CELEBRATING 40 YEARS OF DIVERSITY
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 pleasure that we present DFW International Airport’s 2014 Diversity and Inclusion Annual Report. Our theme commemorates the momentous occasion of DFW Airport’s 40th anniversary.

DIVERSITY AND INCLUSION PROGRESS
We are proud of the incredible progress we have made in establishing a diverse and inclusive environment in our workplace and the local community. In 40 years, DFW has increased their overall minority workforce representation to 46 percent. Senior management minority representation is now at 40 percent and the Airport finished 2014 with a workforce comprised of 61 percent women and minorities.

BUSINESS DIVERSITY AND DEVELOPMENT FLIES HIGH
In 2014, we continued our trend of achieving ambitious Diversity goals and milestones. Supplier Diversity once again set record levels, exceeding our goals in every category, especially in the area of small business participation. Our S/M/W/DBE expenditures totaled $693 million for a 38.6 percent participation and ACDBE/MBE Concessions revenues totaled $343.7 million for a 52 percent participation.

In the Airport’s Terminal Renewal and Improvement Program (TRIP), the overall M/WBE participation achieved $167.5 million or 43.4 percent.

AWARDS – GIVING AND RECEIVING
We honored seven companies that exemplify Diversity and Inclusion in the contracting and concessions market at our 2014 Champions of Diversity Award Luncheon. We also honored five dedicated DFW employees with the Leadership in Diversity and Inclusion Award. The Texas Diversity Council recognized DFW Airport with the DiversityFirst award, a highlight of the awards the Airport received in 2014.

BANNER YEAR FOR EMPLOYEE RESOURCE GROUPS
DFW Airport’s Diversity Leadership Council, comprised of a cross-section of senior leaders, continued to guide the ERGs in supporting the Airport’s Diversity and Inclusion efforts. Educational endeavors included a trip to the Dallas Holocaust Museum and the launch of a new mentorship program.

With an internal focus, our employee resource groups (ERGs) had one of their most active years to date. Supporting DFW’s business goals remains the underlying purpose for their existence.

ERG HIGHLIGHTS:
WIN: The Women’s Initiative Network led the tenth annual DFW Women’s Conference with a record 600 attendees.

HOLA: Our Hispanic ERG leveraged the Dallas location of the National Hispanic Leadership Institute’s national conference and hosted a contingent of high-achieving Latinas who attended the conference.

AACTION: Our African American ERG highlighted the 50th anniversary of the groundbreaking Civil Rights Act at the annual Black History Month celebration.

LEAAD: With the launch of service to Hong Kong and Shanghai, our Asian American ERG LEAAD collaborated with the Marketing team to provide valuable assistance in creating presentations with a Mandarin voiceover and reviewing Chinese scripts and pamphlets.

FLI: Our Gen Y ERG led the traditional annual school supply drive supporting local school children in need.

DFW Airport’s 40-year commitment to Diversity will remain strong into the future. We remain committed to attracting and retaining a diverse workforce while implementing strategies that promote engagement and develop a culture of inclusion. We look forward to the next 40 years of success in partnership with our employees and our surrounding community.

Sean Donohue
CHIEF EXECUTIVE OFFICER

Linda Valdez Thompson
EXECUTIVE VICE PRESIDENT OF ADMINISTRATION AND DIVERSITY
Business Programs Overview & Success Stories
<table>
<thead>
<tr>
<th><strong>MINORITY AND WOMEN BUSINESS ENTERPRISE PROGRAM</strong></th>
<th>The Minority/Women Business Enterprise (M/WBE) policy seeks to foster participation by minority and/or women-owned businesses in architectural and engineering, services contracting and procurement opportunities at DFW. This is accomplished by increasing the capacities of such firms to perform as prime vendors, subcontractors and suppliers.</th>
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</thead>
<tbody>
<tr>
<td><strong>MINORITY BUSINESS ENTERPRISE PROGRAM</strong></td>
<td>DFW’s Minority Business Enterprises (MBE) policy seeks to foster participation by minority-owned businesses in construction services contracting and procurement opportunities at DFW. The MBE Program is applicable to construction-related solicitations over $1 million.</td>
</tr>
<tr>
<td><strong>AIRPORT CONCESSIONS DISADVANTAGED ENTERPRISE PROGRAM</strong></td>
<td>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 Department of Transportation (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.</td>
</tr>
<tr>
<td><strong>DISADVANTAGED BUSINESS ENTERPRISE PROGRAM</strong></td>
<td>The Airport has established a Disadvantaged Business Enterprise (DBE) contracting program for DOT assisted contracts to ensure nondiscrimination in the award and administration of DOT-assisted contracts. DFW sets a three-year Disadvantaged Business Enterprise goal in accordance with the Federal Regulations.</td>
</tr>
<tr>
<td><strong>SMALL BUSINESS ENTERPRISE PROGRAM</strong></td>
<td>The Small Business Enterprise (SBE) policy seeks to foster participation by small business enterprises in construction, professional and non-professional services contracting and procurement opportunities at DFW. For construction, the SBE Program is applicable for construction contracts under $1 million. This is accomplished by increasing the capacities of such firms to perform as prime vendors and subcontractors and as suppliers.</td>
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Supplier, Vendor and Contractor Success Stories

MWBE PROGRAM SPOTLIGHT: CITY WIDE BUILDING SERVICES

Linda and Mary Ann Amodeo are sisters, best friends, and, since 1979, business partners.

After working together as window washers in the early 1970s, Linda and Mary Ann laid down their squeegees and purchased Citywide Building Services, a business strictly specializing in clean windows.

In 1990, their company won a contract to wash the windows of two buildings at DFW Airport. Today, they are responsible for the cleaning of all the windows on Airport property.

“It was wonderful that DFW Airport gave us an equal opportunity to do our job,” said Linda. “From the beginning, they have allowed us to shine and excel at our services.”

Through the Airport’s Business Diversity and Development networking events, the Amodeo sisters made valuable connections with DART and Dallas Community College. They’ve also helped other minority businesses by using minority and women suppliers for their cleaning materials.

MBE PROGRAM SPOTLIGHT: HILDA RODRÍGUEZ ARCHITECTURE/PLANNING/INTERIORS LLC

Hilda Rodríguez Architecture Services is a small firm with big ideas.

After years of freelancing, Hilda Rodríguez launched her firm in 2009 and now employs three women. Together, they design retail and hospitality facilities and, since 2013, their primary client is DFW Airport. They have five retail projects underway in DFW’s terminals.

As Hilda established her firm, she attended various DFW Airport Concessions meet and greets and through one, met a representative from Paradies Shops, a longstanding partner of DFW Airport’s Concessionaire program. Hilda followed up with her contact and earned an opportunity to design the CNBC News store in DFW’s Terminal A.

“Working with DFW has been very exciting – it’s a new frontier,” said Hilda. “DFW is really interested in your good work and your product. They care about the quality of the designs and they really applaud your work. It’s very thrilling to see your design become a reality.”
ACDBE PROGRAM SPOTLIGHT: QDOBA MEXICAN GRILL AND WILD BLEU MARTINI BAR

For a decade, Ray Mickens experienced success playing football in the NFL. When Ray retired, his vision shifted from the field to the restaurant industry.

In 2012, Ray and his business partner Bassam Odeh bid on a Qdoba Mexican Grill at DFW Airport and won. Today, the grill is reporting record revenue and has solidified Ray and Bassam’s partnership with the Airport. When Terminal A began TRIP renovations, Ray proposed a sophisticated martini bar concept, filling a void in the Airport’s concessions market. In 2014, Wild Bleu Martini Bar opened and their high-end cocktails and elegant atmosphere are a hit.

“DFW Airport has had nothing but open arms for me,” said Ray. “I’ve felt nothing but support and encouragement from DFW. There is no substitute for great people. If you’re not working with great people, it’s not fun. Working at DFW Airport is fun.”

DBE PROGRAM SPOTLIGHT: CHAMBERS ENGINEERING

DFW Airport’s runways require a lot of maintenance. Since 2005, Chambers Engineering has provided reconstruction and repair services to the concrete that routinely supports the weight of 350-ton airplanes.

Co-owner Gary Chambers says he probably wouldn’t have had the opportunity to work on such specialized projects if it weren’t for the chance offered by DFW Airport.

Contracts for Chambers Engineering have expanded to include Airport environmental projects and work on DFW’s new corporate headquarters.

“Overall, working with DFW has been a lift for our company,” said Chambers. “I have so much respect for the people at DFW Airport. Not only are they great colleagues, but I feel like I’ve made friends.”

SBE PROGRAM SPOTLIGHT: UNITED SERVICES OF TEXAS, INC

Marshall Ryan is the owner of Unified Services of Texas, Inc., a full-service fuel system contractor, and Randy Ritter is his right-hand man. Together, the two men are responsible for the repair and maintenance of all of the Airport’s fuel systems and pipes.

When Marshall decided to purchase Unified Services in 2000, he said that the company’s existing relationship with DFW Airport was a big advantage.

“Working for DFW Airport is a big feather in our cap,” said Marshall. “When we meet new contacts and they learn about our 23-year history at DFW Airport, it gives us instant credibility. They say, ‘If you’re good enough to work for DFW Airport, then you’re good enough to work for us.’”
How To Do Business With DFW

HERE ARE 10 TIPS:

1. Attend “How to do Business with the Airport” seminars
2. Register in the DFW Supplier Self-Service System
3. Obtain business enterprise certification
4. Obtain the required insurance and bonding
5. Check the Airport’s website for current opportunities
6. Network: attend outreach conferences
7. Familiarize yourself with bid and proposal requirements and deadlines
8. Always deliver excellent customer service
9. If at first you don’t succeed, request a debrief and try again
10. Visit dfwairport.com/bdd
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.

**COMMUNITY PARTNERS AND HONORS AND AWARDS**

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**Honors and Awards**

It is an honor to receive the following distinctions recognizing DFW Airport’s commitment to diversity and inclusion.

- **Pillar Award for 2014 Public Entity of the Year**
  - Regional Hispanic Contractors Association

- **Greater Dallas Hispanic Chamber of Commerce Award**
  - President’s Award for Quality & Excellence

- **Corporate Leadership Achievement**
  - DiversityFIRST Award

- **Award of the Organization**
  - Airport Minority Advisory Council (AMAC)

- **Gold Medallion Corporation Recognition**
  - DFW Minority Supplier Development Council

- **2014 Constellation Award**
  - Asian American Contractor’s Association of Texas

- **Outstanding Public Sector Award**
  - Black Contractors Association

- **Corporate Award**
  - Greater Dallas Taiwanese Chamber of Commerce
MAJOR PROGRAM OUTREACH HIGHLIGHTS

Business Diversity and Development Resources:

DFW sponsors several programs and outreach events targeting minority and women-owned businesses seeking contract opportunities at the Airport. These programs range from technical/financial assistance to surety support programs.

Listed below are available resources to explore doing business with DFW Airport.

- Register as a Vendor: www.dfwairport.com/procurement/index.php
- View Solicitation Schedule: www.dfwairport.com/business/solicitations.php
- View Airport Concession Opportunities: www.dfwairport.com/concessions
- DFW D/S/M/WBE Directory: www.dfw.diversitysoftware.com
- Online Compliance Reporting by Prime & Training: www.dfw.diversitysoftware.com
Business Diversity and Development Outreach Opportunities:

DFW Airport hosted “Demystifying Doing Business with the DFW Airport” for existing and potential D/S/MWBE business owners. Approximately 300 attendees participated in the event comprised of panel discussions and roundtables.

Below is a variety of outreach opportunities that support vendors, suppliers and contractors in succeeding at DFW Airport.

- “How to do Business with DFW” and Industry-specific Outreach Meeting Pre-bid/Pre-Proposal Meetings
- Meet & Greet appointments to introduce goods or services
- Rolling Owner Controlled Insurance Program
- Capital Assistance & Bonding Program
- Capacity Building Alliance Program (volunteer mentor-protégé program)
- Minority Chamber/Advocacy Organization Partnerships

Vice President of the Business Diversity & Development Department Tamela Lee speaks at the “Demystifying Doing Business with the DFW Airport” outreach event.
Opportunities Through TRIP:

DFW Airport’s Terminal Renewal and Improvement Program (TRIP) is an approximately $3 billion renovation of Airport facilities, planned for completion in 2021. As a result, countless construction contracts have increased opportunities for women and minorities.

This year, DFW Airport exceeded goals in every category for MBE, SBE and DBE participation in construction contracts. Valued partners such as the Regional Hispanic Contractors Association, the Black Contractors Association, and the Asian American Contractors Association ensure participation from a variety of sources. DFW is proud that the revitalized terminals are a reflection of our community from the ground up.

“As a small business, it’s hard to get jobs when you start out because you don’t know a lot of people. DFW’s outreach events were an open door where I could show off my credentials and meet the right people looking for my services.”

Hilda Rodriguez
ARCHITECTURE SERVICES
The numbers show that DFW Airport’s investments in education, training, and diversity benefit the entire North Texas region and beyond. The total economic impacts of disadvantaged, small, minority and women-owned business enterprise activities at DFW Airport and TRIP are:

**Economic Benefit:**

$1,429,260,000 Direct Economic Impact of DFW Contracts

12,201 Number of Jobs Supported

$648,417,000 Supported Payroll

Source: UNT Center for Economic Development and Research, January 2014

**Outreach Events Benefit:**

DFW Survey Results Revealed 98% of Outreach Event Attendees Agreed It Was a Good Investment of Time.
Diversity Trailblazers

The second Champions of Diversity Awards honored eight companies who partner with DFW Airport and go above and beyond in advancing diversity and inclusion efforts in their business practices.

Award winners for 2014 were selected as “Trailblazers” in recognition of their own groundbreaking and longstanding support of small businesses and minority and women-owned businesses.

“We’re honoring companies that are trailblazers who have championed diversity over many years,” said DFW CEO Sean Donohue. “By awarding these trailblazers, DFW hopes to encourage others to follow their example. It’s important that as DFW moves forward, broadening its reach and connections around the world, that we do not lose sight of the local businesses. That we continue to create growth opportunities, improve our contracting processes, remove any barriers, and build the capacity for all small firms, including women and minority firms, that use the program.”
2014 Champions of Diversity Award Recipients

**Construction:**
JMA Johnson Architects
Philips/May Corporations

**Commercial Development:**
Bandera Ventures

**Concessions:**
The Paradies Shops

**Procurement and Materials:**
Great Southwestern Fire and Safety
Ceco Sales Corporation Management

**Top Company Exceeding more than 40 percent MWBE Participation:**
ERMC IV, LP
**SUMMARY OF ALL CATEGORIES**

- **AFRICAN AMERICAN**: $47.4M (6.8%)
- **ASIAN AMERICAN**: $16.9M (2.4%)
- **HISPANIC AMERICAN**: $117.6M (17%)
- **NATIVE AMERICAN**: $13.4M (1.9%)
- **OTHER MINORITY**: $2.1M (0.3%)
- **WHITE FEMALE**: $70.2M (10.1%)
- **NON-MWBE**: $425.6M (61.4%)
- **TOTAL**: $693.5M (38.6%)

**TERMINAL RENEWAL AND IMPROVEMENT PLAN**

- **AFRICAN AMERICAN**: $27.9M (7.2%)
- **ASIAN AMERICAN**: $4.7M (1.2%)
- **HISPANIC AMERICAN**: $81.8M (21.2%)
- **NATIVE AMERICAN**: $10.8M (2.8%)
- **OTHER MINORITY**: $5.6M (1.4%)
- **WHITE FEMALE**: $41.8M (10.8%)
- **NON-MWBE**: $219.0M (56.7%)
- **TOTAL**: $386.6M (43.3%)

**CONCESSIONS**

- **AFRICAN AMERICAN**: $55.8M (16.3%)
- **ASIAN AMERICAN**: $1.7M (0.5%)
- **HISPANIC AMERICAN**: $106.2M (30.9%)
- **WHITE FEMALE**: $15.0M (4.4%)
- **NON-CERTIFIED**: $164.8M (47.9%)
- **TOTAL**: $343.6M (52.0%)
DFW Airport 2014 Workforce Diversity & Inclusion
DIVERSITY AND INCLUSION STRATEGY

Continue to Attract & Retain Diverse Talent

Use innovative talent acquisition strategies to attract a diverse candidate pool that reflects the labor market and use a strategic talent management system to develop internal bench strength.

Drive Communication & Awareness

Use a variety of communication channels to enhance awareness and education internally and externally of the rich cultural diversity of DFW Airport’s employee base.

Enhance Competence & Culture

Provide development options for all employees to increase their diversity and inclusion knowledge and skills to create a culture where employees feel valued and respected.

BUILDING A STRONG PARTNERSHIP ACROSS ALL TALENT MANAGEMENT PROGRAMS TO MEASURE DIVERSITY / INCLUSION EFFORTS

Core Competency: Embraces Diversity & Inclusion
Five DFW employees received DFW Airport’s third annual Leadership in Diversity and Inclusion 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.

**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.

**SENIOR MANAGEMENT CATEGORY WINNER:**

Greg Spoon
VICE PRESIDENT OF PROCUREMENT & MATERIALS MANAGEMENT

**EMPLOYEE CATEGORY WINNERS:**

Maria Barahona
DEPARTMENT CONTROLLER

Tammy McClure
DISABILITY ANALYST

Debra Sanford
DEPARTMENT CONTROLLER

Larry Wells
APPLICATIONS MANAGER
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 2014, the Council:

- Awarded five DFW employees with the third Diversity Leadership Award. The Council received five senior staff nominations and nine other employee nominations.
- In an effort to continue to attract and retain diverse talent, the Council developed a mentoring program for the new employee resource group 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.

“In 2014, DFW Airport’s Diversity Leadership Council recognized that in order to achieve an inclusive workforce, you must engage employees. 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 2015 that will lead DFW to higher levels of engagement and inclusion.”

David Comeaux
ASSISTANT VICE PRESIDENT OF BUSINESS SUPPORT AND DIVERSITY
Women’s Initiative Network

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 DFW Airport employee to attend at no charge. For the conference’s tenth anniversary, WIN chose the theme “Into the Future” with more than 600 women in attendance.

IN 2014, WIN:

- Conducted a professional clothing and accessories drive benefiting The Ladder Alliance.
- Supported DFW’s LiveWell Program on a mobile mammogram event.

Kelly Tuggle
2014 WIN PRESIDENT
African Americans Collaborating Towards Inclusion, Outreach and Networking

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 2014, AACTION:
• Held an Airport-wide Civil Rights themed Black History Month event and a networking mixer for AACTION members.
• Conducted a DFW Airport professional development program for AACTION members.
• Members attended multiple development and networking events held by the Dallas Black Chambers of Commerce, the North Texas Commission and North Texas LEAD as well as fundraising events.
• Partnered with the Paradies Shop to host the 22nd Annual Jethro Pugh Golf Invitational, benefiting the United Negro College Fund.
EMPLOYEE RESOURCE GROUPS: HOLA

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 professional development and community outreach events.

IN 2014, HOLA:
• Hosted a Sabor Latino gathering supporting the annual DFW ERG sponsored school supply drive.
• Sponsored the National Hispana Leadership Institute conference.
• Hosted the annual Hispanic Heritage Month event with the theme of Legacy of History, a Present of Action and a Future of Success.
• Sponsored the second annual Bravest Firefighter Race coordinated by the Dallas Hispanic Firefighters Association.
• Supported the Parents Step Ahead organization.

Irene Clark
2014 HOLA PRESIDENT
Leading Excellence in Asian American Development

DFW Airport ERG Leading Excellence in Asian American Development (LEAAD) seeks to provide professional and leadership development opportunities for Asian American employees.

IN 2014, LEAAD:
• Hosted the annual Asian American Heritage Month event.
• Assisted DFW Airport with Mandarin voiceovers for use in Chinese media commercials and the Airport’s new Mandarin Concierge.
• Assisted with reviewing DFW Airport’s Chinese Mobile App.
• Provided numerous trainings: Stand Out Advantage, Performance Appraisal, Competency Model and New Incentive Program.
• Sponsored a GDAACC – Leadership Tomorrow class. Two LEAAD members graduated from the GDAACC Program.
Future Leaders Initiative

DFW Airport’s newest ERG, Future Leaders Initiative (FLI), kicked off their inaugural year with lots of activities. Consisting of 15 DFW Gen Y employees, the ERG’s vision is to connect DFW’s past and future through the empowerment, growth and development of emerging leaders to promote inclusion in a global environment.

IN 2014, FLI:
- Partnered with ITS to pilot “mobile event sign-in” technology, now used at all DFW ERG events.
- Led the Airport’s annual school supply drive benefitting Community Partners of Dallas.
- Hosted multiple Lunch and Learn opportunities for FLI members.
EMPLOYEE RESOURCE GROUPS: MILITARY VETERANS NETWORK

Military Veterans Network

DFW Airport is always expanding support for military veterans and those serving in active duty, from sponsoring the Welcome Home a Hero Program and housing an active USO in the Terminals, to participating in veteran career fairs. In 2014, DFW Airport’s Workforce Diversity began the planning to launch a Military Veterans Network in order to provide DFW’s veteran and active duty employees a community for networking and engagement in veteran initiatives.

The network opened membership enrollment to all of DFW’s Veteran and active duty employees and the response was enthusiastic with 73 employees participating.

Pictured below are scenes from the dedication of the new exhibit at Founders Plaza that honors the Airport’s Welcome Home a Hero Program. In the top left picture, Military Veterans Network member Richard McNeil received a surprise commemorative brick from his ITS department coworkers.
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.