CONNECTING THE WORLD.
REFLECTING THE COMMUNITY.

DALLAS/FORT WORTH INTERNATIONAL AIRPORT
FY 2013 DIVERSITY & INCLUSION ANNUAL REPORT
Dallas/Fort Worth International Airport will provide our customers outstanding facilities and services, expanding global access and economic benefits to those we serve.

Our Community
We will create and sustain a business environment that enables minority and women-owned business enterprises to compete equitably for business opportunities and achieve economic success, contributing to DFW's overall mission of expanding economic benefits.

Our Workforce
We will strive to create a work culture that capitalizes on the diversity of our employees and customers. Our goal is to encourage the development and promotion of diverse talent and remove all barriers in the working environment so employees can be fully engaged. It is a multi-faceted strategy that directly impacts performance, recruitment, retention, customer relations and community involvement.
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It is with great pride that we introduce the DFW International Airport's 2013 Diversity and Inclusion Annual Report. To build on our Airport’s mission, our theme for the 2013 Diversity Report is “Connecting the World, Reflecting the Community.” We understand that by first establishing a diverse and inclusive environment in our workplace and the local community, the potential to connect the world is unlimited.

In 2013, we continued our trend of achieving ambitious Diversity goals and milestones. Supplier Diversity set record levels, exceeding our goals in every category. Expenditures totaled $263 million and revenues totaled $173 million.

DFW introduced the Champions of Diversity Award honoring ten companies that exemplify Diversity and Inclusion in the contracting and concessions market. We also honored six dedicated DFW employees with the Leadership in Diversity Award.

Our Employee Resource Groups (ERGs) are flourishing with strategies that directly support our business goals. This year, we welcomed the new Generation Y ERG, a group of energetic leaders who will begin their work in earnest in 2014.

DFW Airport’s historic commitment to Diversity will remain strong into the future. We are grateful for the collective efforts of our employees and our community partners. We look forward to continuing to attract and retain a diverse workforce while implementing strategies that promote engagement and develop a culture of inclusion. When we reflect our community, we can connect the world — and that benefits those we serve.

Sean Donohue
Chief Executive Officer

Linda Valdez Thompson
Executive Vice President of Administration and Diversity
Business Programs Overview & Success Stories
Airport Concessions
Disadvantaged Business Enterprise Program

DFW’s Policy for Airport Concessions
Disadvantaged Business Enterprises (ACDBE)

The disadvantaged business enterprise (DBE) contracting program states that the Airport Concessions Disadvantaged Business Enterprises (ACDBEs) have an equal opportunity to receive and participate in concessions opportunities. DFW’s policy ensures nondiscrimination in the award and administration of opportunities for concessions by airports receiving DOT financial assistance.

Our policy ensures that our ACDBE program is tailored in accordance with applicable law, and that only firms that fully meet the program’s eligibility standards are permitted to participate as ACDBEs at our Airport.

Disadvantaged Business Enterprise Program

DFW’s Policy for Supporting Disadvantaged Business Enterprises (DBE)

The Airport has established a disadvantaged business enterprise (DBE) contracting program for Department of Transportation (DOT) assisted contracts to ensure nondiscrimination in the award and administration of DOT-assisted contracts.

DFW annually sets a proposed disadvantaged business enterprise goal, which is submitted to the Federal Aviation Administration (FAA).

Local Programs

Minority Business Enterprise Program

DFW’s Policy for Supporting Minority Business Enterprises (MBE)

Our priority is to foster the growth and development of local minority and women-owned business enterprises in the owner cities of Dallas and Fort Worth that can successfully compete for prime and subcontracting opportunities.

DFW’s Minority-owned Business Enterprises (MBE) policy ensures that the Airport, its contractors, subcontractors and concessionaires, will not discriminate on the basis of race, color, religion, national origin or sex in the award and performance of contracts, subcontracts and concessions. DFW also requires a critical review of the Airport’s procurement policies and practices to remove barriers for Minority and Women-owned Business Enterprises to compete for contracts, subcontracts and concessions awarded by the Airport.

Small Business Enterprise Program

DFW’s Policy for Supporting Small Business Enterprises (SBE)

The Small Business Enterprise (SBE) policy seeks to foster participation by small and minority businesses in construction, architectural and engineering, professional services and non-professional services contracting and procurement opportunities at DFW.

This is accomplished by increasing the capacities of such firms to perform as prime vendors and subcontractors and as suppliers.
Business Success Stories

When DFW Airport passengers stroll into Mercado Gifts in Terminal E or C, they find themselves transported to an authentic Mexican market. Lining the tables and shelves of this gift shop are embroidered sombreros and serapes, Talavera pottery, maracas, and Mexican candy – all hand-selected by store operators Berta Banta and Irma Vallejo-Collins.

The pair partner with retail company The Paradies Shops in the operation of five stores in the DFW Airport Terminals which, besides two Mercado Gifts, includes one PGA Tour Shop and two Brighton Collectables. While today their retail endeavors also include sportswear and jewelry, Mercado Gifts is where it all began.

Banta and Vallejo-Collins began their partnership with each other and DFW Airport 20 years ago when they launched their vision for a gift shop that not only delights customers but also gives back to their Mexican roots.

For Mercado Gifts, they achieve their store’s authenticity by regularly traveling to Mexico to purchase their store’s handmade merchandise directly from small vendors and families.

“It feels so wonderful to know that we are directly helping families in Mexico by importing and selling their beautiful goods,” said Banta. “We are very thoughtful about our selections and we love seeing Airport passengers purchase them and take them home to places around the world.”

In January of 2008, Shakeel Ahmed was the sole employee of his new company, Innovative Engineering Associates (IEA). Five years later, Ahmed is the president and owner of an award-winning Dallas-based company that employs 35 people and has completed many high profile projects across North Texas.

Ahmed’s relationship with DFW Airport began during his previous career at the North Texas Tollway Authority. After launching IEA, Ahmed contacted DFW’s department of Business Diversity and Development (BDD) for opportunities. Ahmed said he was amazed at how quickly BDD responded and connected him with the Airport’s department of Airport Development and Engineering (ADE).

BDD and ADE’s assistance enabled Ahmed to understand where his company could best fit the Airport’s needs and position his contract bid accordingly. In 2011, IEA won their first design management subcontract and since then have completed six projects at DFW.

“I’m very thankful to the Airport for the mentoring, coaching and leadership that they have provided,” said Ahmed. “Without their help, I don’t think my company would be positioned where it is today. DFW has one the best Diversity programs. They help you navigate through the Airport’s processes and then connect to the right people. The Airport helps you get to where you need to be.”
Siebert Brandford Shank & Company L.L.C. has been the biggest minority and women owned municipal bond underwriting firm in the United States for more than a decade. In 2000, four years after the firm’s inception in 1996, DFW Airport took a chance with the emerging company, awarding them a $335 million joint revenue bond to underwrite. It was the largest transaction the company had ever completed and the opportunity propelled them into the top tier of municipal investment banks.

“We gave a small firm a chance to run the books on a major deal for a major Airport,” said Mike Phemister, DFW Vice President of Treasury Management. “They did a great job and they used the opportunity as a stepping stone to become the very large and successful firm they are today.”

Levi Davis served as the Regional Senior Vice President for Siebert in the Dallas/Fort Worth office until his retirement in November 2013. He worked under Siebert’s Chairman Napoleon Brandford during that first major transaction and has since been involved with most of Siebert’s underwriting contracts with DFW Airport.

“DFW Airport has always been a major player and they’ve really taken a leadership role when it comes to minority participation,” said Davis. “They always believed in us and have been very supportive and they set the stage for our company’s success. Working with DFW Airport is a special pleasure because every time you complete a financial statement, you contribute to and are a piece of Airport history.”

Sue Abrams wants to tell your story. For more than 25 years, Abrams has composed and told stories through the lens of a video camera. She started her career in television, shooting, producing, anchoring and reporting for newscasts, under tight deadlines. In 1999, she took her real-world experience and launched Sue Abrams Productions. Now Abrams and her team produce video and print messaging for clients around the world.

In 2012, Abrams registered at DFW Airport as an SBE and quickly received a project request to produce a joint tourism video for the Airport and the Dallas and Fort Worth Convention and Visitors Bureaus. Abrams said the project had a challenging turnaround time but she and her team jumped at the opportunity. They worked day and night to meet the deadline. Shortly after that, her first contract with the Airport was initiated. Sue Abrams Productions has since worked on multiple Airport projects.

Sue Abrams Productions also designs and produces print collateral such as brochures and large mural backdrops for the Airport. When DFW Airport signed the Farglory Free Trade Alliance with Taiwan, Abrams’ mural appeared in the background of the signing ceremony shown on global newscasts.

“There’s a lot of gratification from knowing that you’re working for a large public entity,” said Abrams. “The Airport is a very important element of the North Texas economy. To be a part of that is something to be really proud of.”
Community Partners & Outreach Highlights
DFW’s integrated approach to Diversity and Inclusion is founded on lasting partnerships with organizations across the region. We proudly present the logos of our many valued partners that help us in our outreach efforts to build an Airport that reflects the communities and customers we serve.

Honors & Awards

It is an honor to receive the following distinctions recognizing DFW Airport’s commitment to disadvantaged minority and women-owned business enterprises.

**Corporate Advocate of the Year**
Women’s Business Council

**Airport Concessions Award**
Airport Minority Advisory Council (AMAC)

**Constellation Award**
Asian American Contractors Association

**Buy Those That Buy Us Best Practices Award**
DFW Minority Supplier Development Council
Major Program Outreach Highlights

DFW Airport collaborated with the Regional Hispanic Contractors Association, Black Contractors Association, Asian American Contractors Association, National Association of Women in Construction, and the Dallas Fort Worth Minority Development Council to host a Doing Business with DFW luncheon.

Members of DFW Airport’s Senior Staff spoke about the Airport’s Business Development and Diversity program and upcoming construction opportunities.

10 Tips for Doing Business with DFW:
• Understand DFW’s procurement process by attending “How to do Business with the Airport” seminars.
• Register in the DFW Supplier Self-Service System at www.dfwairport.com.
• Obtain business enterprise certification for small, disadvantaged, minority or woman-owned businesses.
• Have the required insurance and bonding.
• Check the www.dfwairport.com website on a weekly basis for current solicitations.
• Attend pre-bid/proposal and outreach conferences to meet potential bidders/proposers.
• Network and develop key business connections.
• Fully understand bid/proposal requirements and deadlines.
• Upon successful contract award, deliver excellent customer service.
• “If at first you don’t succeed,” request a debrief and try again.
• For more information, visit www.dfwairport.com/bdd.
North Texas design and construction business owners, interested in concession construction opportunities at DFW Airport, attended the Concessions Contractor Summit to receive a program overview and a chance to network with existing DFW concessionaires.

Leadership from DFW's Concessions and Business Development and Diversity teams discussed the Airport's Terminal Renewal and Improvement Program (TRIP) and the resulting available contractor opportunities. Topics included an explanation of DFW's MWBE goals and requirements, DFW design and construction code requirements, and how to pursue concessions construction opportunities at DFW. Representatives from the North Central Texas Regional Certification Agency were also on hand to discuss the ACDBE/MWBE certification process.

The Rolling Owner Controlled Insurance Program (ROCIP) is a comprehensive insurance and risk management program that provides cost savings, hazard control and mitigation of construction risks.

Since DFW Airport's Risk Management Department launched ROCIP three years ago, the program has enrolled more than 1300 contracts and provided safety training to approximately 8500 construction employees.

The program's major accomplishments for 2013 were the success of its safety program and the free capital assistance/bonding education classes available for small and D/M/WBE businesses.
In 2013, DFW Airport launched the inaugural Champions of Diversity awards recognizing suppliers, contractors and vendors for their outstanding achievements in the advancement of Diversity in the contracting and concessions markets.

“While we recognized DFW Airport’s champions of diversity – all of DFW’s diverse suppliers, vendors and contractors are key partners in making DFW one of the best Airports in the world,” said Tamela Lee, Vice President of Business Diversity and Development. “Supplier Diversity reached record levels in 2012 and we exceeded our goals in every category. Your contributions to DFW Airport make each of you a winner.”

The honorees were hand-selected by a committee comprised of DFW Senior Staff members.
### 2013 Champions of Diversity Awards Recipients

<table>
<thead>
<tr>
<th>Category</th>
<th>Large Firm</th>
<th>Medium Firm</th>
<th>Small Firm</th>
<th>Large Retail</th>
<th>Small Retail</th>
<th>Concessions Passenger Services</th>
<th>Concessions Large Food &amp; Beverage</th>
<th>Concessions Small Food &amp; Beverage</th>
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<tbody>
<tr>
<td>Construction Medium Firm</td>
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<td></td>
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<tr>
<td>Professional Services Large Firm</td>
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<tr>
<td>Professional Services Small Firm</td>
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<td></td>
</tr>
<tr>
<td>Goods &amp; Services Small Firm</td>
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In terms of revenue and expenditures, FY2013 stands as one of DFW’s best years yet, exceeding goals in every category.

**FY2013 Participation Accomplishments by Industry**

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<th>Industry Area</th>
<th>Annual Goal</th>
<th>Achievement %</th>
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<tr>
<td>All Categories</td>
<td></td>
<td>39%</td>
</tr>
<tr>
<td>Construction: MBE</td>
<td>25%</td>
<td>34.1%</td>
</tr>
<tr>
<td>Construction: SBE</td>
<td>15%</td>
<td>48.5%</td>
</tr>
<tr>
<td>Construction: DBE</td>
<td>32%</td>
<td>44.5%</td>
</tr>
<tr>
<td>Architectural &amp; Engineering: MWBE</td>
<td>35%</td>
<td>53.4%</td>
</tr>
<tr>
<td>Goods &amp; Services: SBE</td>
<td>15%</td>
<td>22.4%</td>
</tr>
<tr>
<td>Purchase Orders</td>
<td>N/A</td>
<td>12.5%</td>
</tr>
<tr>
<td>TRIP</td>
<td>N/A</td>
<td>42.7%</td>
</tr>
<tr>
<td>Concessions</td>
<td>33% (ACDBE)</td>
<td>40% (ACDBE) 12.7% (MBE)</td>
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**Terminal Renewal and Improvement Program (TRIP)**

<table>
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<tr>
<th>M/WBE</th>
<th>$169.1M (42.7%)</th>
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<tr>
<td>In Millions with Percent:</td>
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</tr>
<tr>
<td>African American:</td>
<td>$30.9M (7.8%)</td>
</tr>
<tr>
<td>Asian American:</td>
<td>$2.7M (0.7%)</td>
</tr>
<tr>
<td>Hispanic American:</td>
<td>$81.3M (20.5%)</td>
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<tr>
<td>Native American:</td>
<td>$3.4M (0.9%)</td>
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| NON-M/WBE                            | $226.8M (57.3%) |

| Achieved: 42.7%                      | Total Amount Spent: $395.9M |

**Concessions Gross Revenues**

<table>
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<tr>
<th>ACDBE/MBE</th>
<th>$172.5M (52.7%)*</th>
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<tr>
<td>In Millions with Percent:</td>
<td></td>
</tr>
<tr>
<td>African American:</td>
<td>$55.4M (16.9%)</td>
</tr>
<tr>
<td>Asian American:</td>
<td>$1M (0.3%)</td>
</tr>
<tr>
<td>Hispanic American:</td>
<td>$101.8M (31.1%)</td>
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<tr>
<td>White Female:</td>
<td>$14.3M (4.4%)</td>
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| NON-ACDBE/MBE                        | $155.2M (47.3%)   |

| Total ACDBE/MBE Participation: 52.7% | Total Gross Revenues: $327.7M |
In Millions with Percent:

**African American**
- Architectural & Engineering Services
  - $0.6M (16.1%)
- Construction
  - $0.5M (2.4%)
  - $0.4M (9%)
- SBE Participation
  - $0.3M (0.4%)
- MBE Participation
  - $0.4M (9%)
- Hispanic American
  - Architectural & Engineering Services
    - $0.8M (18.1%)
  - Construction
    - $4.5M (22%)
  - SBE Participation
    - $0.6M (12.5%)
  - MBE Participation
    - $0.8M (18.1%)
- White Female
  - $0.7M (18.1%)
  - $32K (4.1%)

**Asian American**
- Architectural & Engineering Services
  - $0.2M (4.2%)
- Construction
  - $362K (1%)
- SBE Participation
  - $0.6M (12.5%)
- MBE Participation
  - $32K (4.1%)
- Hispanic American
  - Architectural & Engineering Services
    - $55.1K (7.1%)
  - Construction
    - $4.1M (20.1%)
  - SBE Participation
    - $0.2M (3.3%)
  - MBE Participation
    - $55.1K (7.1%)
- White Female
  - $1M (2.7%)
  - $291.1K (37.3%)

**Hispanic American**
- Architectural & Engineering Services
  - $0.7M (16.4%)
- Construction
  - $4.5M (22%)
- SBE Participation
  - $0.3M (0.4%)
- MBE Participation
  - $0.8M (18.1%)
- White Female
  - $0.7M (18.1%)
  - $32K (4.1%)

**White Female**
- Architectural & Engineering Services
  - $0.7M (16.7%)
- Construction
  - $291.1K (37.3%)
  - $2.9M (65.9%)
- SBE Participation
  - $1M (2.7%)
  - $32K (4.1%)
- MBE Participation
  - $291.1K (37.3%)

**Native American**
- Architectural & Engineering Services
  - $108K (0.3%)
- Construction
  - $0.7M (16.4%)
- SBE Participation
  - $0.3M (0.4%)
  - $1M (2.7%)
- MBE Participation
  - $108K (0.3%)

**GOAL: 25% ACHIEVED: 34.1%
TOTAL AMOUNT SPENT: $4.4M**

**CONSTRUCTION MBE PARTICIPATION**

- MBE: $1.5M (34.1%)
- In Millions with Percent:
  - African American $0.4M (9%)
  - Hispanic American $0.8M (18.1%)
  - Asian American $0.3M (7%)
- Non-MBE: $2.9M (65.9%)

**GOAL: 25% ACHIEVED: 34.1%
TOTAL AMOUNT SPENT: $4.4M**

**CONSTRUCTION DBE PARTICIPATION**

- DBE: $9.1M (44.5%)
- In Millions with Percent:
  - African American $0.5M (2.4%)
  - Hispanic American $4.5M (22%)
- Non-DBE: $11.4M (55.5%)

**GOAL: 32% ACHIEVED: 44.5%
TOTAL AMOUNT SPENT: $20.5M**

**CONSTRUCTION SBE PARTICIPATION**

- SBE: $378.2K (48.5%)
- In Millions with Percent:
  - African American $32K (4.1%)
  - White Female $291.1K (37.3%)
- Hispanic American $55.1K (7.1%)
- Non-SBE: $400.9K (51.5%)

**GOAL: 35% ACHIEVED: 48.5%
TOTAL AMOUNT SPENT: $779.1K**

**GOODS AND SERVICES PROFESSIONAL & NON PROFESSIONAL SBE PARTICIPATION**

- SBE: $1.2M (22.4%)
- In Millions with Percent:
  - African American $0.3M (0.4%)
  - Asian American $0.6M (12.5%)
  - Hispanic American $0.3M (5%)
- Non-SBE: $4.2M (77.6%)

**GOAL: 15% ACHIEVED: 22.4%
TOTAL AMOUNT SPENT: $5.4M**

**PURCHASE ORDERS SBE PARTICIPATION**

- SBE: $4.7M (12.5%)
- In Millions with Percent:
  - African American $118K (0.3%)
  - Asian American $362K (1%)
  - Hispanic American $3M (8.2%)
- Non-SBE: $32.6M (87.5%)

**ACHIEVED: 12.5%
TOTAL AMOUNT SPENT: $37.3M**

**ARCHITECTURAL & ENGINEERING SERVICES M/WBE PARTICIPATION**

- M/WBE: $2.2M (53.4%)
- In Millions with Percent:
  - African American $0.6M (16.1%)
  - White Female $0.7M (16.7%)
  - Asian American $0.2M (4.2%)
  - Hispanic American $0.7M (16.4%)
- Non-M/WBE: $32.6M (87.5%)

**GOAL: 35% ACHIEVED: 53.4%
TOTAL AMOUNT SPENT: $37.3M**
DFW Airport
2013 Workforce Diversity & Inclusion
“In 2013, DFW Airport’s Diversity Leadership Council recognized that in order to achieve an inclusive workforce, you must engage employees. And in order to engage employees, they must feel included. Therefore, the Council set goals for mentoring, development and recognition to drive participation and engagement in Diversity initiatives. With this renewed focus, the Council is already looking forward to new goals and strategies in 2014 that will lead DFW to higher levels of engagement and inclusion.”

David Comeaux, Assistant Vice President of Business Support and Diversity

A cross-section of DFW Airport senior leaders serve on the Diversity Leadership Council. Every year the Council sets a list of goals that support both the Airport’s Strategic Plan and Diversity and Inclusion efforts by:

- Responding to a growing and changing customer base
- Developing specialized marketing strategies
- Creating an inclusive workplace environment
- Targeting community partnerships
- Implementing supplier diversity initiatives

In 2013, the Council achieved three main goals:

- The Council awarded six DFW employees with the third Diversity Leadership Award. The Council received 11 senior staff nominations and 17 other employee nominations. An overview of the awards and a list of winners is on page 16.

- In an effort to continue to attract and retain diverse talent, the Council designed a mentoring program for the new ERG Future Leaders Initiative (FLI).

- The link between communication and awareness and progress in inclusion efforts is clear. The Council actively supported all of the Airport’s ERG cultural events and made many presentations on DFW’s Diversity program for local chambers and organizations such as North Texas LEAD.
Six DFW employees received DFW Airport’s second annual Leadership in Diversity Award in recognition for their significant contributions toward Diversity at the Airport and in the surrounding communities.

Winners of this prestigious honor received a commemorative gift, lunch with the Executive Team, and a day off with pay.

“I really feel honored to receive this award and I think that diversity and inclusion really pay off, especially when it begins at the leadership level,” said award recipient Michael Baldwin. “It serves as a model for everyone.”

**Award Criteria**
Award winners were divided into two categories, and each group was judged by a specific set of criteria.

**Senior Management category**
- Strengthens the culture of Diversity and Inclusion through his/her interactions internally and externally.
- Fosters a respectful work environment that attracts and retains an engaged and diverse workforce.
- Demonstrates commitment to Diversity leadership within the community as a volunteer.

**Employee category**
- Contributes to an environment where others are respected and valued.
- Promotes awareness and acceptance of different cultures and beliefs.
- Creates an environment that makes everyone feel included.
DFW’s Employee Resource Groups (ERG’s) provide a solid platform for ensuring the Airport creates an inclusive and supportive work environment to attract and retain top talent.

Every fiscal year, each ERG elects a president to lead the group’s goal setting and achievement.

**WIN President:** Jung Yi-Rodgers  
2013 WIN President and DFW Airport Assistant Vice President of Accounting/Controller

“What makes the Employee Resource Group WIN (Women’s Initiatives Network) such a valuable and unique resource is its focus on bringing together the diversity, leadership, and talent of women at DFW Airport. WIN has a commitment to provide our women opportunities for professional development, to participate in community outreach programs, form partnerships with business units, to contribute and exchange ideas, and together, create solutions that meet organizational growth objectives.”

**LEAAD President:** Padma Joshi  
2013 LEAAD President and DFW Airport Project Leader

“Being the 2013 President of the Employee Resource Group LEAAD (Leading Excellence in Asian American Development) was an absolute honor. My time as President provided me with educational, leadership and volunteer opportunities. I know that the LEAAD members feel proud of their accomplishments and look forward to continuing to pursue ERG goals that are aligned with DFW’s primary goals and objectives.”

**AACTION President:** Marsha Crear  
2013 AACTION President and DFW Airport Terminal Manager

“As the 2013 President of the Employee Resource Group AACTION, (African Americans Collaborating Towards Inclusion, Outreach and Networking) I learned the value of doing my homework, so that when I set the ERG’s goals and objectives for the year, I ensured their alignment with DFW Airport’s mission. In this leadership role, I learned how to integrate diversity into all aspects of the Airport’s business and to take that message of diversity to our community. I am profoundly grateful for the opportunity to expand my sphere of influence.”

**HOLA President:** Armin Cruz  
2013 HOLA President and DFW Airport Vice President of Parking Business Administration

“Looking back, I’m very proud of what we were able to accomplish this year. Our team established a number of goals to support DFW Airport’s strategic initiatives, assisted in community outreach programs, and hosted a heritage event featuring a Hispanic Medal of Honor recipient. Because of their hard work, I am confident HOLA (Hispanic Outreach by Leaders in Action) improved Latino and Hispanic employee engagement while fostering a diverse and inclusive environment. Serving as the 2013 President of HOLA has been a great honor and an experience I won’t forget.”
The Women’s Initiative Network (WIN) offers DFW women professional development, community outreach and networking.

Every year, WIN organizes a women’s conference and invites every female employee at DFW Airport to attend at no charge. The conference provides educational speakers, networking opportunities and a luncheon. The 2013 conference theme was Mission: I’m Possible and featured a panel of DFW employees sharing their personal stories of success under seemingly “impossible” circumstances.

In 2013, WIN also:

- Supported an important DFW Airport strategic goal by distributing brochures in Terminal D promoting the Global Entry Program, which provides expedited Customs clearance for low-risk travelers.
- Hosted a number of professional development opportunities about social media branding and retirement planning for women.
- Partnered with the ERG LEAAD on a school supply drive for Big Brothers and Sisters and the MEED Center.
- For professional development, members attended the 18th annual Greater Dallas Women’s Conference, the annual Greater Dallas Women’s Summit, and Plan Your Future Today workshops.
- For educational outreach, supported the Airport’s annual Aviation and Transportation Career Expo.
- Supported DFW Airport’s LiveWell Program’s mobile mammogram event, which provided free preventative breast screenings for female employees.
African Americans Collaborating Towards Inclusion, Outreach and Networking

The DFW Airport ERG African Americans Collaborating Towards Inclusion Outreach and Networking (AACTION) aims to create a community of empowerment, opportunity, and learning for African American employees.

In 2013 AACTION:

- Held a Black History Month event for all DFW employees. The theme was Successful African American Men in American Culture and History. In support of the theme, a panel of North Texas African-American men in leadership roles shared their success stories.
- Celebrated Nelson Mandela International Day by assembling and shipping almost 200 bags filled with toiletries to students in Tanzania, Africa.
- Partnered with the Paradies Shop to host the Jethro Pugh Golf Tournament benefiting local student scholarships.
- Collected more than 400 reusable conference tote bags for schoolchildren in Tanzania, Africa as part of a “Bags for Africa” program.
- Attended the Ties and Tux Gala to celebrate Curtis King, founder and President of The Black Academy of Arts and Letters.
- Professional development programs included a seminar on “Good to Great,” the Dallas Black Chamber’s “Quest for Success” luncheon, and the Texas Diversity Leadership Conference.
- Partnered with the ERG LEAAD on a school supply drive for Big Brothers and Sisters and the MEED Center.
Hispanic Outreach by Leaders in Action

Hispanic Outreach by Leaders in Action’s (HOLA) membership consists of Hispanic leaders from across DFW Airport. The ERG provides Hispanic employees with networking and community outreach events.

In 2013 HOLA:

- Hosted Hispanic Congressional Medal of Honor recipient and Korean War Veteran Rodolfo P. Hernandez at the ERG’s annual Hispanic Heritage Month event. Hernandez’s visit tied into the event's theme of “Hispanics: Serving and Leading our Nation with Pride and Honor.”
- Hosted prominent Latina speaker and author Juana Bordas at a special employee event. Bordas presented on the contributions and heritage of the Hispanic culture and the key principles of Latino leadership.
- Gathered employee contributions and set the groundwork for mentorships for Parents Step Ahead, a North Texas non-profit educational outreach program.
- Supported the Regional Hispanic Contractors Association’s Day of the Construction Worker event in Dallas with a booth advertising the Airport’s ROCIP program.
- For educational outreach, supported the Airport’s annual Aviation and Transportation Career Expo.
- The Latino Cultural Center hosted the HOLA members with a tour and provided a great educational opportunity for the HOLA members.
- Toured the Latino Cultural Center and attended the Center’s 10-year anniversary event.
DFW Airport ERG Leading Excellence in Asian American Development (LEAAD) seeks to provide professional and leadership development opportunities for Asian American employees. During their third year as an ERG, LEAAD significantly increased their membership.

In 2013 LEAAD:

- Hosted an Asian-Pacific American Heritage Month event open to all employees with the theme “LEAADing to LiveWell.” The event featured a presentation from an Ayurveda doctor (a 5,000-year-old system of natural healing that originated in India), an instructional yoga session and a Tai Chi performance.
- Supported an important DFW Airport strategic goal by providing the Airport’s Commercial Development department with a voiceover in Mandarin for a Chinese Airport Cities Conference.
- Sponsored DFW Airport’s annual Back to School drive benefiting Big Brothers Big Sisters and the MEED Center.
- Represented DFW Airport in several community outreach events such as the Airport’s annual Aviation and Transportation Career Expo and the U.S. Pan Asian American Chamber of Commerce Business Expo.
- Members Jackie Dong, Human Resources Manager, and Merritt Kendall, Compliance Program Administrator, graduated from the intensive Greater Dallas Asian American Chamber of Commerce Leadership Tomorrow Program.
- Members Padma Joshi, ITS Project Leader and 2013 LEAAD President, and David Wang, Procurement Administrator, received DFW Airport’s prestigious Leadership in Diversity Award.
- Attended the Texas Diversity and Leadership Conference.
Employee Resource Groups:
FLI

In 2012, DFW Airport began developing an ERG for the newest age group entering the workforce. The group formed their vision and mission statements in 2013 and chose the name, Future Leaders Initiative (FLI).

With a membership of 15 DFW Gen Y employees, the group elected three officers for 2014: President Ryan Spicer, Sustainability Manager; President – Elect Laura Keesee, Aviation Real Estate Manager; and Secretary Reem Brooks, Human Resources Supervisor.

“2014 marks the first year of the Future Leaders Initiative (FLI) at DFW Airport and I am very excited to be part of such a talented, energetic team,” said Thomas Dallam, Vice President of Human Resources. “As we build upon the success of DFW and its existing employee resource groups, FLI will be well positioned to welcome the next generation of Airport leaders.”

Vision:
Connecting DFW’s past and future through empowerment, growth and development of emerging leaders to promote inclusion in a global environment.

Mission:
Sustaining the legacy of the Airport by staying committed to DFW core values.

Serving and supporting DFW and each other through knowledge transfer, professional development and networking.

Creating and implementing opportunities to enhance DFW’s future success.
Diversity Engagement Score. The Diversity Engagement Score comes from the DFW Airport’s annual Engagement Survey, which is administered to all employees.

Overall Diversity Representation. Diversity Representation is the percentage of full-time Board employees who have self-identified as belonging to the Minority or Women category.

Senior Management Diversity Representation. Senior Management Diversity Representation is the percentage of Minority or Women who compose DFW’s Senior Staff, which ranges from Assistant Vice Presidents to Chief Executive Officer.

Diversity Recruitment. Diversity Recruitment is the percentage of Minority or Women who have been hired since the beginning of the Fiscal Year.