee Retirement Plans. This training requires board members to learn about the basics of managing retirement plans, how to prepare for market-based

## 2018 Board of Directors

**Mike Rawlings**  
Dallas Mayor

**Betsy Price**  
Fort Worth Mayor

**William Meadows**  
Chairman

**Regina Montoya**  
Vice Chair

**Henry Borbolla**  
Secretary

**Lillie Biggins**

**Sam Coats**

**Matrice Ellis-Kirk**

**Madeleine Johnson**

**Raj Narayanan**

**Eddie Reeves**

**Rick Stopfer**  
Irving Mayor



DFW Airport continues to nurture relationships with its former board members. To keep them engaged year after year, a luncheon is held to provide significant updates and an outlook on the future.

changes, retirement plan ethics and governance best practice. All members must complete at least eight hours of training, with a four-hour refresher training every other year.

This was the second year the state law has been in effect, and DFW reported that all board members completed the training by the state deadline of December 31, 2018.

## DFW Airport Ethics

The DFW Airport Board, the Owner Cities and the 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 board, independently reviews internal processes, controls and actions, and provides recommendations. Corrective action plans are put in place, if any issues are identified in the audit. Management amends policies and procedures to mitigate further issues. All audit results are discussed with the board.

DFW Airport also holds employees to a high standard of conduct, and they are expected to act with integrity to achieve the Airport's strategic goals. 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. All board employees are required to participate annually in an online Code of Business Ethics Training. Staff also have access to the Employee Ethics Line. As all calls to the line are anonymous, employees can feel they have a safe avenue for reporting their concerns.

The ethics line is monitored by Administration and Diversity, Legal and the Director of Audit Services. In fiscal year 2018, 24 reports were made through the Employee Ethics Line, and all reports were investigated and resolved.

## Federal Grants

In fiscal year 2018, DFW Airport received a \$180 million funding commitment for End-Around Taxiways from the U.S. Department of Transportation. The end-around taxiway projects are a key part of DFW's overall 10-year infrastructure investment strategy, which outlines plans to refurbish runways, roadways, bridges and other major infrastructure needs at the Airport.

Additionally, the Airport's Treasury Department received over \$271,000 in state grants for enhancements to the Department of Public Safety. These include night-vision goggles, staging vehicles and explosive ordnance training.

### DFW Airport Board

#### HIGHLIGHTS



Total # of Official Board Actions  
**412/total \$689M**



Fiscal Year 2018 Budget  
**\$964.2M**



Fiscal Year 2018 Grants

FEDERAL

**\$45,729,274**

STATE

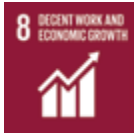
**\$271,882**



Employees and Officers  
Receiving Ethics Training  
**1,937**



# Global Initiatives



The Airport partners with regional tourism and economic development organizations—the Dallas Regional Chamber of Commerce, the Fort Worth Chamber of Commerce, Visit Dallas and Visit Fort Worth—to promote North Texas as a tourist attraction and a great place to do business.

Each year, executives from these organizations, regional businesses and DFW (as well as several DFW board members) participate in international trade missions to promote new flight routes, increase the cargo carrier network, drive tourism, and encourage general economic trade between North Texas and the cities visited.

## International Trade Missions

In fiscal year 2018, the Airport Board hosted a successful trade mission to Europe. The delegation met with several airline and government officials in London, Paris and Brussels. The group held over 50 meetings, events and media engagements, including notable meetings with the U.S. Ambassador to NATO, Kay Bailey Hutchison. The group also attended a seminar on Brexit and its expected impact on trade and business in the United Kingdom.

As result of the trip, Air France announced that it will return to DFW Airport with a daily flight to Paris. Additionally, DFW signed a cargo strategy agreement with Paris Airport's management team—Groupe ADP.

Over the last few years, DFW has led missions to the following locations:

**2016**

**Mexico City | Tokyo | Hong Kong**

**2017**

**Toronto and Montreal | Seoul | Shanghai**

**2018**

**London | Paris | Brussels**



Dallas Mayor Mike Rawlings (center, front row), Fort Worth Mayor Betsy Price (center-left, front row), DFW Board Members and staff, Visit Dallas, Visit Fort Worth, Fort Worth Chamber of Commerce, Dallas Regional Chamber of Commerce and North Texas business leaders on the 2018 International Trade Mission to Europe.



DFW Board Members visit with The Lord Mayor of London Charles Bowman (center).



The delegation hosted dozens of meetings during the mission trip. A few board members had a chance to sit down with Texas' own Kay Bailey Hutchison (center-right), Ambassador to NATO, in Brussels.

**World Routes**

DFW Board Members and executive staff represented the Airport and North Texas at the World Routes Conference in Guangzhou, Guangdong Province, China. World Routes is an annual conference for airlines and airports to discuss, develop and plan flight network strategies on a global scale. The conference provides a meeting place for the Airport to talk with airline decision-makers to encourage new routes, receive updates on existing flights, and discuss cargo network growth with existing and potential carriers. DFW was showcased to more than 3,000 industry stakeholders at the 2018 conference and met one-on-one with 26 passenger airlines, four cargo air carriers and seven international airports.



DFW Airport has participated in World Routes for over 20 years.



# GRI Content Index

\*DFW's 2018 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.

## GRI 102: General Disclosures 2016\*

	DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER
<b>Organizational Profile</b>	102-1	Name of the organization	Dallas Fort Worth International Airport
	102-2	Activities, brands, products, and services	<a href="#">Overview, p. 4</a>
	102-3	Location of headquarters	<a href="#">Overview, p. 4</a>
	102-4	Location of operations	<a href="#">Overview, p. 4</a>
	102-5	Ownership and legal form	<a href="#">DFW Investors/Financials</a>
	102-6	Markets served	<a href="#">Overview, p. 4</a>
	102-7	Scale of the organization	<a href="#">Overview, p. 4</a>
	102-8	Information on employees and other workers	<a href="#">Overview, pp. 4, 6-7</a> <a href="#">People, p. 34</a>
	102-9	Supply chain	<a href="#">Environment, pp. 10-12</a>
	102-10	Significant changes to the organization and its supply chain	None.
	102-11	Precautionary Principle or approach	<a href="#">Overview, p. 5</a> <a href="#">People, pp. 24-25</a>
	102-12	External initiatives	<a href="#">Overview, p. 5</a>
	102-13	Membership of associations	<a href="#">Environment, p. 18</a> <a href="#">People, p. 27</a> <a href="#">Community, p. 41</a>
<b>Strategy</b>	102-14	Statement from senior decision-maker	<a href="#">Letter from the CEO, p. 1</a>
<b>Ethics and Integrity</b>	102-16	Values, principles, standards, and norms of behavior	<a href="#">Overview, p. 4</a> <a href="#">Governance, p. 53</a>
<b>Governance</b>	102-18	Governance structure	<a href="#">Governance, p. 52</a>

GRI Content Index *Continued...*

\*DFW's 2018 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.

## GRI 102: General Disclosures 2016\*

	DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER
<b>Stakeholder Engagement</b>	102-40	List of stakeholder groups	<a href="#">Environment, p. 10</a> <a href="#">People, p. 23</a> <a href="#">Community, p. 40</a>
	102-42	Identifying and selecting stakeholders	<a href="#">Environment, p. 10</a> <a href="#">People, p. 23</a> <a href="#">Community, p. 40</a>
	102-43	Approach to stakeholder engagement	<a href="#">Environment, p. 10</a> <a href="#">People, p. 24</a> <a href="#">Community, p. 40</a>
	102-44	Key topics and concerns raised	<a href="#">Letter from the CEO, p. 1</a> <a href="#">Environment, pp. 10, 17, 19</a> <a href="#">People, pp. 24, 34</a> <a href="#">Community, p. 40</a>
<b>Reporting Practice</b>	102-45	Entities included in the consolidated financial statements	<a href="#">DFW Investors/Financials</a>
	102-48	Restatements of information	None.
	102-49	Changes in reporting	None.
	102-50	Reporting period	All data in the ESG Report is for FY2018 (October 1, 2017–September 30, 2018) unless otherwise noted.
	102-51	Date of most recent report	<a href="#">2017 ESG Report</a>
	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\*

	TOPIC	DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER
<b>Economic</b>	GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	<a href="#">Overview, p. 6</a> <a href="#">People, p. 43</a> <a href="#">Community, p. 32</a>
		201-2	Financial implications and other risks and opportunities due to climate change	<a href="#">Environment, pp. 12-14</a>
		201-4	Government financial assistance	<a href="#">Governance, p. 53</a>
	GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments	<a href="#">Environment, p. 28</a> <a href="#">People, pp. 11-13, 15</a> <a href="#">Community, p. 40</a>
		203-2	Indirect economic impacts	<a href="#">Environment, p. 17</a> <a href="#">People, p. 32</a>
	GRI 204: Procurement Practices 2016	204-1	Spending on local suppliers	<a href="#">Community, p. 43</a>
<b>Environmental</b>	GRI 302: Energy 2016	302-3	Energy intensity	<a href="#">Environment, p. 13</a>
		302-4	Reduction of energy consumption	<a href="#">Environment, p. 13</a>
	GRI 303: Water 2016	303-1	Water withdrawal by source	<a href="#">Environment, p. 15</a>
		303-3	Water recycled and reused	<a href="#">Environment, p. 15</a>
	GRI 304: Biodiversity 2016	304-2	Impacts of activities, products, and services on biodiversity	<a href="#">Environment, p. 15</a>
	GRI 305: Emissions 2016	305-1	Scope 1 GHG emissions	<a href="#">Environment, p. 13</a>
		305-2	Scope 2 GHG emissions	<a href="#">Environment, p. 13</a>
		305-4	GHG emissions intensity	<a href="#">Environment, p. 13</a>
		305-5	Reduction of GHG emissions	<a href="#">Environment, p. 14</a>
	GRI 306: Effluents and Waste 2016	306-2	Waste by type and disposal method	<a href="#">Environment, p. 17</a>

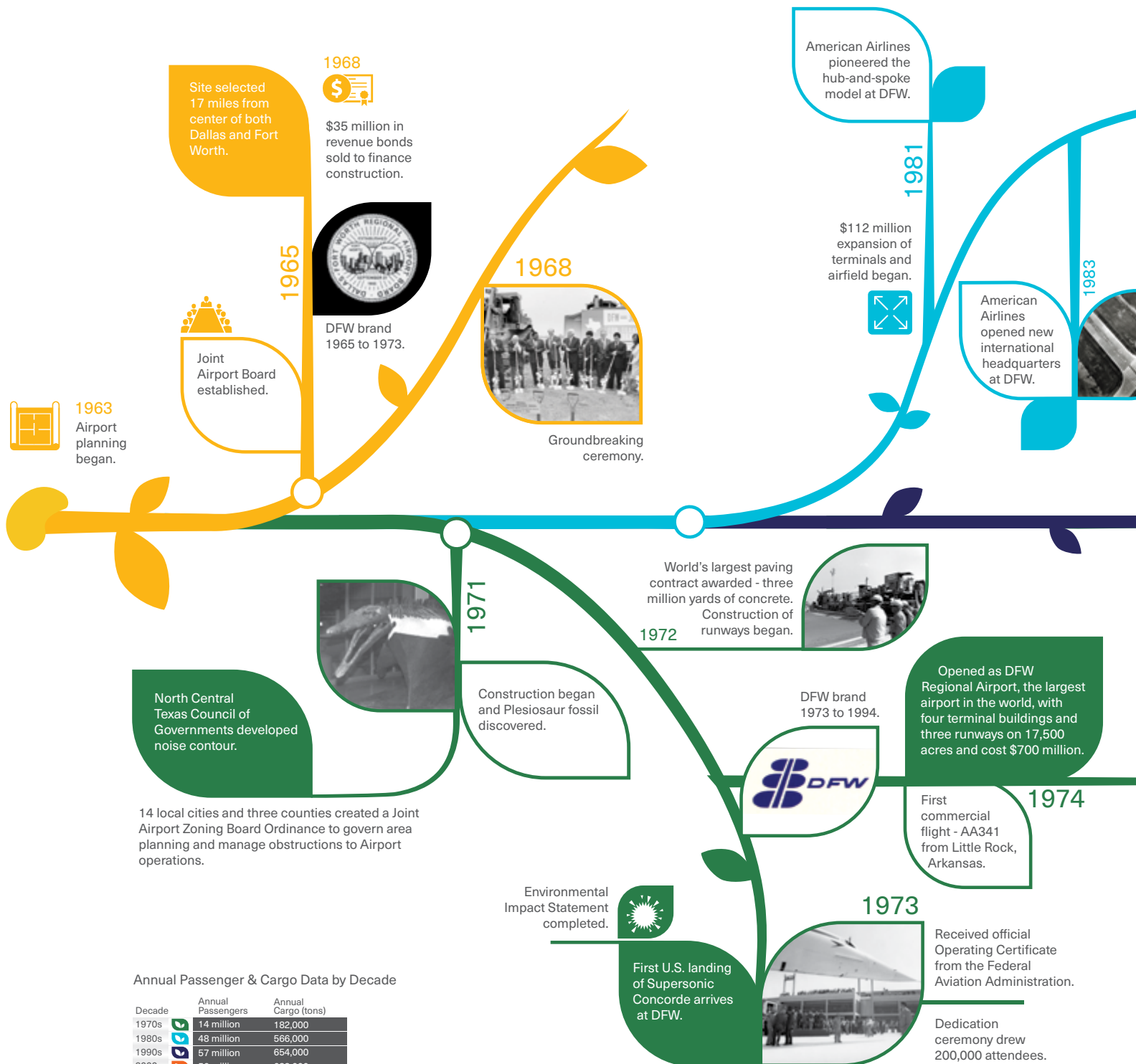
GRI Content Index *Continued...*

\*DFW's 2018 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.

## GRI 200-400: Topic-Specific Disclosures 2016\*

	TOPIC	DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER
<b>Social</b>	GRI 401: Employment 2016	401-2	Full-time benefits not provided to temporary/part-time employees	<a href="#">People, pp. 30-31</a> <a href="#">DFW Careers</a>
	GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	<a href="#">People, pp. 25, 33</a>
		404-2	Programs for upgrading employee skills and transition assistance programs	<a href="#">People, p. 33</a>
	GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	<a href="#">People, p. 34</a>
	GRI 410: Security Practices 2016	410-1	Security personnel trained in HR policies or procedures	<a href="#">People, p. 24</a>
	GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	<a href="#">Environment, p. 18</a> <a href="#">Community, p. 41</a>
	GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	<a href="#">Environment, pp. 17, 19</a> <a href="#">People, p. 24</a>

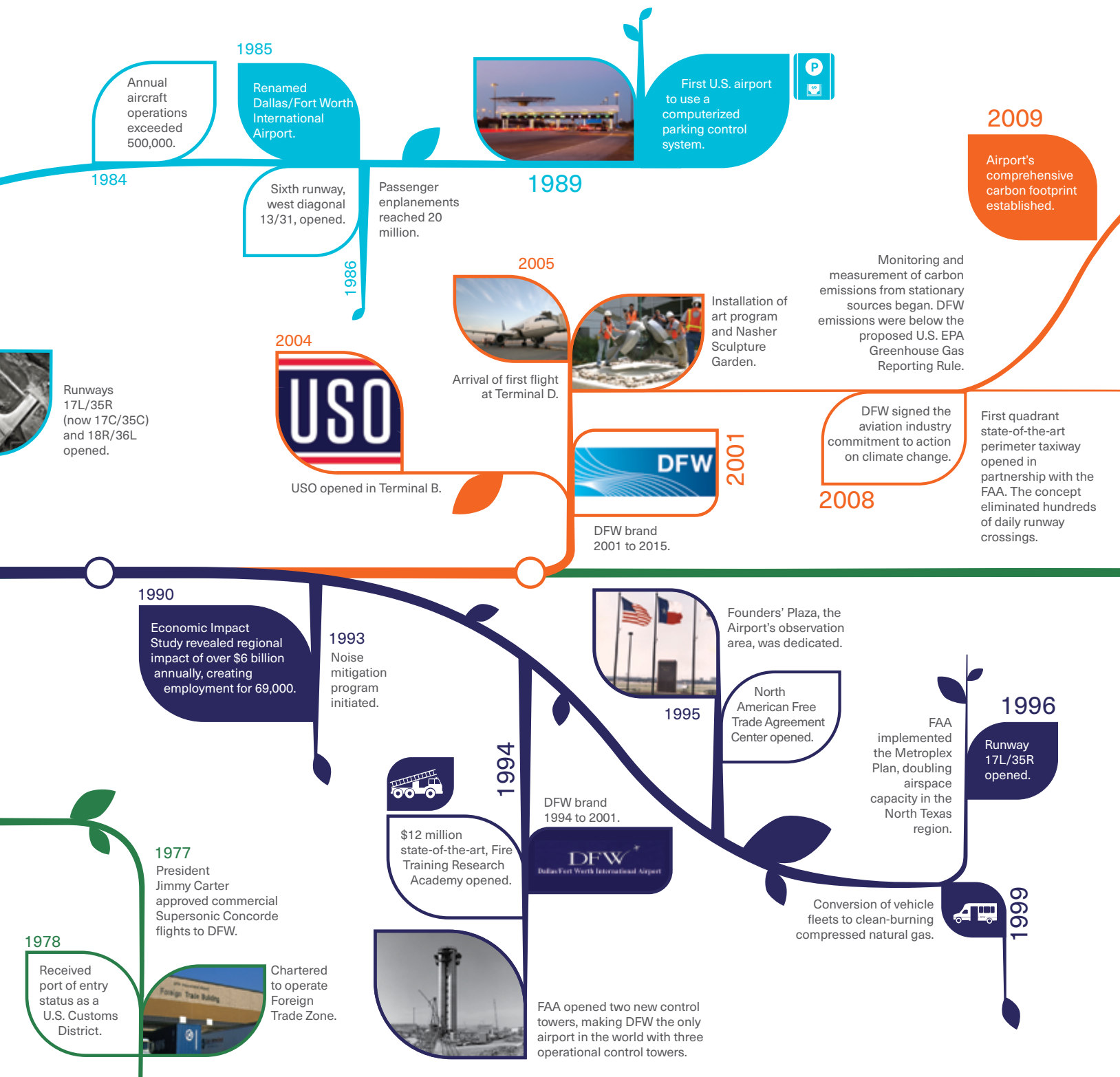




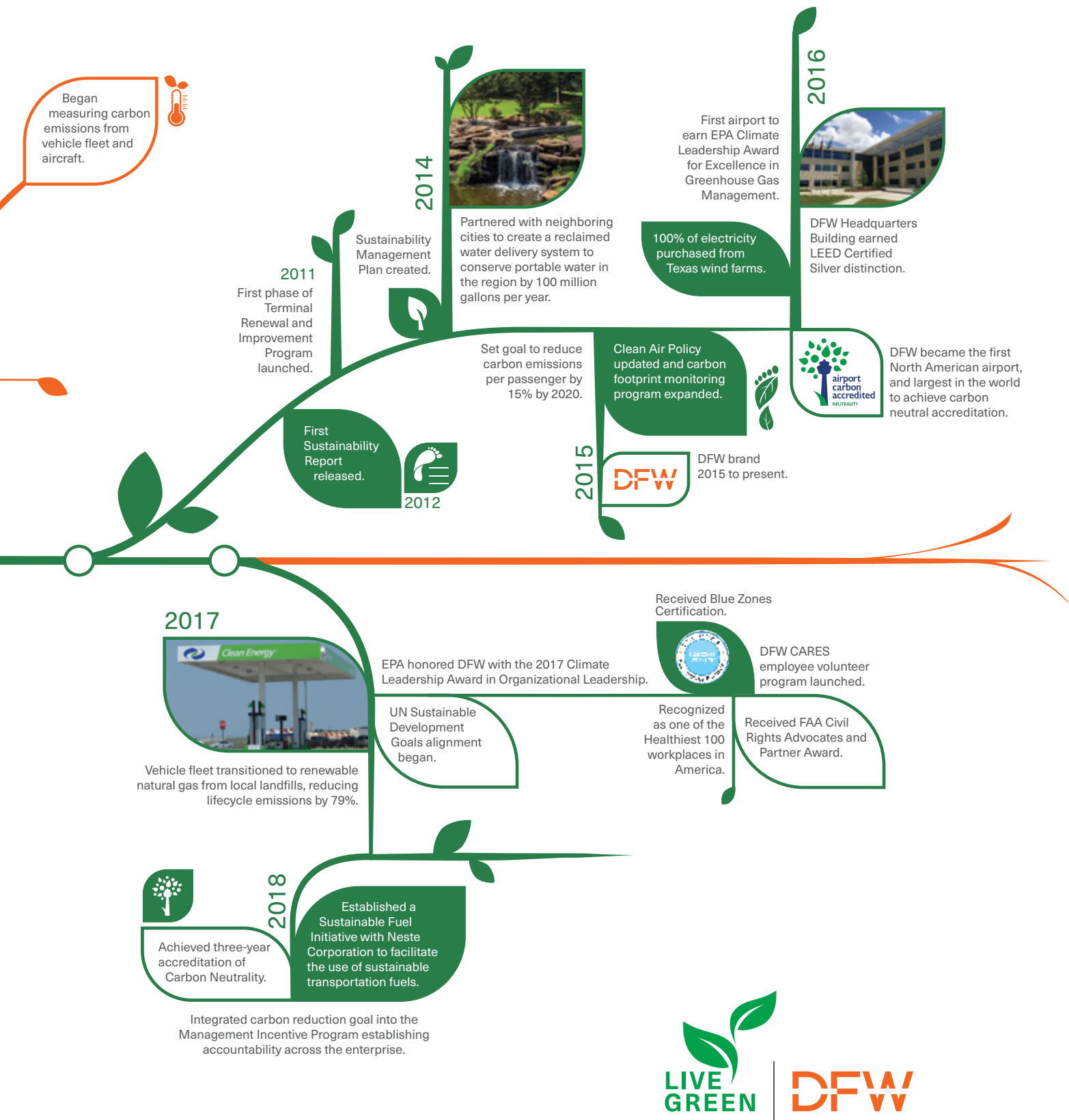
Annual Passenger &amp; Cargo Data by Decade

Decade	Annual Passengers	Annual Cargo (tons)
1970s	14 million	182,000
1980s	48 million	566,000
1990s	57 million	654,000
2000s	56 million	638,000
2010s	73 million*	959,000*

\*Projected.  
Data shows last year in decade.







For more than 40 years, DFW Airport has been committed to meeting the demand for travel without compromising the quality of life for future generations. This timeline traces key events along the Airport's journey to grow responsibly and positively impact people, the community and the region's economy.

DFW





