“As careful stewards of DFW Airport we recognize the role we play in developing business and capacity for many small, minority and women-owned businesses in our community. This is possible because of the talent and enthusiasm of our workforce. Our employees reflect our community and contribute their uniqueness, diverse experience and perspectives to enhance our ability to become a global super hub.”

Sean Donohue, CEO
Dallas Fort Worth International Airport

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It is with great pleasure that I present Dallas Fort Worth International Airport’s 2015 Diversity and Inclusion Annual Report. It was a whirlwind year for DFW, a year where we helped dreams take flight. We launched a new brand, completed a new headquarters, conducted a record number of outreach programs and fostered partnerships.

DFW is proud of our lasting partnerships with the communities around us and we recognize that we play a big role in developing business and capacity for many small, minority and women-owned businesses in our community, helping them grow and flourish.

In 2015, we received exciting news about the economic impact of DFW on the region. A recent study conducted by Perryman Group reported that the economic impact of DFW Airport has risen by six billion dollars to $37 billion. The number of jobs has also risen to 228,000 with an associated payroll of $12.5 billion.

Our economic impact isn’t measured in jobs alone – it is measured in the personal impact it has on so many businesses in our area, including the success and growth of small, minority and women-owned businesses.

**Business Diversity and Development Achievements**

In 2015, 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 and emerging businesses.

FY15 expenditures totaled $696 million and Concession revenues generated totaled $355 million. Concessions achieved 43 percent ACDBE participation on an annual ACDBE goal of 34 percent. In the Airport’s Terminal Renewal and Improvement Program (TRIP), the overall M/WBE participation totaled $141 million, or 37 percent of the dollars paid. The construction of the new DFW Airport Headquarters boasted 51.5 percent M/WBE participation alone.

**Concessions Announce Exciting Terminal D Transformation**

Our Concessions Department announced plans for a complete transformation of Terminal D. There are 30 new concessions planned, with 20 of them set to open in FY16. Of the new concessionaires arriving in Terminal D, 90 percent are from Texas and all of them met our ACDBE and M/WBE participation goals. By FY17, a renovation of our Duty Free offerings will be completed, making our Duty Free comparable to the best in the world.

**Workforce Diversity**

We remain committed to attracting and retaining a diverse workforce while implementing strategies that promote engagement and develop a culture of inclusion. We are proud that our team reflects the world we serve. Some 55 percent of employees are women and people of color and 47 percent of senior staff are women and people of color.

Among our greatest milestones in 2015 was the graduation of 11 high-achieving women who completed the Circles Mentoring program, allowing us to surpass the goal of 100 graduates. These dedicated women will join the DFW Women’s Initiative Network, contributing their knowledge and talent to the organization.

Whether viewing the past year from the perspective of an employee or a stakeholder, it was a spectacular year. In 2016, you can expect a keen focus on capacity-building.

Linda Valdez Thompson
EXECUTIVE VICE PRESIDENT
ADMINISTRATION AND DIVERSITY
2015 results
## Federal Programs

<table>
<thead>
<tr>
<th>PROGRAM NAME</th>
<th>CRITERIA</th>
<th>BUSINESS</th>
</tr>
</thead>
</table>
| Disadvantaged Business Enterprise (DBE) Program | • 51 percent owned and controlled by one or more socially and economically disadvantaged individuals  
• Business size based on Small Business Administration (SBA) size standards  
• Economically disadvantaged  
• Personal Net Worth Threshold | • Construction Services  
• Construction-related Professional Services |
| Airport Concessions Disadvantaged Business Enterprise (ACDBE) Program | • 51 percent owned and controlled by one or more socially and economically disadvantaged individuals  
• Business size based on SBA size standards  
• Economically disadvantaged  
• Personal Net Worth Threshold | • Airport Concessions |

## Local Programs

<table>
<thead>
<tr>
<th>PROGRAM NAME</th>
<th>CRITERIA</th>
<th>BUSINESS</th>
</tr>
</thead>
</table>
| Minority Business Enterprise (MBE) Program     | • 51 percent owned and controlled by one or more minority individuals or by one or more female individuals  
• Socially disadvantaged                      | • Construction Services (over $1M)                                       |
| Minority/Women Business Enterprise (M/WBE) Program | • 51 percent owned and controlled by one or more minority individuals or by one or more female individuals  
• Socially disadvantaged                      | • Architectural & Engineering Services                                     |
| Small Business Enterprise (SBE) Program       | • Business size based on SBA size standards  
• Economically disadvantaged                  | • Construction Services (under $1M)                                         
• Professional Services  
• Non-professional Services                   |

For more information, visit [www.dfwairport.com/bdd](http://www.dfwairport.com/bdd)
Our business diversity programs are a component of our operational goals because of their importance to the success of DFW and to our community. These programs help us maintain the economic vitality of the region and they provide an effective avenue to grow small businesses, which are the backbone of our economy.

“In FY15, we established key performance indicators that would open doors for more small, minority-owned and disadvantaged businesses than ever before — and we succeeded in our mission.”

Tamela Lee, Vice President
Business Diversity and Development

Overall FY 2015 D/S/M/WBE Participation by Type and Category:
DBE = Disadvantaged Business Enterprise, SBE = Small Business Enterprise, M/WBE = Minority/Women Business Enterprise
Expenditures:

DISADVANTAGED BUSINESS ENTERPRISE (DBE)
Participation – Construction (Federal-funded contracts)

<table>
<thead>
<tr>
<th>Category</th>
<th>GOAL</th>
<th>RESULTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>NON-DBE</td>
<td>11.9M</td>
<td>17%</td>
</tr>
<tr>
<td>AFRICAN AMERICAN</td>
<td>0.1M</td>
<td>24.8%</td>
</tr>
<tr>
<td>HISPANIC AMERICAN</td>
<td>5.2M</td>
<td>56.6%</td>
</tr>
<tr>
<td>WHITE FEMALE</td>
<td>3.6M</td>
<td>0.9%</td>
</tr>
<tr>
<td>OTHER MINORITY</td>
<td>0.1M</td>
<td>.7%</td>
</tr>
</tbody>
</table>

Revenues:

MINORITY BUSINESS ENTERPRISE (MBE)
Participation – Construction (Non-TRIP)

<table>
<thead>
<tr>
<th>Category</th>
<th>GOAL</th>
<th>RESULTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>NON-MBE</td>
<td>24.0M</td>
<td>7.6%</td>
</tr>
<tr>
<td>AFRICAN AMERICAN</td>
<td>1.0M</td>
<td>34.0%</td>
</tr>
<tr>
<td>ASIAN AMERICAN</td>
<td>0.4M</td>
<td>1.0%</td>
</tr>
<tr>
<td>HISPANIC AMERICAN</td>
<td>14.7M</td>
<td>2.2%</td>
</tr>
<tr>
<td>NATIVE AMERICAN</td>
<td>3.3M</td>
<td>55.2%</td>
</tr>
</tbody>
</table>

*Concession achievements of 81.5%, ACDBE participation represents 42.8% on a 34% goal and the remaining 8.7% represents M/WBE participation.
Community partnerships
OUTREACH AND PROGRAMS
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 and awards
DFW is honored to be recognized for our commitment to business diversity and inclusion. This recognition is a reminder of our ongoing commitment to foster participation in our business programs to maintain a strong Airport and a vibrant community.

La Cima Latina Leadership Award
Greater Dallas Hispanic Chamber of Commerce

President’s Award
Greater Dallas Hispanic Chamber of Commerce

2015 Corporate Partner Award
Dallas Black Chamber of Commerce

Public Entity of the Year
Dallas/Fort Worth Minority Supplier Development Council

Sustaining Corporation of the Year
Greater Dallas Asian American Chamber of Commerce

Inclusion Champions Award – Large Hub
Airports Council International – North America

Leader in Promoting the Advancement and Growth of Women in Transportation Award
Women’s Transportation Seminar

Airport Top Flight Award
Airport Minority Advisory Council

Inclusions Champions Award - Large Hub
L to R: Michael Baldwin, Tamela Lee, David Comeaux

Presidents Award L to R: Sean Donohue, Linda Thompson, Rick Ortiz, Wanda Granier
Community outreach and capacity building were the focus of 2015.

In FY 2015, DFW Airport’s Business Diversity and Development Department (BDDD) participated in more than 134 business development outreach events in the M/WBE community. Over 2,000 individuals attended the various DFW-hosted outreach events throughout FY 2015.

A pre-solicitation outreach event held in July attracted more than 350 interested suppliers. DFW provided an overview of upcoming contract solicitations for Airport Development and Planning Division projects.

DFW launched a partnership with LiftFund, which provides credit and lending services to small businesses and entrepreneurs who do not have access to loan funds from commercial sources. BDDD also completed the SBE Legal Services Initiative. This initiative is made up of partnerships with select Minority/Women Business Enterprise Bar Associations with the goal of increasing the pool of certified Small Business Enterprise legal services firms.

“We not only are DFW Airport giving small business owners the opportunity to work with DFW, but we are also providing them the tools needed to succeed.”

Suzanne Cruz-Sewell
Assistant Vice President Business Development & Diversity
Local ACDBE firms will reap the benefits of participating in DFW’s plans to revolutionize the customer experience inside Terminal D. DFW selected TRG Duty Free Joint Venture (TRG) – a partnership involving a global leader in duty free, a Texas retailer and two ACDBE partners – to design and operate the new duty-free stores, which includes a total of six shopping locations covering nearly 20,000 square feet. TRG’s plans include a two-level, 13,000 square foot primary store that will significantly upgrade the central area of the terminal, along with an executive lounge as well as smaller specialty stores and kiosks.

TRG Duty Free Joint Venture comprises Duty Free Air and Ship Supply Co., CBI Retail Ventures LLC and their two ACDBE Partners, MDT Strategic Ventures, Inc. and Charles Bush Consulting LLC.

Terminal D hosts more than seven million international travelers each year, and as our international profile grows, those customers look for world-class experiences and amenities.

TRG’s new duty-free shopping main store will be located in the center of Terminal D between Gates D22 and D23, transforming space that is currently used mainly as gate waiting areas into a high-end shopping experience. All of the new locations should be installed and operational by the end of calendar year 2016.

The new duty-free operation is part of the Airport’s overall plan for new premium retail, spa and food and beverage concessionaires in the first major update to the Terminal D concessions program since the terminal opened in 2005. New brands coming to DFW include Hugo Boss, TUMI, Michael Kors, Coach, Mont Blanc, Longchamp, M·A·C, Jo Malone, Aveda, The Italian Kitchen by Wolfgang Puck and Café Izmir Mediterranean Tapas of Dallas.
DFW International Airport’s Business Diversity and Development Department partnered with LiftFund and National Insurance Consultants Inc. (NICI) to offer a Technical Assistance/Loan Pilot Program to provide instruction, training, technical assistance and support services to minority/women-owned businesses that are currently doing business with DFW or have an interest in doing business with DFW.

Since access to capital remains the most important factor limiting the establishment, expansion and growth of minority/women-owned businesses, DFW partnered with LiftFund to offer workshops on a variety of capital options, from seed funding to working capital and business loans to expand their businesses. LiftFund is a financial and business support service organization that has 20 years of experience in serving micro and small businesses with business education and access to capital.

The mission of LiftFund is to provide credit and lending services to small businesses and entrepreneurs who do not have access to loan funds from commercial sources and to provide leadership and innovation to the micro lending industry. NICI is currently providing educational and insurance and bonding assistance services under the auspices of the TRIP ROCIP Capital Assistance and Bonding Program.

Inspired to increase the utilization of minority and women attorneys at law firms providing legal services to the Airport, DFW set in motion a plan to champion such firms through its SBE Legal Services Initiative.

Due to the complexity of the Airport’s business, the need for legal services can range from standard legal needs to specialized services ranging from commercial development to oil and gas leases and interaction with federal agencies. The Airport identified these key areas:

- Commercial litigation
- Engineering, design and construction
- Environmental
- FAA regulations
- Immigration
- Insurance defense
- Intellectual property
- Oil and gas
- Public finance

DFW met with local public entity counterparts such as the City of Fort Worth and the City of Dallas to benchmark each city’s procurement processes for Legal Services and SBE Certification requirements. Next, the Airport met with the presidents of the minority and women Bar Associations to discuss their membership base and define opportunities for partnership in identifying SBE law firms and ancillary services.

Using this information, BDD developed an SBE Interest Survey and disseminated the survey through the local Bar Associations. The data was used to develop a list of legal firms interested in the SBE Legal Services Initiative.

As a result, DFW is partnering with local bar associations to promote the growth of SBE certified law firms practicing in aviation-related industries and the pipeline of experienced minority and women attorneys practicing in majority law firms.
DFW's long-term goal is to develop lasting partnerships with these area bar associations.

To reinforce this initiative, the procurement process now includes a review of Workforce Composition Forms submitted with proposals to identify opportunities to enlist the services of minority and women attorneys. The Airport’s Legal Department actively encourages legal service providers to assign minority and women attorneys to their legal teams when providing legal services to DFW.

**Participating Minority/Women Bar Associations**

- Dallas Asian American Bar Association
- Dallas Hispanic Bar Association
- Dallas Women Lawyers Association
- JL Turner Legal Association
- Black Women Lawyers of Tarrant Co.
- L. Clifford Davis Legal Association
- Mexican American Bar Association of Tarrant County
- Tarrant County Bar Association

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**Rolling Owner Controlled Insurance Program**

Participating in major projects such as DFW’s Terminal Renewal and Improvement Program (TRIP) creates substantial economic opportunities for M/WBE contractors. Companies who contract with DFW on construction projects must have appropriate insurance coverage, which can be costly. That’s why DFW developed the Airport’s Rolling Owner Controlled Insurance Program (ROCIP) for TRIP as well as future Airport construction projects.

ROCIP provides safety management, site control, insurance cost savings, and the ability to mitigate losses for contractors. Plus, the “rolling” feature allows DFW Airport to apply this coverage to multiple and sizable construction projects.

M/WBE participating in ROCIP during FY15 reached 235.

**ROCIP is Also About Safety**

Since DFW launched ROCIP, the program has enrolled more than 1300 contractors and provided safety training to approximately 8500 construction employees, resulting in a reduction of incidents and lost time and increased safety for workers.
Our internal community

WORKFORCE DIVERSITY AND INCLUSION
DFW engages the talent of our employees by creating an inclusive culture. We recognize and appreciate differences and uniqueness of all employees, where everyone is included as part of the community.

We believe that diversity and inclusion is a journey that requires unwavering commitment from all. Because of this, DFW continually evaluates our progress using diversity metrics that guide us in determining areas of change.

Our Diversity Leadership Council is a cross-functional team of senior leaders who advocate for our Diversity & Inclusion initiatives. Top row L to R: Merritt Kendall, Laura Keesee, Mary Jo Polidore, Armin Cruz, Sonya Bridges, Max Underwood, Sharon McCloskey, Gloria Rios, Tammy Huddleston. Bottom row L to R: John Ackerman, Ollie Malone, Linda Valdez Thompson, David Comeaux, Ken Buchanan, Khaled Naja.
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.

In 2015, WIN:

- Held WIN Summer Luncheon with Debt Management training offered by Transformance (previously known as the Consumer Credit Counseling Service)
- Assisted with Girls in Aviation Day
- Assisted with the Traveler’s Aid Golf Tournament
- Assisted with the Mobile Mammography effort in partnership with LiveWell
- Conducted book review of The Manager’s High Performance Handbook by Linda Swindling
- Held WIN General Meeting
- Participated in Women’s Business Council
- Attended the Women of Visionary Influence event

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 2015, AACTION:

- Volunteer at the annual Jethro Pugh Golf Tournament and raised $60,000 in scholarships for the United Negro College Fund
- Organized group viewing and discussion of movie “Selma”
- Attended Dallas Black Chamber Annual Luncheon and Fort Worth Black Chamber Annual Luncheon
- Hosted African American Music Appreciation Month Trivia Contest to recognize and educate the workforce on the contributions of African Americans in music
- Conducted book review of The Alchemist, led by Ken Buchanan EVP of Revenue Management
- Participated in Personalysis assessment training
- Conducted Executive Strategy Session for new leaders to identify ways the group can be of assistance
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 2015, HOLA:

- Held HOLA Kick Off Breakfast to present goals
- Sponsored weekly series of Salsa lessons to encourage employees to network while learning salsa or other traditional Latin American dances
- Attended the Top Latino Leaders Awards Luncheon in San Antonio
- Participated in Personalysis assessment training
- Donated gift baskets to Parents Step Ahead program for gala raffle to support program dedicated to educating and empowering parents to take a proactive role in the educational and personal development of their children

Leading Excellence in Asian American Development

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

In 2015, LEAAD:

- Hosted the LEAAD breakfast welcome and TRIP update with Khaled Naja, EVP of Airport Development & Planning
- Hosted the Greater Dallas Asian American Chamber of Commerce – Leadership Tomorrow Graduation
- Participated in Personalysis assessment training
- Hosted a professional development session, “The Customer Experience” with Mazhar Butt, SVP of Customer Experience
- Met with American Airlines ERG to exchange ideas to support organizations
- Conducted Tuition Reimbursement Plan information sessions to educate group members on the tuition reimbursement process
- Assisted with presentation prepared for DFW Airport delegation visit to UAE
- Assisted with promotional video prepared for our DFW CEO to show Turkish Airlines CEO
Future Leaders Initiative

DFW Airport’s newest ERG, Future Leaders Initiative (FLI), kicked off this 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 2015, FLI:

• Organized tours of Terminal E operations, Qantas A380 aircraft and Fire Training & Research Center
• Hosted Sustainability/Intern Mentor Lunch
• Conducted peer mentoring among group members
• Participated in the annual foreign object debris (FOD) walk
• Participated in Diversity Leadership Council Mentor Program
• Jonathan DeJesus, FLI member, recognized as one of Airport Business’ Top 40 Under 40
• Laura Keese, FLI President, recognized as the ACRP Champion - DFW

Military Veterans Network

DFW continues to support veteran and active duty employees through its Military Veterans Network. The purpose is to create a community for networking and engagement in veteran initiatives.

In 2016, the network, which currently has 73 members, looks to expand its efforts to honor those who serve.
Mentoring

The total number of participants in DFW’s peer-mentoring program for women — Circles — surpassed 100 in 2015. Championed by executive sponsor Linda Valdez Thompson, Executive Vice President of Administration and Diversity, the program provides networking opportunities for women. Thompson, a longtime advocate for mentoring, was recognized by the Women of Visionary Influence (WOVI) organization as Mentor of the Year.

DFW’s Diversity Leadership Council partnered with members of the Airport’s Future Leaders Initiative – an Employee Resource Group for millennials – to serve as mentors to these high-potential leaders.

WOMEN OF VISIONARY INFLUENCE EVENT
L to R: Tammy Huddleston, Lynda Foley, Linda Flippin: Mentor of the Year Finalist – Individual Outreach, Cathy Jackson, Linda Valdez Thompson: Mentor of the Year, Tamela Lee, Roxanna O’Rourke, Debra Sanford