

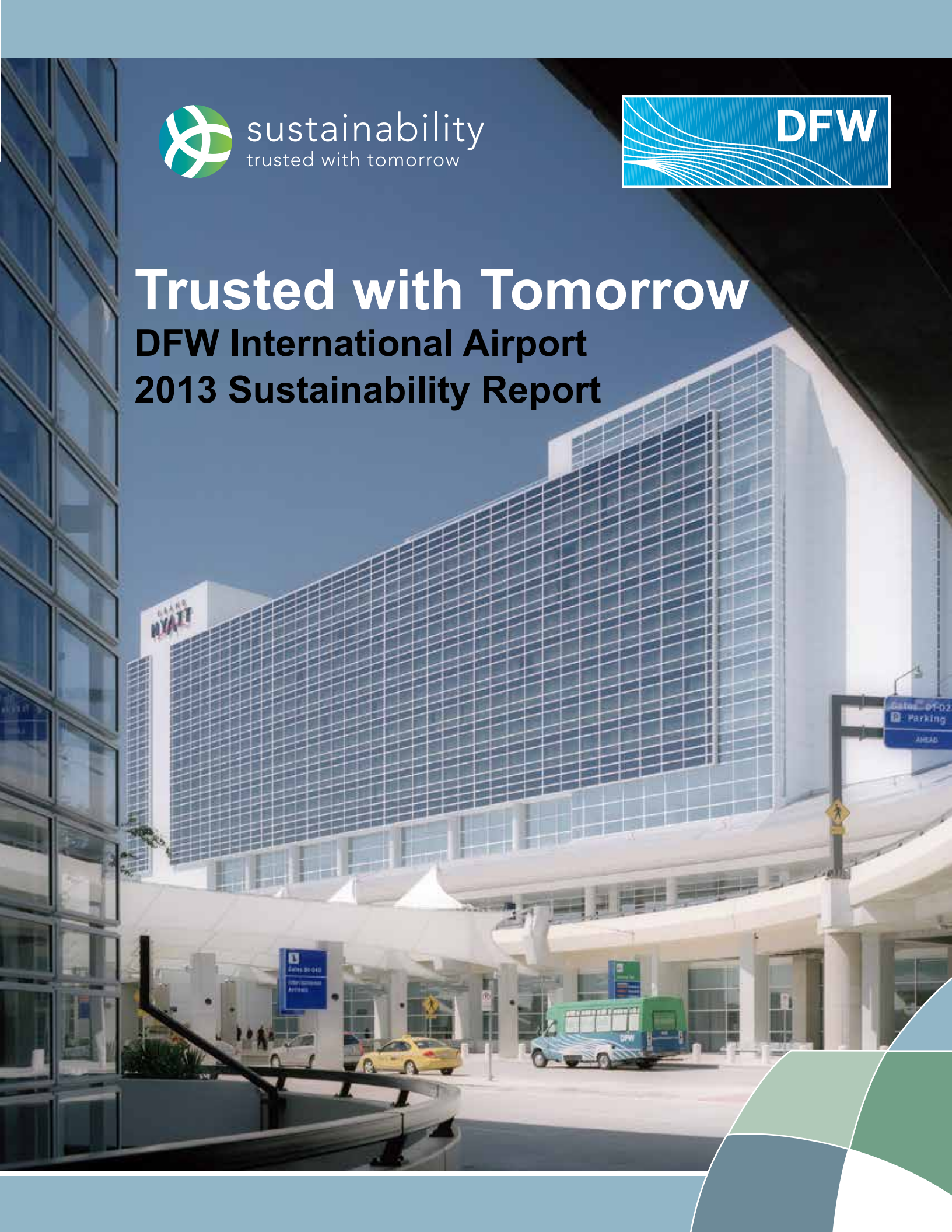


sustainability
trusted with tomorrow



Trusted with Tomorrow

DFW International Airport 2013 Sustainability Report



A MESSAGE FROM OUR CEO

Jeff Fegan, CEO

In 2012, Dallas/Fort Worth International Airport released its first-ever Sustainability Report, a compilation of commentary and statistics capturing our efforts to do business responsibly, with respect for our employees, our community, and the environment. It is only logical that a report about sustainability be a recurring effort. Therefore, we are pleased to release the DFW Airport Sustainability Report for 2013.

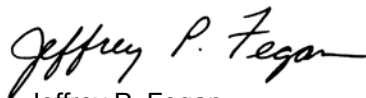
This year's Sustainability Report covers many exciting new developments and updated figures from the prior year, while reiterating the important principles that guide the Airport's business over the long term. Unlike financial reporting, this account of our sustainability performance is not required by any governing body (at least not yet). Regardless, we think it's important to communicate openly and regularly with the people who share an interest in our work.

Thousands of other major organizations, both public and private, are taking similar measures to operate transparently and discuss sustainability proactively. As more join the conversation, it can only lead to positive results for the health of our communities, our economy, and our planet.

For DFW, the good news keeps coming. As you will see in this year's report, we continue to improve our facilities, expand our global reach, and provide an enjoyable travel experience for our customers, all while minimizing any negative side-effects of our progress. In the past year, we have taken great strides in our Terminal Renewal and Improvement Program (TRIP), using new technologies to streamline the flow of passengers, welcoming world-class concessionaires, and opening a new state-of-the-art parking structure at Terminal A. We're also excited about bringing light rail transportation to DFW, with the development of the DART Orange Line station, scheduled to open in 2014.

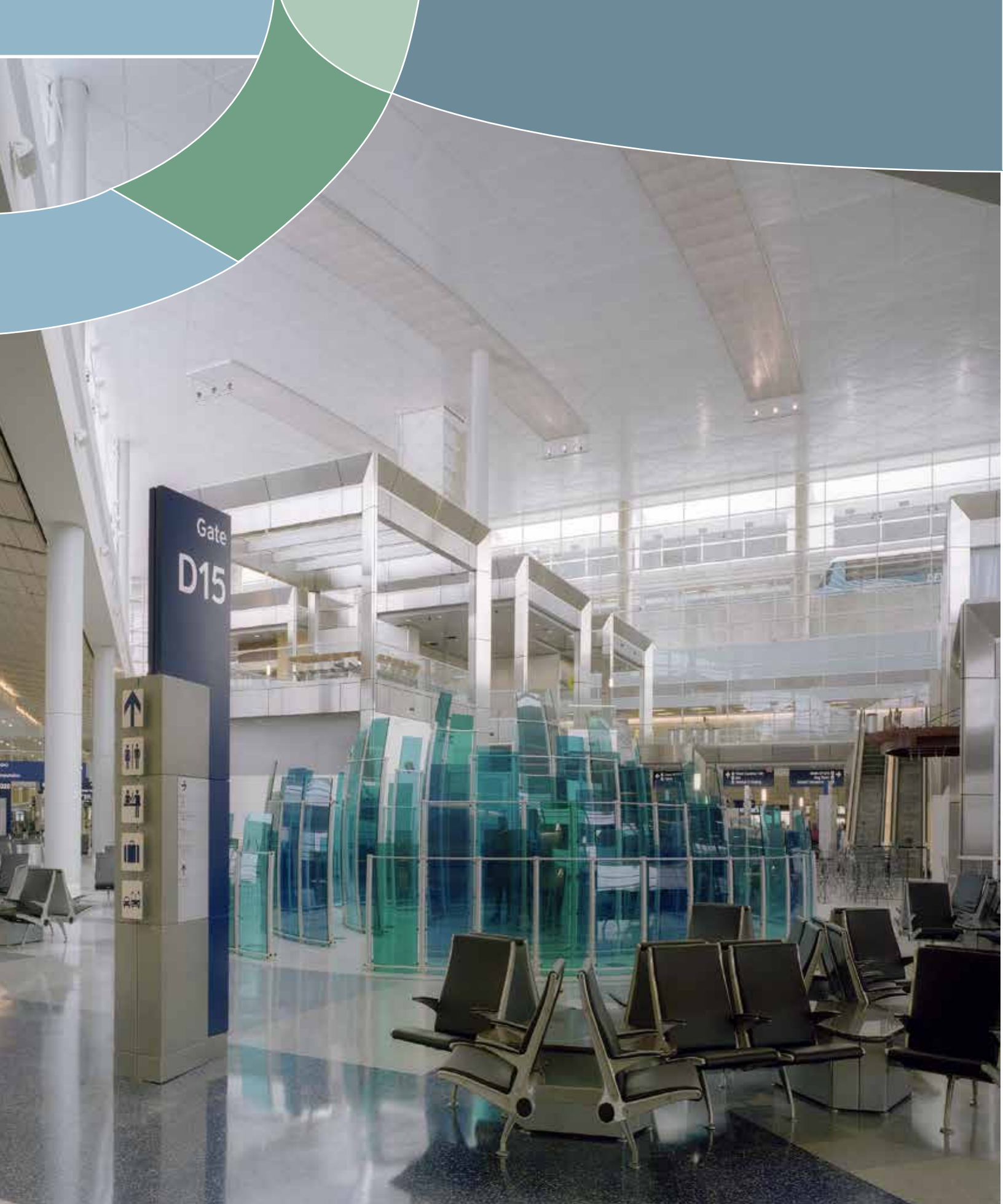
Our relentless focus on customers continues to earn accolades from the travel community. For the fifth consecutive year, DFW was named among the top five large airports in the world for customer service. Another industry ranking called DFW the most "hassle-free" airport in America. These distinctions are critically important to our sustainability, as they allow us to attract even more customers and continue to grow our core business of airline service.

On a personal note, I am extremely proud to have been a part of these and many other achievements during my 30 years at DFW Airport. It is with mixed emotions as I retire from my position in mid 2013, I have no doubt that our next generation of leaders will carry the mantle of sustainability forward, building a brighter future for the Airport and the entire North Texas region.



Jeffrey P. Fegan
Chief Executive Officer





SUSTAINABILITY REPORT

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About this Report

This is the second Sustainability Report published by Dallas/Fort Worth International Airport.

The report was prepared in accordance with the Global Reporting Initiative (GRI) – G3.1 Sustainability Reporting Guidelines and the Airport Operators Sector Supplement (AOSS), Level B. GRI, a non-profit organization, has pioneered and developed a comprehensive Sustainability Reporting Framework that enables all organizations to measure and report their economic, environmental, social and governance performance. Thousands of organizations, of all sizes and sectors, use GRI's Framework to understand and

communicate their sustainability performance to stakeholders and the general public. Learn more at www.globalreporting.org.

The report period covers primarily the fiscal calendar year, October 1, 2011 to September 30, 2012, but also includes information from the 2012 calendar year.



What Sustainability Means to Us

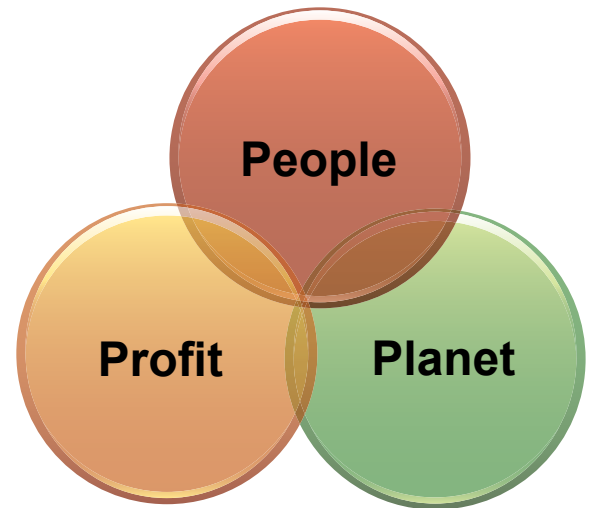
Sustainability has become a hot topic in political and corporate circles around the world. In the most general terms, it means seeing the “big picture” – finding ways to succeed financially without harming people or the environment, so that business can continue indefinitely. But such a broad concept applies to different organizations in different ways.

For DFW Airport, the idea of sustainability relates to our commitment to conduct business responsibly, allowing the benefits of our work to flow naturally to all of our stakeholders. Rather than focus on solely monetary success, we have an obligation to obtain optimal results in the areas of finance, social responsibility, and environmental stewardship. Sustainability experts refer to this as the “Triple Bottom Line” of profit, people, and planet.

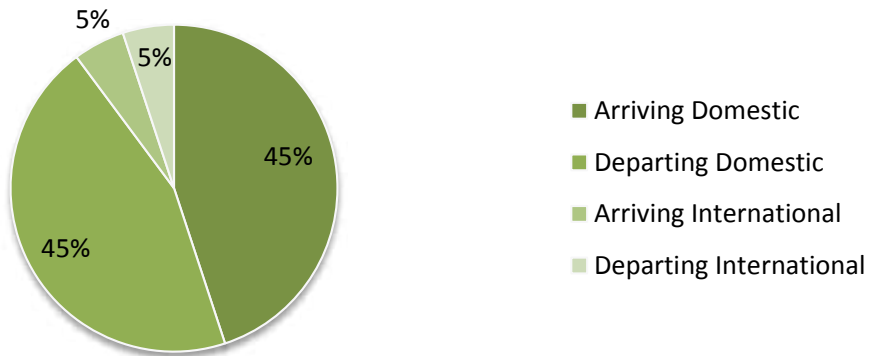
Taking that idea a step further, our goals as an airport are divided into four main areas, and are reflected in the sections of the Sustainability Report:

- **Our Airport** examines our operational and financial performance.
- **Our People** expresses our desire to provide rewarding career opportunities for a healthy, motivated and engaged workforce.
- **Our Community** focuses on how we build mutually beneficial partnerships with our owner cities and our neighbors throughout North Texas.
- **Our Environment** pertains to our ongoing work to limit any negative impact on our natural surroundings and avoid depleting the earth’s resources.

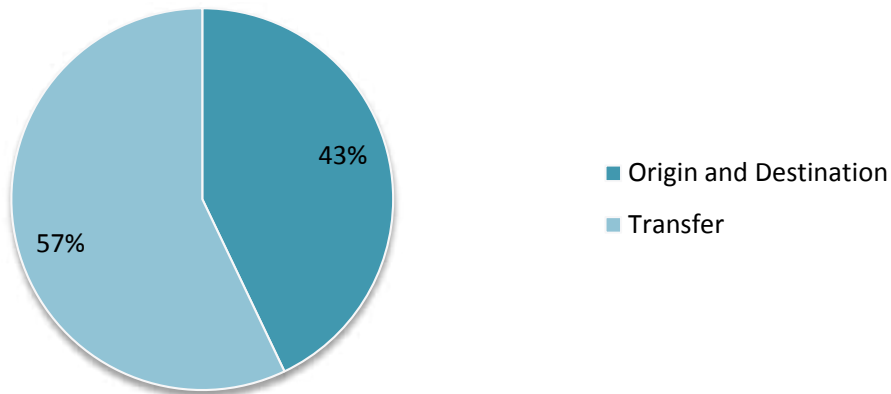
Our goals often mutually support one another. For example, when we reduce operating costs by conserving energy, we also preserve our physical assets, improve the quality of our work environment, limit regulatory interventions, increase the pace of innovation, and improve our reputation and brand value. By operating so that our business interests and the interests of the environment and society intersect, DFW has positioned itself as a strong corporate and community partner, a recognized industry leader, and an organization poised to thrive for the long term.



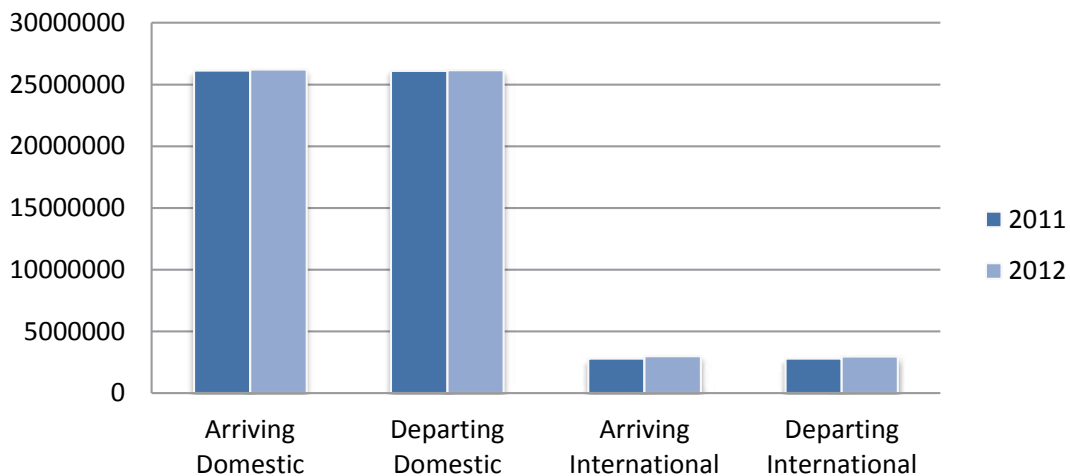
Ratio of Passengers by Arrivals/Departures



Annual Passengers by Airport Use



Total Annual Passengers



Our Challenge, Our Responsibility

DFW Airport's Enormous Size, Scope, and Influence Demand an Unyielding Focus on Sustainability



North Texas Neighbors

DFW International Airport was created as a joint venture between the cities of Dallas, Texas, and Fort Worth, Texas on April 15, 1968. Although owned by Dallas and Fort Worth, DFW is located within the boundaries of the Cities of Grapevine, Coppell, Irving, Euless, and Fort Worth; and within Dallas and Tarrant Counties. We work closely with the governments and citizens of each community to ensure the Airport remains a contributing member of the thriving and livable North Texas region.



Worldwide Reach

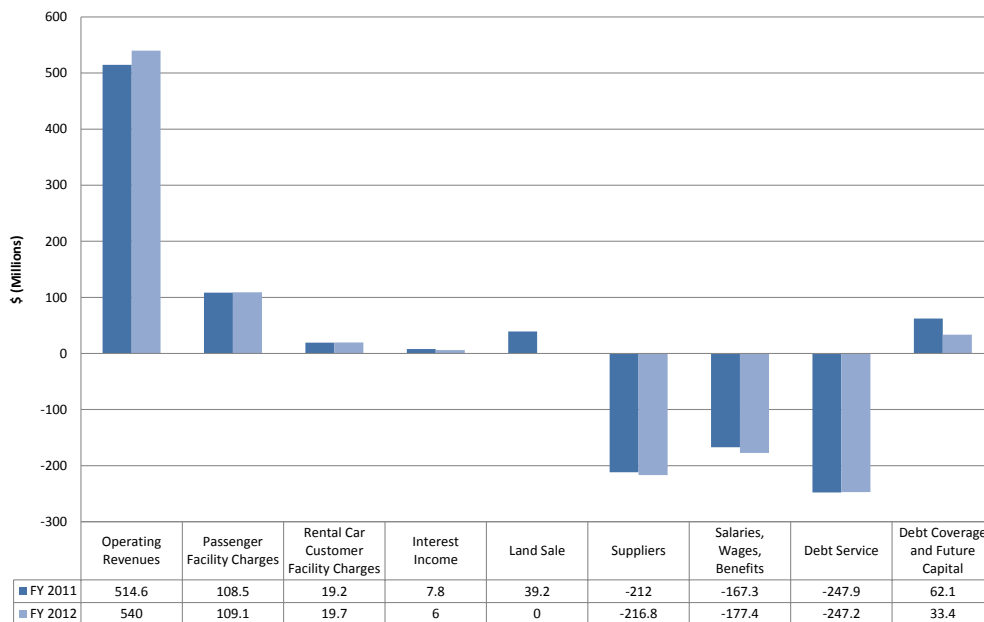
- 22 passenger airlines provide air service from DFW to more than 200 destinations around the world. Domestically, the Airport is located within a four-hour flight time of 95% of the U.S. population.
- We have 13 cargo airlines providing worldwide freighter service to DFW. Almost 65 percent of all international air cargo in Texas comes through the Airport.
- Our central location makes us the focal point of one of the nation's largest intermodal hubs, connecting air, rail, and interstate highway systems to enable incredible shipping efficiency. For example, shipments arriving at DFW Airport can reach more than 50 million people by truck within 24 hours.





Economic Performance

Revenues, Expenses, Value Retained



An Economic Leader

A Partner to Airlines

With 1,775 Airport Board employees, and 60,000 on-airport employees, DFW is the primary economic engine for North Texas, driving \$16.6 billion of economic impact, supporting 305,000 jobs, and generating \$7.6 billion in payroll annually.

- **Efficient Operations:** The Airport's designated hourly capacity arrival/departure flow is approximately 270-279 aircraft operations per hour under optimum visual flight conditions (a condition that prevails approximately 94% of the time), and approximately 186-193 aircraft operations per hour under reduced instrument flight conditions.
- **Room to Grow:** Despite its high frequency of operations, DFW estimates that it is using approximately 50%-60% of its maximum landing capacity at this time.



Beyond Air Service

DFW's expansive property and passenger-filled terminals present opportunities to generate non-airline revenues through:

- **Commercial Development:** leasing and developing the Airport's real estate for aviation-related users and concurrent commercial development.
- **Concessions:** administering programs designed to enhance the passenger's travel experience through dining, retail and other services, as well as providing highly visible advertising channels.

Revenues from these activities assist in offsetting the Airport's costs; growing our core business of air service; increasing opportunities for D/MWBE participation at DFW; and ultimately expanding economic benefits to the Airport's owner cities.





Light up the Night

DFW now employs an advanced LED runway lighting system on a portion of its runways and taxiways. Aside from playing an important role in preventing runway collisions, LED lights are vastly more efficient and more reliable than traditional incandescent lights. Whereas incandescent bulbs have about a 1,000-hour lifespan and are typically replaced three times per year, LEDs are expected to have a 50,000-hour life and last up to 15 years!

DFW by Numbers

17207 Acres of Land	155 Gates	171 Self-service Kiosks
7 Runways	13400 Length in Feet of Four Longest Runways	700 Number of Vehicles in Airport Fleet
1 Consolidated Rental Car Facility	4 Number of Aircraft that can Land Simultaneously	1974 Year DFW Opened

Living Large – DFW Infrastructure

- **Property:** DFW Airport covers more than 26.9 square miles. Real property consists of 17,207 acres.
- **Terminals:** We have five terminals (A, B, C, D and E) totaling nearly 6 million square feet of building space, including 155 aircraft boarding gates, 183 ticket positions, 171 self-service kiosks, and 15 security checkpoints.
- **Airfield:** DFW has more operational capacity than any airport in the world, with seven runways: two diagonal crosswind runways, and five north/south primary runways. Four of DFW's runways are 13,400 feet in length. The remaining runways are 8,500, 9,000 and 9,300 feet, respectively. DFW is one of only a handful of U.S. airports with the capacity to land the Airbus A380, the largest jet airliner ever built.
- **Parking:** With approximately 39,000 available parking spaces, DFW's Parking Business Unit conducts over 9 million transactions every year, yielding over \$100 million in revenues for the Airport. Servicing employees, the Rental Car Facility, multiple guest parking lots, as well as inter-terminal connections, DFW's parking bus fleet travels over 11.5 million miles a year.
- **Rental Car Facility:** DFW's consolidated rental car facility is located near the Airport's south entrance and is served by 10 different rental companies.
- **Corporate Aviation Facility:** Completed in 2010, the 8,500 square-foot facility offers a convenient and luxurious place for passengers and pilots of private aircraft to relax or conduct business. Outside, the facility can hold up to 70 aircraft on its ramp.
- **Vehicle Fleet:** It takes an armada of vehicles – about 700 in all – to keep the Airport running smoothly: buses, tractors, mowers, police cars, fire trucks, ambulances, and snow and ice equipment, among others. DFW works to limit harmful emissions through the use of alternative fuels including compressed natural gas, biodiesel, and propane.





People on the Move

DFW's state-of-the-art transit system keeps passengers flowing freely about the Airport.

- Our Skylink people mover system transports passengers and employees between terminals on the secure side of DFW's five terminal buildings. During normal operations, 16 to 24 fully automated Skylink cars circle in two directions, arriving an average of every two minutes at each terminal.
- DFW uses alternatively fueled buses that run on compressed natural gas to transport passengers to and from local rail stations, hotels, parking lots, the rental car facility, as well as between terminals.
- Our streamlined operations and master-planned facilities enable lower minimum connection times compared to other major airports.
 - Domestic to Domestic – 40 minutes
 - Domestic to International – 40 minutes
 - International to Domestic – 80 minutes
 - International to International – 70 minutes



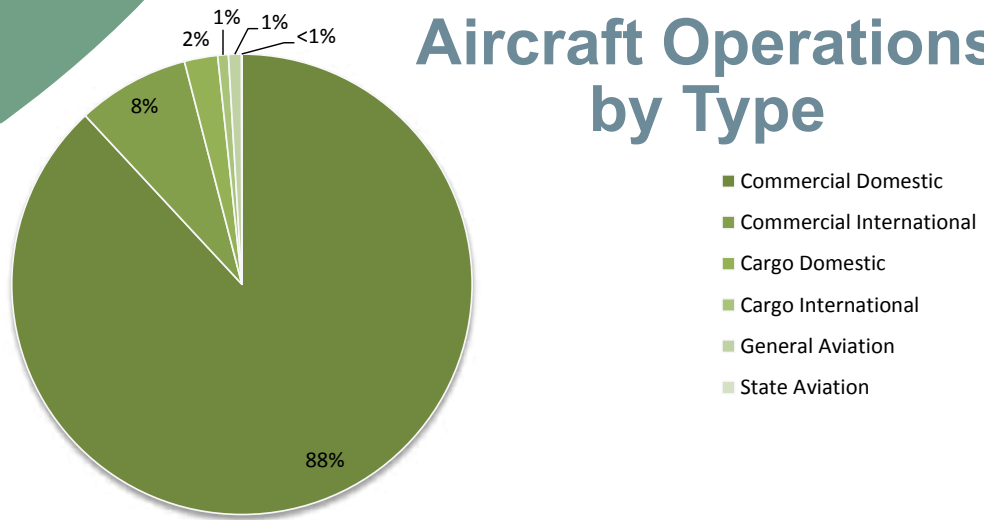
DART to DFW

In December 2012, the Dallas Area Rapid Transit (DART) Light Rail opened extended service to Belt Line Station, which is located on DFW Airport property. With this extension, rail passengers on DART's Orange Line can exit at Belt Line Station and access Airport terminals via a short ride on a DART shuttle bus.

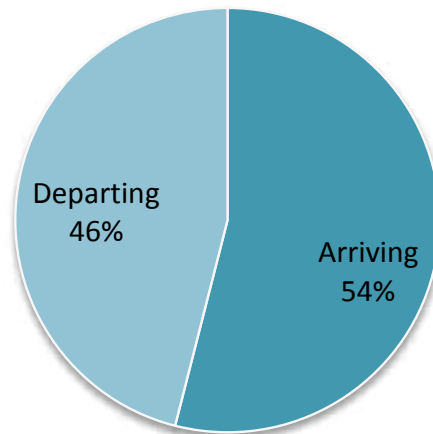
In the near future, passengers will be able to take the light rail all the way to Terminal A. The new DART station is currently under construction and is scheduled to open in 2014.



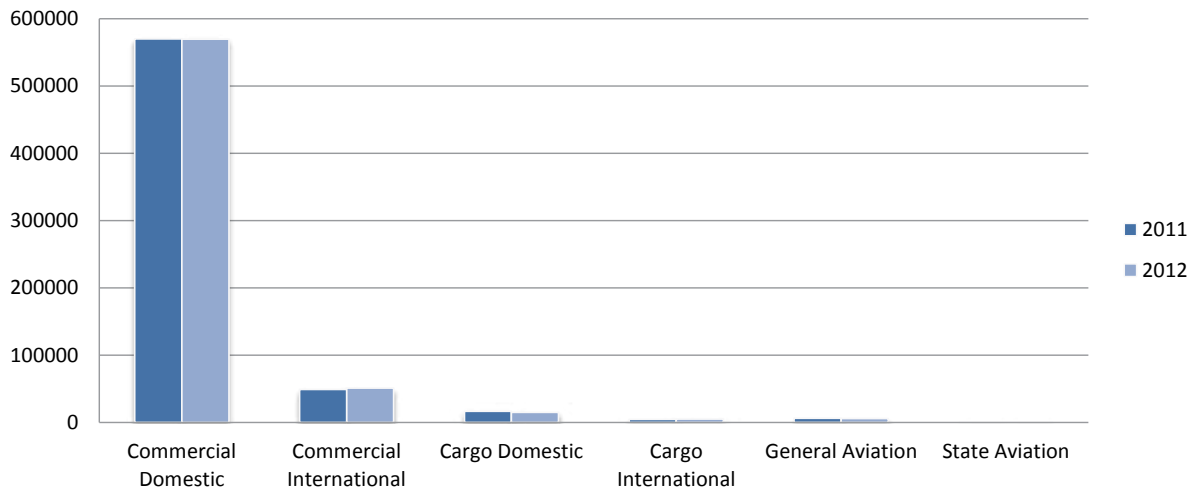
Aircraft Operations by Type



Arriving vs. Departing Cargo

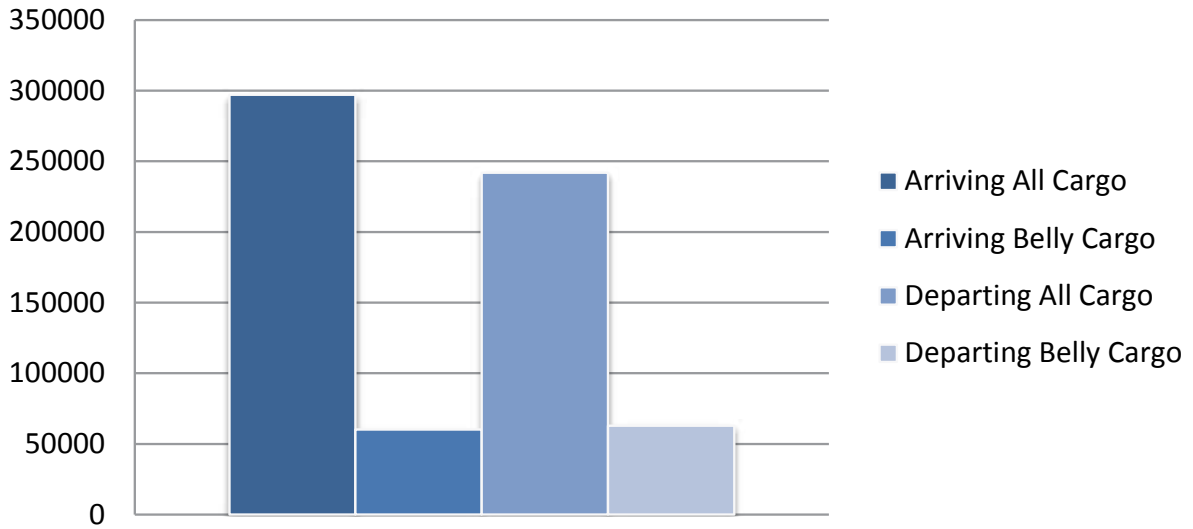


Total Annual Aircraft Operations

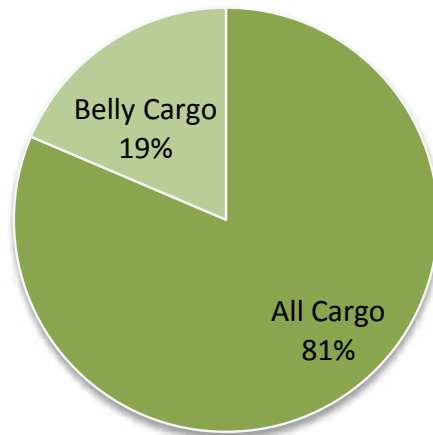


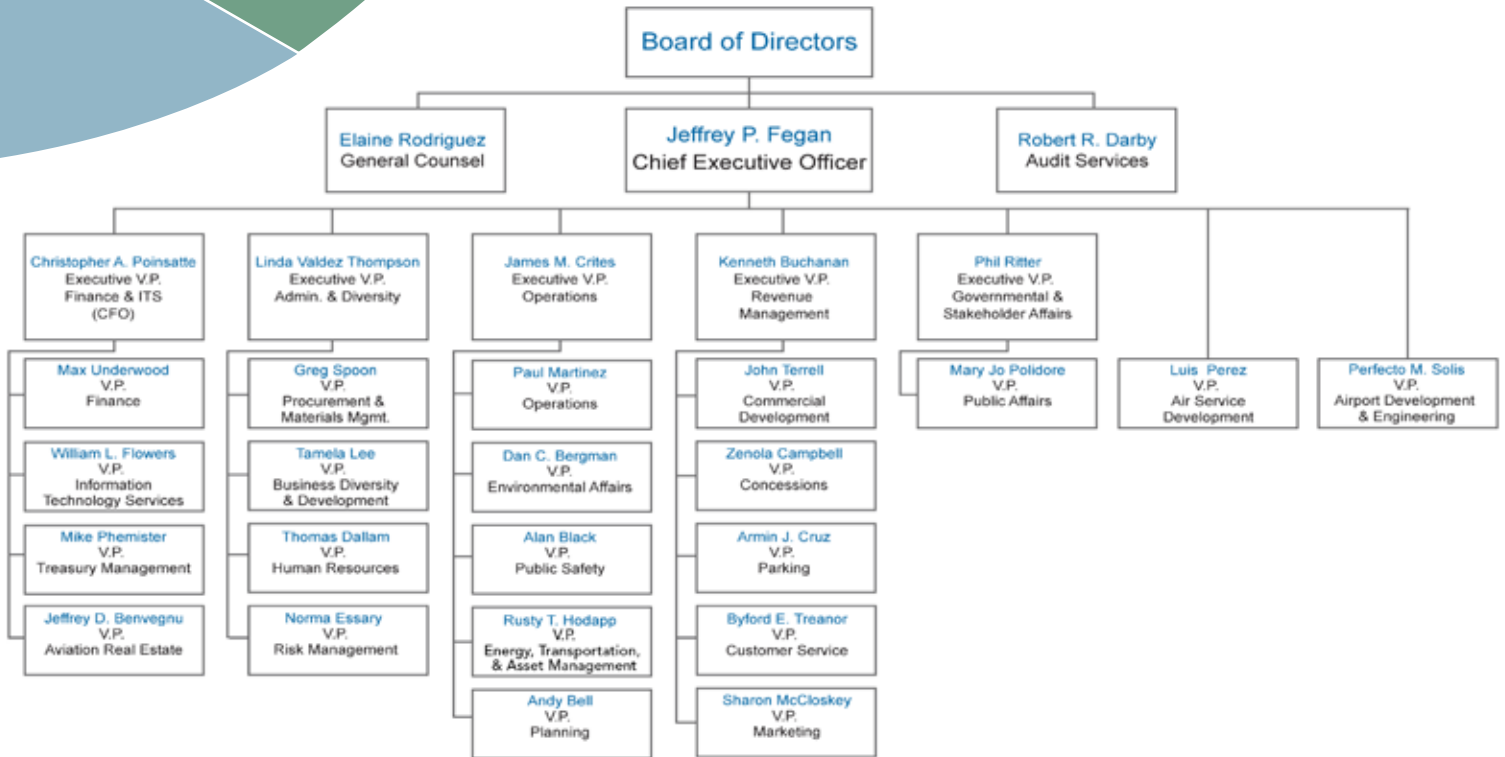
SUSTAINABILITY@DFW

Total Cargo (MT)



Dedicated Cargo vs. Belly Cargo





Org Chart

Vision: DFW Airport – Connecting the World

Mission: DFW International Airport will provide our Customers outstanding facilities and services, expanding global access and economic benefits to those we serve.

Primary Business Goal: Grow the core business of domestic and international passenger and cargo airline service.

Key Results that Support the Primary Business Goal:

- Keep DFW Cost Competitive
- Create Customer Satisfaction
- Deliver Operational Excellence
- Foster Employee Engagement

MANAGEMENT AND GOVERNANCE

DFW Airport's Strategic Plan

The Strategic Plan is a simple, yet critical document that captures the Airport's mission and goals, and lays out broad approaches for achieving them over time. The Strategic Plan, which was updated in 2012, helps the Airport stay focused on the requirements for long-term success and sustainability, even through unpredictable times.



Controlling Documents

In addition to the Contract and Agreement between Dallas and Fort Worth, DFW is governed by several other key documents, including the 30th Supplemental Bond Ordinance which modified the original 1968 Concurrent Bond Ordinance (collectively called the Bond Ordinances); and the Use Agreements between DFW and the Signatory Airlines. Collectively, these agreements are called the Controlling Documents. The Controlling Documents define how DFW manages its business affairs. DFW does not collect any local tax revenue to fund its operations. More information about DFW's business structure can be found at www.dfwairport.com/investors.

Land Use Plan

Similar to a city's master development plan, the Commercial Development Land Use Plan provides the framework and enduring strategy for future commercial growth. Supporting DFW Airport as a multifaceted hub for commerce and global business, the plan is designed to manage successful and meaningful developments to promote the advancement of domestic and international business and world trade.

The Land Use Plan seeks to support and unify the Airport's image through thematic architecture and landscaping that maintains enduring quality, sustainable design, and sensitivity to the surrounding communities. The plan is accompanied by strong design and development standards to ensure long-term aesthetic excellence.





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Board Chair
Dallas



Lillie M. Biggins
Vice Chair
Fort Worth



Sam Coats
Secretary
Fort Worth



**Mayor
Mike Rawlings**
Dallas



**Mayor
Betsy Price**
Fort Worth



Francisco Hernandez
Fort Worth



Regina Montoya
Dallas



Curtis Ransom
Dallas



Forrest Smith
Dallas



Bernice J. Washington
Dallas



Jeffrey K. Wentworth
Fort Worth



**Mayor
Karen Hunt**
Coppell

Board of Directors

MANAGEMENT AND GOVERNANCE

Board of Directors

DFW Airport Board is a semi-autonomous body charged with governing DFW International Airport. The Board may enter into contracts without the approval of its owner cities' city councils, but their approval is required for its annual budget, bond sales and other similar measures. The Board of Directors appoints the Airport's Chief Executive Officer, who is charged with the day-to-day operations of the Airport. The Chief Executive Officer, in turn, hires a professional staff to assist him in that responsibility.



DFW Airport's Board of Directors is composed of 12 members, 11 of whom are appointed by the city councils of the Airport's owner cities. Seven represent the City of Dallas and four represent the City of Fort Worth, in accordance with each city's ownership interest in the Airport. In order to facilitate communication between and among the Airport and its neighbors, a 12th, non-voting board position representing one of the Airport's four neighboring cities – Irving, Grapevine, Euless and Coppell – is filled on an annual, rotating basis.

In order to serve, each Board member must be a citizen of and have resided within the City from which they are selected for at least one year preceding their appointment, and must have been a qualified taxpaying voter within the State of Texas for at least three years prior to appointment. Additionally, each member of the Board may have no conflict of interest and any violation shall be grounds for removal.





DALLAS/FORT WORTH
INTERNATIONAL AIRPORT

MANAGEMENT AND GOVERNANCE

Board Meeting Participation

DFW Airport's Board of Directors ordinarily meets the first Thursday of each month at 8:30 a.m. in the Administration Offices located at 3200 East Airfield Drive, DFW Airport, TX 75261. On occasion, Board Meetings may occur at other dates and times and in other locations.

Additionally, members of the Board of Directors meet on various committee subjects:

- Retirement/Investment
- Operations Committee
- Finance/Audit Committee
- Concessions/Commercial Development Committee

Meeting locations are accessible and requests for accommodations or interpretive services will be attended to pending advance notification.

To view DFW Airport Board Meeting information, as well as archived meeting agendas and minutes, please visit www.dfairport.com/apps/board. The monthly board meeting agenda, including meeting date, time and location will be posted at least 72 hours prior to each month's Committee Meetings. You may also contact the Board Secretary at 972 973 5752, by fax at 972 973 5751 or T.D. 1 800 RELAYTX (1 800 735 2989). For all other questions, please visit www.dfairport.com.





MANAGEMENT AND GOVERNANCE

Building Positive Relationships with Our Stakeholders

DFW's stakeholders include our owner cities, host cities, the North Texas community, the chambers of commerce, and convention and visitors' bureaus. These entities receive indirect and direct benefits from the success of DFW Airport. With these mutual interests in mind, we will work with our stakeholders to actively support and participate in international air service marketing efforts and to market directly to consumers around the world who have a choice to use DFW as a preferred gateway to other destinations.



Just as DFW's actions can have an impact on the world outside the Airport, our external stakeholders can also make an impact on us. Engagement and decisions by opinion leaders and policymakers at the local, state, national, and international levels affect DFW's ability to grow its core business and achieve its annual goals and initiatives. This objective entails working to enhance DFW's reputation and influence among stakeholder groups, and communicating with them to build mutually beneficial relationships that support core business growth.

DFW is affiliated with and is a member of several organizations and local chambers of commerce. Examples include: Airports Council International North America (ACI-NA), American Association of Airport Executives, U.S. Travel Association, Dallas Regional Chamber of Commerce, Fort Worth Convention and Visitors Bureau, and Texas Economic Development Corporation.

In addition, DFW partners with several local councils and organizations, including Dallas Regional Chamber, Fort Worth Women's Business Center, American Indian Chamber of Commerce of Texas, and North Texas GLBT Chamber of Commerce.

Engaging with our employees, airlines, tenants, customers, business partners and the surrounding communities is also vital to the Airport as they support and advocate for our organization. DFW is currently working toward hosting roundtable discussions with these groups, as a formal means to gather constructive feedback that may guide our future decisions.





Best in Airport Marketing

DFW again received top honors at The World Route Development Forum, winning the Routes Airport Marketing Award for North America for its outstanding work in airport-to-airline marketing.

Our Airport

Like a heart pumps blood through a body, DFW Airport is the central hub that keeps economic activity coursing through the veins of North Texas. Millions of people, thousands of companies, and dozens of cities count on DFW to provide outstanding service 365 days a year. Therefore, a sustainable business model isn't just important for the Airport's own sake; it's essential for the long-term vitality of the region.

We keep DFW strong and growing by continually finding new ways to generate revenue, control costs, take great care of our customers, and reinvest in our people and facilities.



Spreading Our Wings

One way DFW continues to grow is to build upon existing relationships with airlines and form new bonds that will extend the Airport's global reach and enhance its competitive position. Examples from this report year include:

- DFW Airport and the Dubai Airport Freezone Authority (DAFZ) formalized an agreement to form a collaborative alliance, designed to facilitate the exchange of expertise to benefit business and develop new opportunities in the global markets.
- Similarly, DFW entered a partnership with Incheon (ICN) International Airport in Seoul, South Korea, to jointly promote existing nonstop passenger service between the two airports, and share information and best practices in various areas of business and sustainability.
- Emirates Airlines began service between DFW and Dubai, marking DFW's first passenger nonstop flight to the Middle East. The Emirates flights are expected to produce \$227 million in economic impact annually for the Dallas/Fort Worth region.
- Cayman Airways also began service at DFW with direct flights to and from the Caribbean Island of Grand Cayman.
- JetBlue also joined the DFW group of airlines, with inaugural service to/from Boston's Logan International Airport.
- Spirit Airlines continued to increase its number of nonstop destinations from DFW, bringing the total to 26.
- KLM Royal Dutch Airlines re-launched its seasonal nonstop service between DFW and Amsterdam Schiphol Airport.





Terminal Renewal and Improvement Program (TRIP)

DFW continues its work on the Terminal Renewal and Improvement Program (TRIP), a massive seven-year undertaking to remodel and upgrade the Airport's legacy Terminals - A, B, C and E.

The goal for TRIP is to improve the overall travel experience for DFW passengers by enhancing concessions, expanding security check-points, reconfiguring ticket counters and improving parking. The majority of TRIP efforts focus on extending the life of the terminals by replacing infrastructure and simply making it more efficient for passengers to park, check through security and locate their luggage. The plan will also incorporate more technology such as self-service kiosks, better internet access and device charging stations, and enhance the stores where passengers eat and shop.

- Throughout 2012, TRIP focused on renovating a major section of Terminal A, which included updating the interior décor and bringing 18 new vendors and restaurants to the terminal. Phase one of the renovated Terminal A was unveiled in early 2013.
- Outside of Terminal A, DFW was hard at work building a new and improved parking structure, which will replace three existing and separate garages with one integrated structure. The new garage will offer easier access to the terminal, enhanced lighting and safety features, and will be complemented by a new roadway system designed to reduce the need for lane changes around the terminal.
- As construction continues, TRIP remains environmentally conscious. Nearly 70% of the improvements taking place in the terminals are related to improving our mechanical, electrical and plumbing systems to run more efficiently. You can read more about TRIP's eco-friendly efforts in the Our Environment section of this report.





Concessions Captain

Zenola Campbell, DFW's vice president of concessions, was named 2012 Concessions Person of the Year by Airports Council International.

Campbell handles programming for one of the largest airport concessions programs in North America, covering 252,000 square feet of space in five terminals.

OUR AIRPORT

First-Class Customer Service

DFW Airport keeps a constant focus on making the travel experience easier and more enjoyable for passengers. Outstanding service not only makes us the preferred airport for passengers; it also allows us to build stronger relationships with the airlines that carry them.

- For the first six months of fiscal year 2013, DFW ranked third in customer satisfaction compared to its peer group of airports, according to survey results from Airports Council International.
- In 2012 AT&T began providing free Wi-Fi service across DFW's five terminals, totaling more than six million square feet of terminal space. AT&T Wi-Fi service includes terminals, DFW terminal parking garages and gate accessible areas where travelers will be able to connect safely while boarding and deplaning flights.
- The Airport's Concessions Program in recent years has placed a growing emphasis on offering healthier items on restaurant menus at the Airport, with concessionaires now required to offer at least one healthy entrée or menu item at each of DFW's 127 food and beverage outlets.
- Travelers can now stay fit and focused during their downtime at DFW, as the Airport opened a walking path and yoga studio in Terminal D. The walking path, featured in Shape magazine in 2012, is marked with a series of floor art medallions running from Gate D6 to D40. The yoga room, which offers yoga mats and video instruction, was created in an out-of-the-way alcove with a great view of planes going by outside.





OUR AIRPORT

Safe and Secure

DFW is recognized globally for our forward-thinking, commonsense approach to safety and security. In fact, the FAA and TSA use DFW Airport to test and develop many of their operational system programs before they are deployed nationally.

DFW is also proactive and thorough in its emergency planning. We reach out to our local, state, national, and international partners in developing robust plans to guide our Airport in the event of an emergency. Many airports seek our counsel when they encounter their own urgent situations.



Some of our significant accomplishments for this report year include:

- The DFW SWAT team became the first part-time team to finish in the top 10 at the Texas Tactical Police Officers Association 2012 SWAT competition.
- DFW implemented several new programs and technologies designed to speed passengers through security checkpoints at the Airport, improving the travel experience and making more efficient use of security resources. The voluntary TSA PreCheck program allows frequent fliers to receive expedited security screening before boarding a flight. DFW also implemented the Global Entry system, a U.S. Customs and Border Protection (CBP) program that grants expedited clearance to pre-approved, low-risk travelers upon arrival in the United States. Finally, the CLEAR biometric screening technology (now available in Terminal E) allows members to quickly confirm their identity with the touch of a finger.
- The Airport installed a mockup of the A380, the world's largest passenger jet, at its Fire Training Research Center, where it will help DFW train its own aircraft rescue firefighting (ARFF) team and others from around the world.
- DFW continues to be one of few airports to offer the innovative Rolling Owner Controlled Insurance Program (ROCIP). The program provides construction companies with safety and training tools that make TRIP project opportunities accessible to companies of all sizes. As part of the program, all employees take part in an intensive, two-day training program covering various aspects of on-the-job safety, planning, bilingual communication, and emergency management.





DFW Beliefs

More than five years after DFW first set forth its series of “Beliefs,” they continue to set the tone for our daily work at the Airport. The Beliefs encapsulate our innovative, inclusive culture and remind us that how we do things is as important as what we accomplish. Every employee has the responsibility and the opportunity to bring the Beliefs to life. In doing so, they contribute to DFW’s sustainability.

YOU’RE IMPORTANT: I value you, your unique contributions and your success.

OWNING IT: I own the DFW experience and I do the right things to achieve results.

STEPPING UP: I overcome obstacles and influence outcomes.

REACHING OUT: I collaborate with others to build trust and mutual success.

INNOVATING WINS: I create leading-edge solutions that set the standard.

OUR PEOPLE

Our People

The occasional traveler might think of the Airport as a static system of parking lots, terminals, runways, and baggage carousels. But a closer look reveals something much more personal. More than any facility or piece of equipment, it is people that make DFW Airport a success.

More than 1,700 talented employees work directly for the DFW Airport Board and keep us open for business 24 hours a day, every day of the year. They oversee flight operations, assist passengers, manage our finances, market our services, maintain facilities and equipment, fight crime and fires, and do hundreds of other specialized jobs required to run a major airport.

Clearly, our long-term sustainability depends on employees who are not only highly skilled, but who also take pride in their work and feel sufficiently rewarded for their contributions. That's why DFW devotes tremendous resources to offering competitive compensation, benefits, and training, while fostering a diverse and inclusive work environment. It all adds up to make DFW a great place to work.



Fostering Employee Engagement

Of the four key results outlined in DFW Airport's Strategic Plan, "fostering employee engagement" may be the most critical. Because without engaged and committed employees, the Airport has no means to achieve the other three results: keeping DFW cost competitive, creating customer satisfaction and delivering operational excellence.

At DFW, engagement is more than employee satisfaction or employee loyalty. It is defined as the extent to which employees commit to something or someone in their organization, how hard they work, and how long they intend to stay because of that commitment. Engaged employees provide better overall support to their customers, whether those customers are internal or external. This creates a continuous cycle of greater customer satisfaction, better business results, and a more rewarding work experience for all DFW employees.



You're Important!



Owning It!



Stepping Up!



Reaching Out!



Innovating Wins!



Employee Engagement

In DFW's 2012 Employee Engagement Survey, the Airport improved its employee engagement score to 82% (the highest ever) compared to 73% the prior year (based on 86% employee participation).

OUR PEOPLE

Professional Development

The Airport builds and maintains an engaged workforce in many ways. Here are three examples:

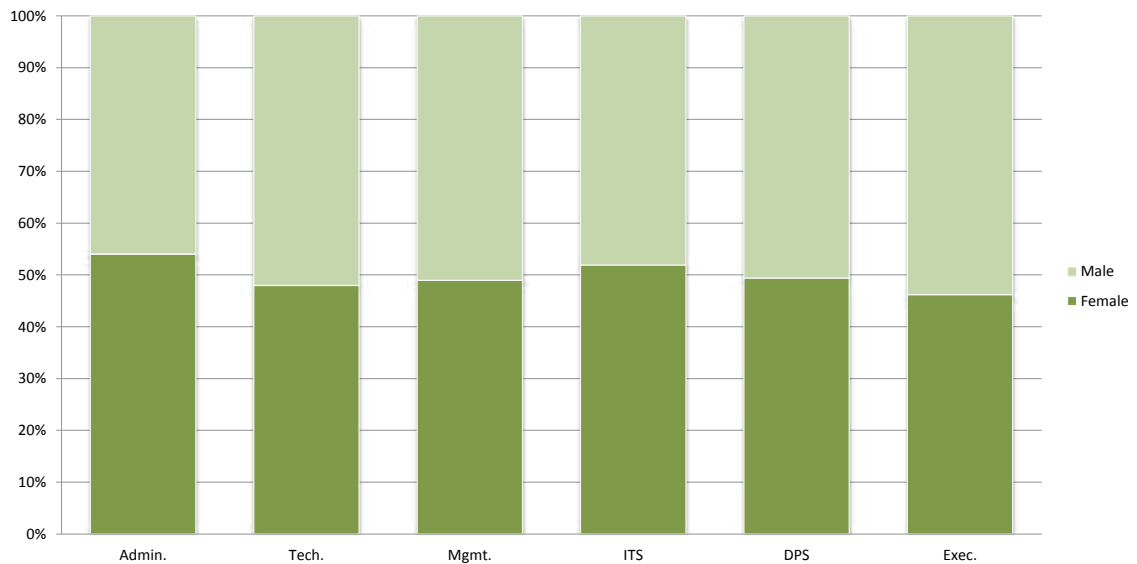
- **PERFORMANCE PLANNING:** We believe it's critical for every employee to understand how their role contributes to the success of the Airport. Our performance management system is an annually structured, individual appraisal process designed to ensure that each employee's on-the-job performance aligns with the goals of the Airport. The Airport establishes organizational goals and initiatives that are cascaded to all employees. An employee's overall performance success includes three key areas of accountability: annual goals/objectives and/or position responsibilities, job-specific knowledge, and leadership competencies. This process reinforces our "pay for performance" philosophy.
- **CONTINUOUS LEARNING:** Ongoing professional development is essential to building a capable workforce that is prepared to consistently deliver and innovate in a complex, ever-evolving environment. We put our employees in the best position to succeed by offering ongoing opportunities for on-the-job education, training and career development. One important recent addition is the requirement of all Airport Board employees to complete an anti-corruption and ethics training course.
- **LEADERSHIP SUSTAINABILITY:** We implement talent review and succession planning initiatives to ensure the Airport's leadership team is prepared and fully capable of meeting its goals for the future. The Airport has established a leadership competency model that represents a common set of expectations for how employees achieve their results. These leadership competencies are grouped into four success factors: enhancing personal effectiveness, applying integrative thinking, building relationships, and showing commitment.





Average Total Rewards

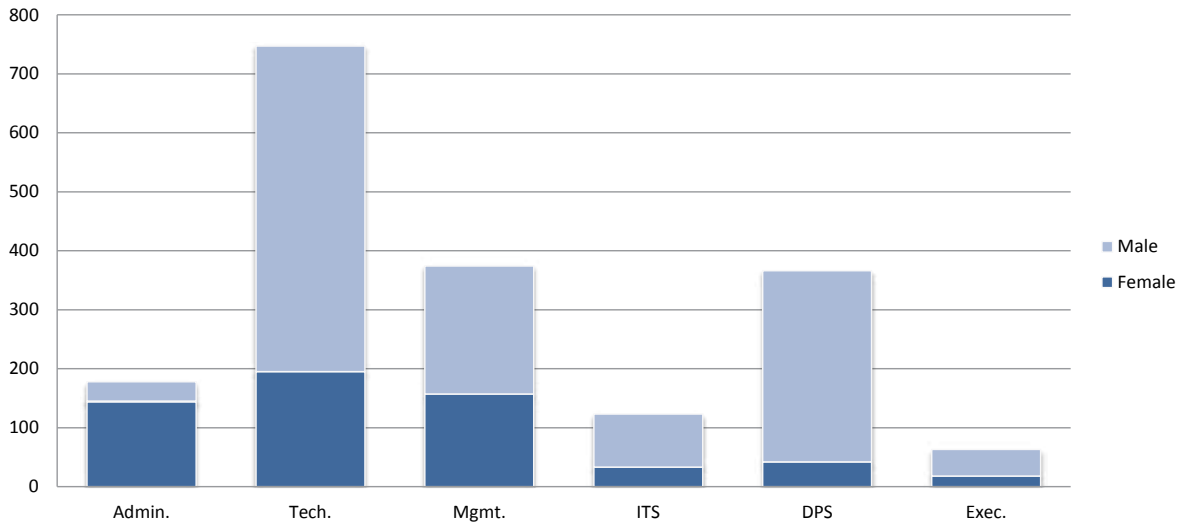
(Pay + Benefits) Ratio According to Gender by Salary Structure



OUR PEOPLE

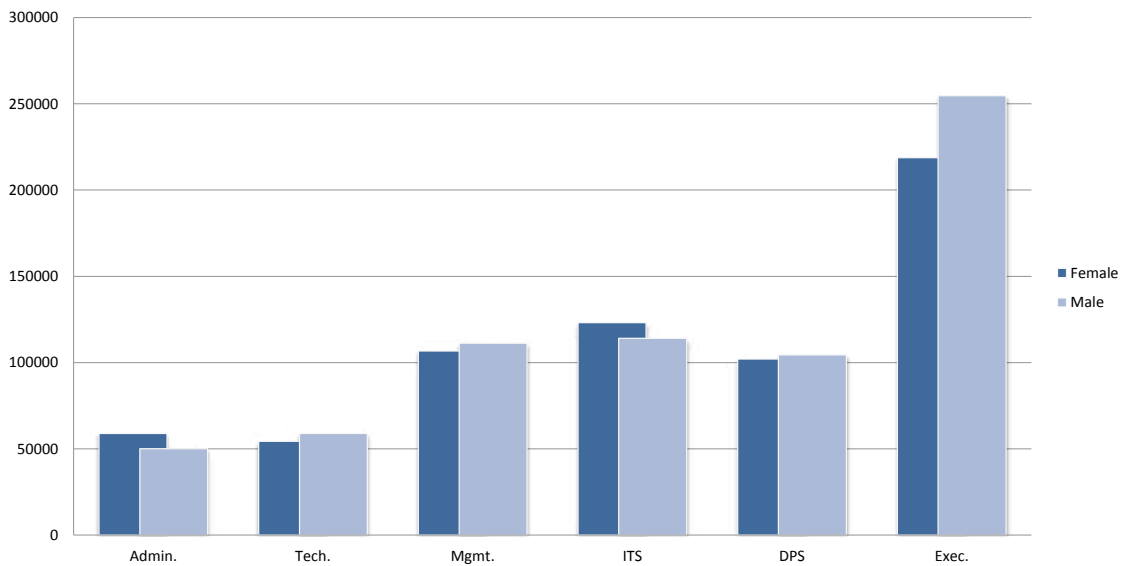
Number of Employees

According to Gender by Salary Structure



Average Total Rewards

(Pay + Benefits) According to Gender by Salary Structure (\$)





Celebrating Our Differences

DFW reached a major diversity milestone in 2012, with a senior management team composed of 50% women and/or minorities.

The Airport has expanded its benefits and policy definitions to include Gay, Lesbian, Bisexual and Transgender (GLBT) employees, and began providing benefits to domestic partners in 2012.

CELEBRATING OUR DIFFERENCES

DFW Airport's Employee Resource Groups bring together groups of people who share some important aspect of diversity – race, for instance, or ethnicity, gender or age. These associations work together to solve problems unique to their own situations, and also to improve DFW's results in recruitment, retention, professional and career development, customer service and community outreach. Some of these groups include:

- Women's Initiative Network (WIN)
- Hispanic Outreach by Leaders in Action (HOLA)
- African Americans Collaborating Towards Inclusion (AACTION)
- Leading Excellence in Asian American Development (LEAAD)

OUR PEOPLE

Driving Diversity and Inclusion

Our Airport serves an enormous variety of customers from all walks of life. So it only makes sense to hire and do business with a diverse range of people that reflect a cross-section of society. We believe that diversity and inclusion in the workplace is not just the right thing to do; it's also good for business. In fact, diversity plays a prominent role in the Airport's Strategic Plan, and is a core competency for DFW leaders that is measured annually.

As a result, DFW's diversity in management roles far outpaces that of average American companies. In 2011, 45% of all new hires into management were minorities, while 31% were women. These figures show a general upward trend over the past five years.

DFW continues its Valuing Diversity Training Series to support employee understanding of our deep commitment to diversity and to show our people how diversity impacts our organization. The series tackles diversity issues on two fronts: Connecting With Others, designed for all DFW employees; and Managing a Harassment-Free and Respectful Work Environment, tailored for those in supervisory roles.

At 2012 year end, 96.3% of all employees at the Airport had attended the Connecting With Others training. Attendees reported a 98% satisfaction rate. 98.2% of supervisors had completed training on Managing a Harassment-Free and Respectful Work Environment, with a 97% program satisfaction rate.





OUR PEOPLE

Diversity Leadership Council

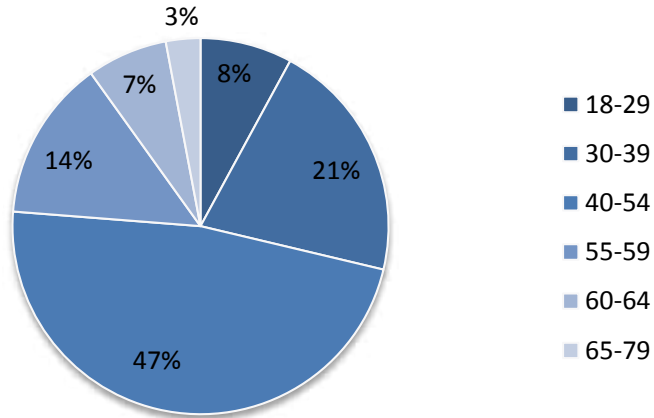
The Diversity Leadership Council – established in 2007 - is composed of a cross-section of senior leaders representing a variety of functions such as Information Technology Services, Commercial Development, Customer Service, Finance, and many others. They focus on supporting the integration of diversity into the Airport's business and organizational practices.

Among the Council's key achievements in 2012:

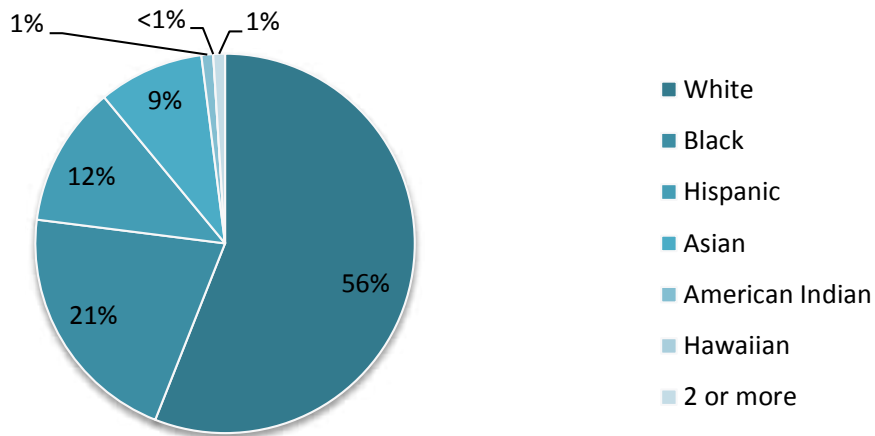
- Launching a new annual award for Leadership in Diversity. The award recognizes employees who demonstrate an outstanding commitment to diversity.
- Designing criteria and objectives for a Supplier Diversity Award to debut in 2013.
- Conducting Middle Eastern cultural awareness training for DFW employees, in support of the arrival of Emirates airline service.



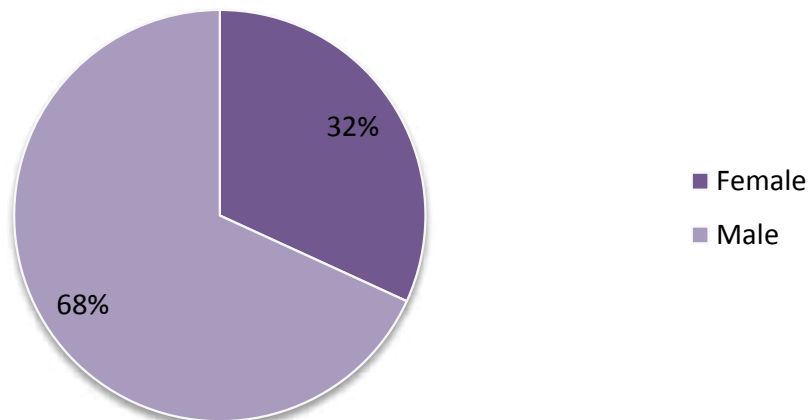
Employees by Age Group



Employees by Race/Ethnicity

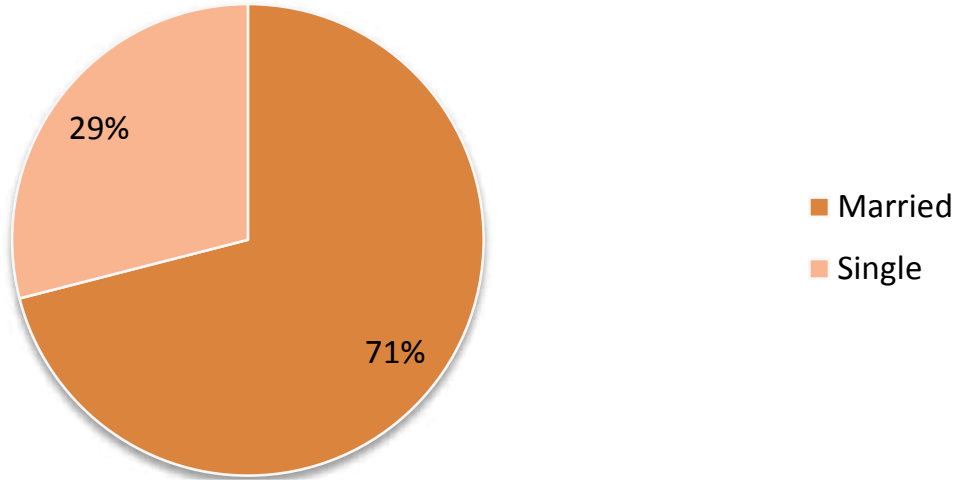


Employees by Gender

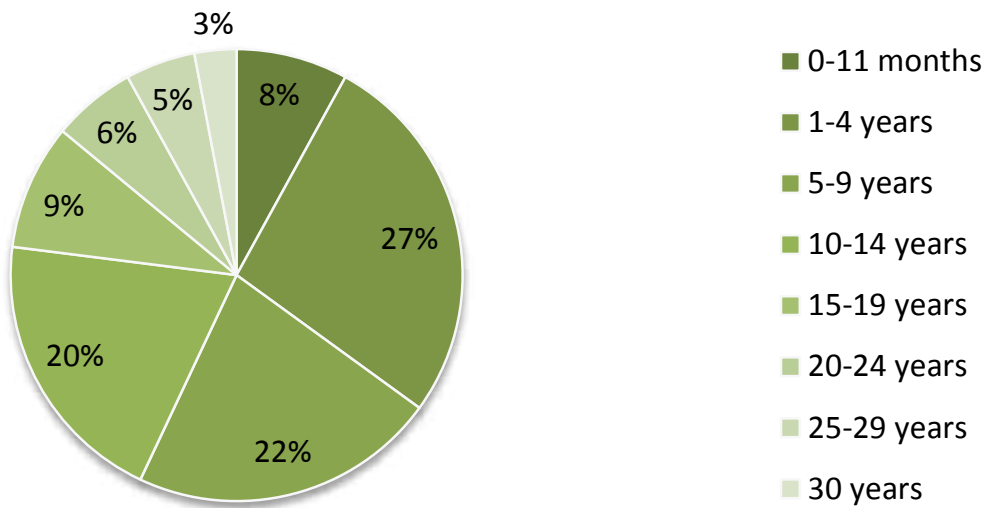


OUR PEOPLE

Employees by Marital Status



Employees by Tenture





Award-Worthy Wellness

HONORS RECEIVED BY DFW IN 2012:

- Workplace Health Promotion Award (International Health Promotion Award Symposium)
- Platinum Award “Fit Friendly” Organization (American Heart Association)
- 3rd place in large employer category for being “Healthiest Employer” by Dallas Business Journal



VISION

LiveWell. Embrace a Healthy Lifestyle.

OUR PEOPLE

Enabling Health and Wellness

Like most large organizations, DFW Airport is increasingly challenged to provide attractive healthcare benefits in light of rapidly rising costs for medical care. At the same time, the Airport recognizes that poor health among employees can contribute to lower work output, higher rates of disability, higher absenteeism, higher rates of injury, and higher workers' compensation costs.



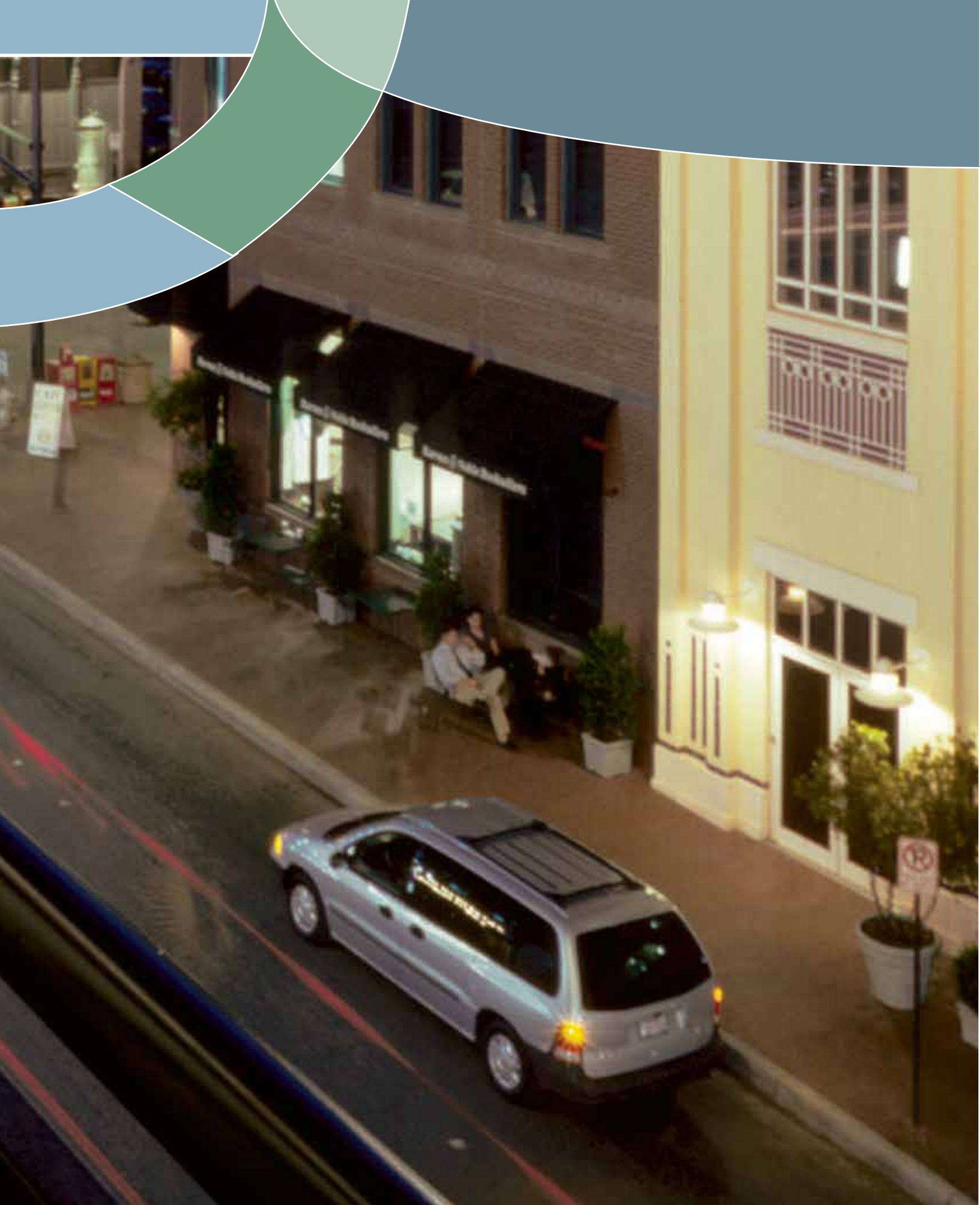
The good news is that proactive efforts to help employees stay healthy can keep the Airport in good health as well. In 2007, DFW joined other forward-thinking organizations by developing and implementing a comprehensive health and wellness program. Our program, called LiveWell, is a resource available free-of-charge to all DFW employees and retirees. LiveWell encompasses a wide range of wellness offerings including exercise facilities, educational outreach, health assessments, and intervention programs, all of which help employees and their families understand their risks and take steps to improve their physical health and state of mind.

LiveWell is a program with sustainability written all over it. While employees enjoy the many advantages of a healthier lifestyle, the Airport gains from reduced healthcare costs, a more productive workforce, and an enhanced ability to attract the best and brightest workers of the future.

LiveWell Center

DFW's LiveWell Center, available to Airport employees and retirees, is at the heart of our efforts to encourage healthy lifestyle choices. But it's more than an exercise facility. The LiveWell Center promotes all-around wellbeing in a variety of ways, from "financial health" workshops on retirement, college and estate planning, to free immunizations for employees. In 2012, LiveWell Center saw a 79% participation rate, the highest since it opened in 2007.





OUR COMMUNITY

Our Community

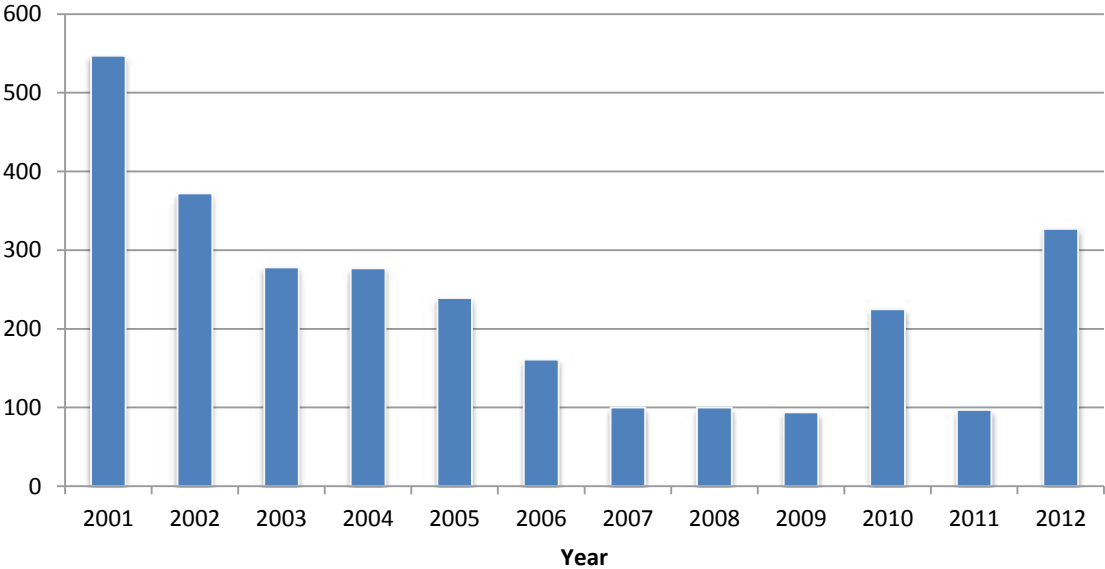
DFW Airport is best known for serving airlines and passengers, but there's another group of important stakeholders that are impacted by our presence. They are the communities and people of North Texas. Even if they never set foot in our terminals, area residents benefit from the economic activity that DFW generates itself and enables for others. They can see and often hear our work when they look at the sky or drive through our area. And they feel our influence when they receive a package on time or welcome a distant relative to their home.

As a civic organization, we recognize and appreciate the fact that the Airport exists to create a better way of life in the North Texas region. Which is why building and maintaining positive relationships in the community is a critical component of our sustainability plan. We work with local governments, businesses, non-profit organizations, and private citizens to ensure that DFW is and will always be a force for good in our own backyard.





Noise Inquiries



OUR COMMUNITY

Listening Closely

DFW's Noise Compatibility Center goes a long way to help local residents and businesses live in harmony with airline traffic. Our team monitors flight-related noise with a goal of minimizing noise in communities near the Airport. Using a network of 35 real-time noise monitoring stations located throughout nearby communities, Noise Compatibility planners are able to respond to noise complaints with detailed information. They also work with airlines and the FAA to reduce future incidents, and at the same time work with cities and builders to avoid placing new developments in "incompatible" areas.

2012 was a challenging year for noise-related issues, as it marked the first time in a decade that DFW has used Runway 13R/31L for large numbers of jet departures over the cities of Grapevine and Southlake. This was necessary due to maintenance and upgrades being performed on other runways, coupled with weather patterns that required planes to take off in different directions.

These revised departure procedures are likely to continue for the foreseeable future, so DFW is taking proactive steps to work with affected communities and address the concerns of local residents and businesses. These efforts include coordinating with DFW's Aircraft Operations Center and Public Affairs team to issue notices of irregular flight operations, post them on DFW's web site and social media channels, make them available to city web sites, and respond quickly and accurately to incoming inquiries or complaints. Ultimately, the increased communication between DFW and its surrounding communities has led to a better understanding of the issues and reduced frustration among our neighbors.





OUR COMMUNITY

Kudos from Contractors

- In 2012 DFW was recognized as a Buying Entity Partner by Dallas/Fort Worth Minority Supplier Development Council.
- DFW received the first ever Vanguard Award from the Regional Hispanic Contractors Association.

Nearly 45 percent of participants in TRIP contracts in FY2012 were Disadvantaged/Minority/Woman-owned Business Enterprises (D/M/WBEs). Of the \$249.6 million total in FY2012 for TRIP contracts, D/M/WBEs were paid \$112.2 million.





OUR COMMUNITY

Supply Chain: Keeping it Local and Diverse

DFW contracts for millions of dollars of goods and services each year, and uses third parties to provide many vital services directly to customers. A significant portion of our annual expenditures is made with local businesses, a practice that allows our neighbors to share in the monetary benefits that flow from the Airport's growth and prosperity.

We also spend a considerable portion of our annual budget with minority and woman-owned business enterprises (M/WBE). Our policy is that the Airport, its contractors, sub-contractors, and concessionaires, shall not discriminate on the basis of race, color, religion, national origin or sex in the award and performance of contracts, subcontracts, and concessions. We regularly review our procurement policies and practices to remove barriers for M/WBEs to compete for contracts, subcontracts, and concessions awarded by the Airport.

In addition, DFW takes proactive efforts to understand the diversity of the local supply chain and support minority businesses. For example, in 2012 DFW updated its Availability and Disparity Study, an exhaustive report that compiles information about contracting firms in the DFW market, determines levels of M/WBE's utilized by the Airport, and identifies categories of firms that are statistically under- or over-utilized.

Also in 2012, the Airport conducted workshops specifically for disadvantaged concessionaires, covering topics such as business planning and management, understanding and using financial statements, securing bonds and increasing capacity, and small contractor development training.

On the whole, our locally-focused and inclusive supply chain helps to strengthen the North Texas economy and enhance future growth and development at the Airport.





Lending A Hand

DFW's Ambassador Program provides fulfilling service opportunities for local volunteers and enhances the Airport's customer service at the same time. Ambassadors are stationed throughout DFW terminals, the rental car center, guest services center, and customs and immigration. They welcome travelers from around the world to North Texas, offering a helping hand with guidance through the Airport, translation services, driving directions, and advice on local hotels and attractions.

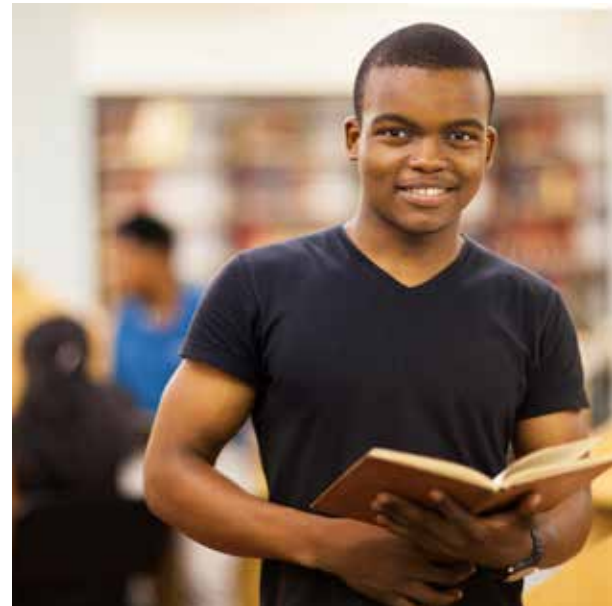
The largest program of its kind in the world, the Ambassador program has grown to more than 700 volunteers, and has directly assisted an estimated 28 million passengers over its 14-year existence.

OUR COMMUNITY

Giving Back

Another way DFW Airport and its employees promote sustainable communities is through charitable and humanitarian efforts. In 2012:

- DFW raised \$400,000 for United Way, a national not-for-profit organization that funnels donations to worthwhile local causes such as education, healthcare, and humanitarian aid. This year, DFW's fundraising effort exceeded its goal by \$75,000.
- Airport employees adopted 250 Salvation Army Angels for the holiday season, providing gifts to underprivileged children.
- At its annual Back to School Supply Drive, DFW donated 825 pounds of school supplies to local organizations.
- Employees took part in the American Heart Association's Heart Walk to raise awareness of cardiovascular disease and stroke prevention.
- DFW firefighters participated in a "Teddy Bear Clinic" at Texas Health Harris Hospital to educate kids about fire safety.
- AACTION, DFW's African American employee diversity group, raised \$60,000 for United Negro College Fund.





OUR COMMUNITY

Honoring Those Who Serve

In March 2012, more than a thousand volunteer greeters delivered a thunderous welcome to the 230 troops aboard the final arriving military charter flight into DFW as part of the “Welcome Home a Hero” program. The program is designed to show enthusiastic thanks to military members arriving home, primarily from Iraq, Kuwait and Afghanistan, for two weeks of rest and recuperation. Over the course of eight years, more than 10,000 volunteers and hundreds of local organizations have helped DFW welcome more than 2,700 flights and 460,000 inbound soldiers.



With the drawdown of troops in the Middle East underway, the program has been consolidated with Atlanta’s, where the R&R flights will continue. The USO center at DFW Airport remains open and military personnel will continue to receive enthusiastic support from DFW personnel.

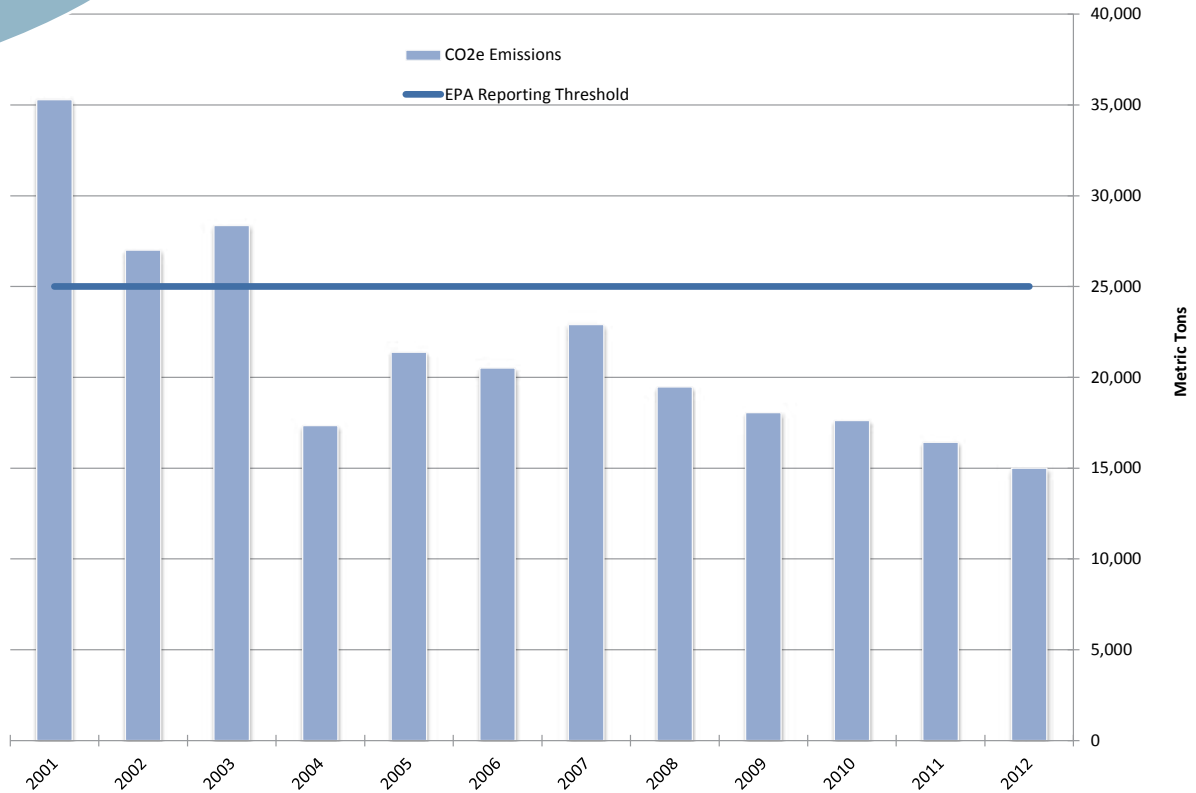
Engaging Tomorrow’s Leaders

- Aviation & Transportation Career Expo: Every year, DFW Airport, in conjunction with American Airlines, the Federal Aviation Administration and Tarrant County College, hosts hundreds of students at its annual Aviation & Transportation Career Expo – one of the largest educational events in North Texas. The Expo gives students from Dallas, Fort Worth and neighboring communities an opportunity to learn about careers in a variety of aviation and transportation fields – from piloting a plane to managing a rail line and responding to emergencies. About 800 students turned out for the 2012 Expo held at the C.R. Smith Museum in December.
- TRIP Craft Trade Training: As part of its Terminal Renewal and Investment Program (TRIP), the Airport reinvests in the community by helping workers gain lifelong skills. In 2012 the Airport introduced its new TRIP Craft Trade Training program, which is modeled after a similar skill-building curriculum implemented during the construction of Terminal D and Skylink. With a \$2 million budget, the focus of the training program is hands-on learning that follows a variety of trade tracks, such as electrical, heating and cooling, plumbing and others. Language and supervisory components are also included.



2001-2012 Greenhouse Gas Emissions

DFW Airport Board Stationary Sources



Eco-Friendly Accolades

- The North Texas Commission named DFW Airport its 2012 “North Texas Clean Air Champion,” recognizing the Airport’s outstanding efforts to improve local air quality.
- DFW was named 2012 “Eco Airport of the Year” by Air Transport World, a leading monthly magazine serving the global airline and commercial air transport manufacturing communities.

With so much human activity and territory under our purview, we are met with enormous environmental responsibilities – to conserve natural resources and prevent the degradation of the earth we occupy. DFW’s Environmental Affairs Department oversees these efforts, ensuring the Airport complies with state and federal environmental regulations as well as our own self-imposed policies. So while the Airport is undeniably large, we’re constantly working to make our footprint smaller.

OUR ENVIRONMENT

Our Environment

As anyone familiar with DFW Airport will attest, the sheer size and scope of our operation could be compared to a small city, alive around the clock with the hustle and bustle of planes and passengers. We are also caretakers of nearly 30 square miles of property, a land mass large enough to swallow a handful of other major airports.



Partners for the Planet

In 2012, DFW entered into two new partnerships – with the Environmental Protection Agency (EPA) and American Airlines – to collaborate toward the mutual goal of reducing resource and energy usage.

As part of the Sustainability Partnership Memorandum of Understanding with the EPA, the Airport's ongoing Terminal Renewal and Improvement Program (TRIP) will:

- Reduce energy consumption by ten percent and water consumption by 25 percent from a pre-project baseline.
- Optimize materials management through recycling and reuse, conserve resources, and prevent pollution by implementing cost effective environmental and business practices.
- Provide annual data documenting water, energy, and materials management impacts to the EPA.

EPA Region 6 will:

- Provide support to help reduce the Airport's environmental footprint.
- Establish a single point of contact to discuss sustainable strategies.
- Provide tools to quantify economic and environmental benefits.

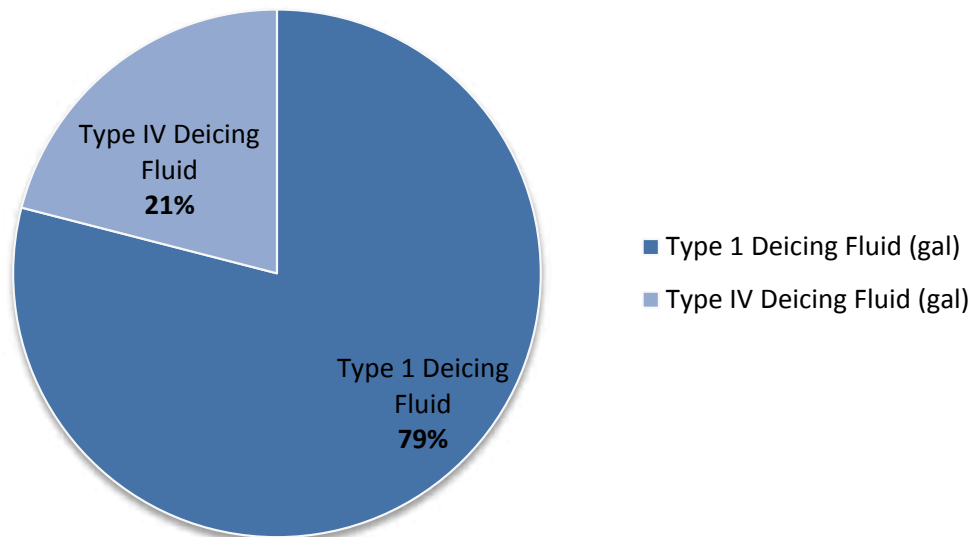
Similarly, American Airlines and DFW agreed to work together to improve their collective environmental footprint. Through the newly formed Sustainability Alliance, the organizations will identify opportunities for innovation in airport operations, resulting in economic and environmental benefits for American, DFW Airport and their customers.

Ongoing communication through the alliance and its formalized council will provide a forum for better coordination of environmental initiatives, allowing American and DFW Airport to enhance their ability to become more sustainable.





Average Annual Aircraft Deicing Fluid Use

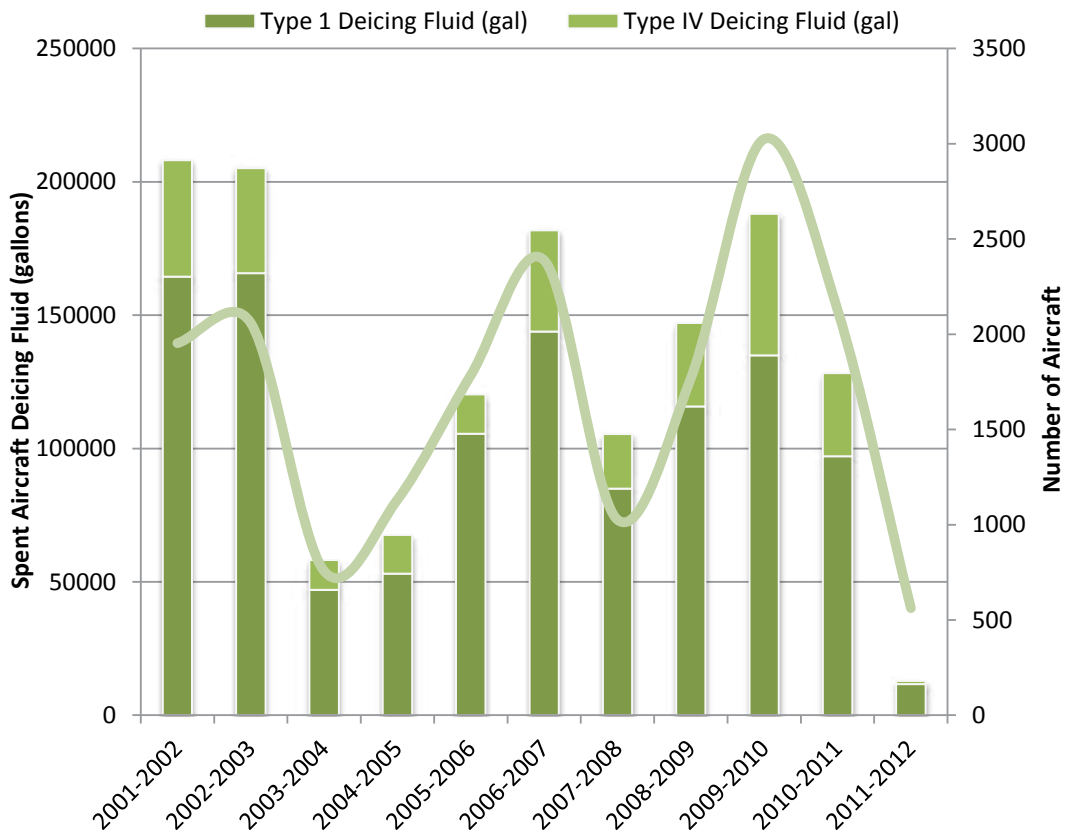


OUR ENVIRONMENT

Deicing Responsibly

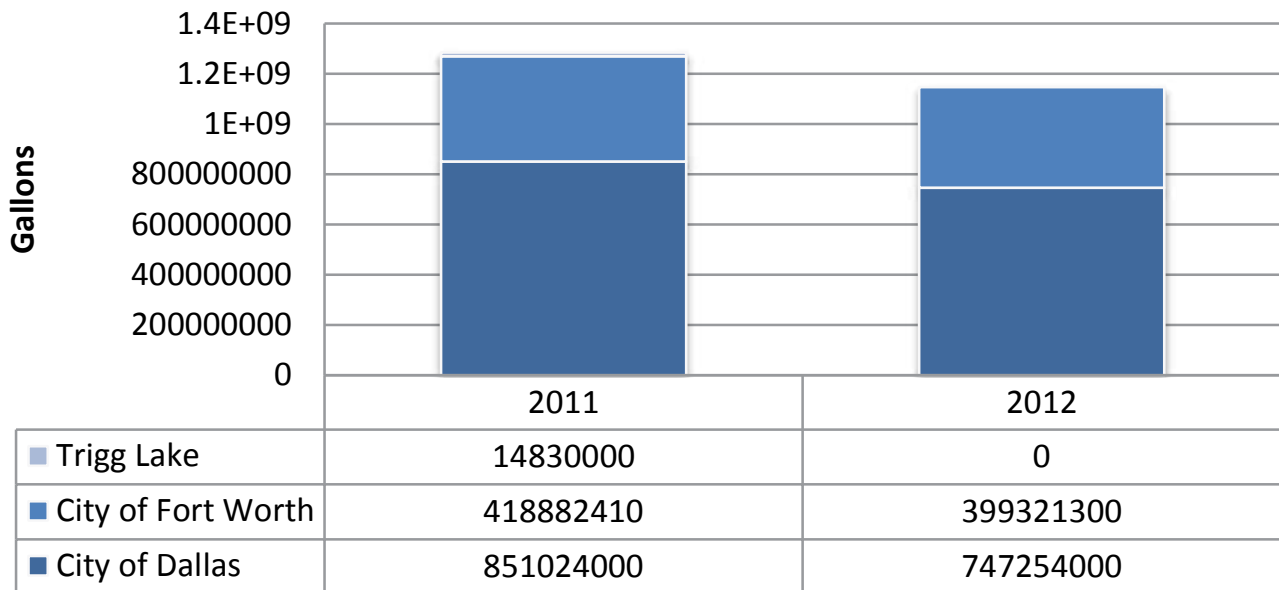
In addition to the Airport's smart water usage, DFW's deicing collection system captures and contains spent aircraft deicing (glycol) fluid after it has been applied to aircraft. Aircraft deice at one of 13 different specialized sites on the airfield prior to takeoff. Over 16 miles of pipe convey the collected spent deicing fluid from the airfield to the onsite reverse osmosis facility which treats and reduces the amount of waste that must be managed by DFW.

2001-2012 Aircraft Deicing Fluid Use





Water Sources



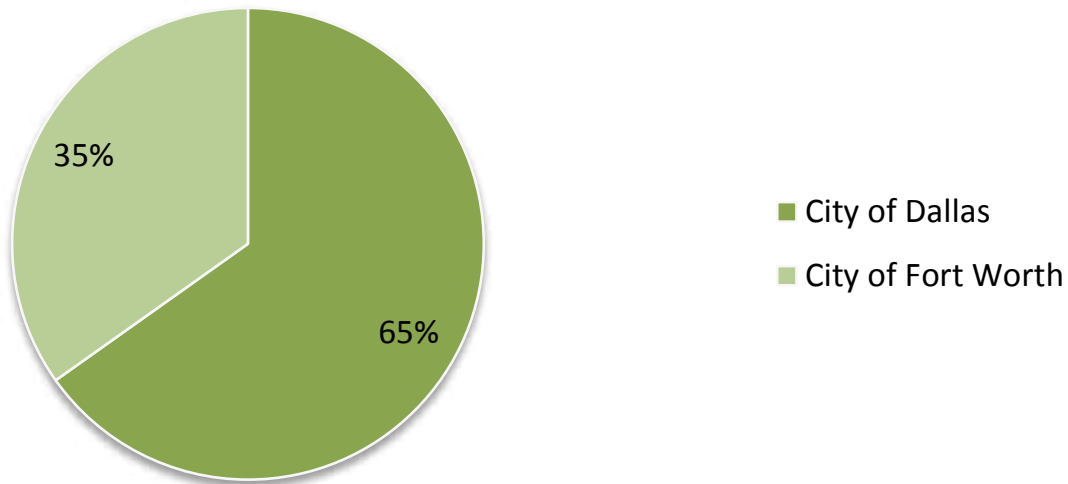
OUR ENVIRONMENT

Water Wise

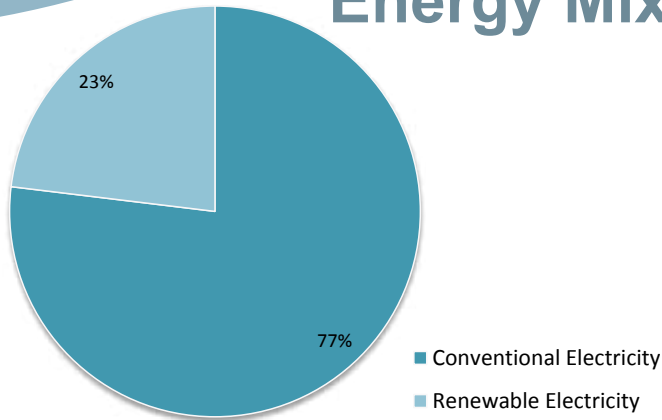
DFW obtains its water from the cities of Dallas and Fort Worth. DFW maintains over 150 miles of pipes that supply water to hundreds of on-airport facilities, including terminal buildings, maintenance shops, cargo facilities, and administrative offices, just to name a few. The Airport is active in making sure the incoming water supply is used as efficiently as possible. We continue our role as one of the EPA's WaterSense Partners in EPA Region 6. DFW was the first airport governmental organization to become a promotional partner under the national WaterSense Program. As a WaterSense Partner, DFW promotes WaterSense products and exhibits water efficiency efforts to millions of travelers each year.

Equally important, DFW continues to find and utilize innovative methods to conserve and/or reuse water that flows from the Airport. DFW's sewer system is composed of over 60 miles of pipework that collects waste from the entire property and conveys it to the Trinity River Authority of Texas (TRA) for treatment. Another 250 miles of pipework is dedicated to collecting and routing storm water. One example of this system in use is at DFW's Fire Training Center, where its exercises are conducted using recycled water.

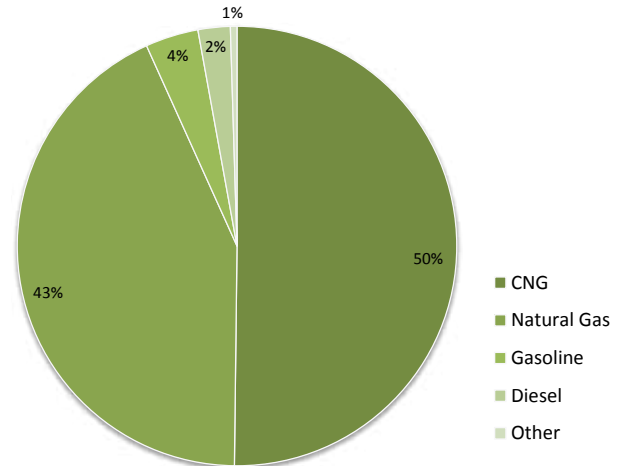
DFW is also preparing to receive and use reclaimed water from Fort Worth's Village Creek Water Reclamation Facility. DFW's reclaimed water pump station and delivery system will provide a drought tolerant, potable water alternative for landscape irrigation and other non-drinking water processes.



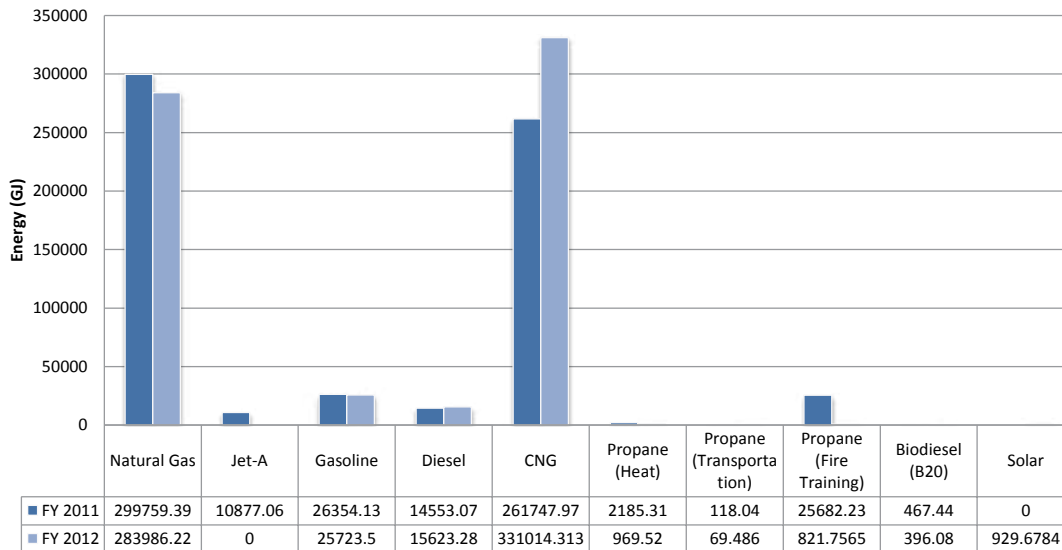
Indirect Energy Mix



Direct Energy Mix



Direct Energy Consumption



Currently, 30% of DFW's electricity is purchased from zero emission, renewable wind energy.

The Airport ranks among the EPA's top 20 Local Government partner organizations for green power purchases.

PLUG IT IN

In 2012, DFW unveiled two new electric vehicle (EV) charging ports which are available for free to customers who park using the DFW Airport Valet service. The addition of electric vehicle charging stations marks a new milestone in the Airport's dedication to sustainability by supporting customers who own electric cars.

OUR ENVIRONMENT

Energy Excellence

DFW is the highest ranked airport for green energy usage, and one of only a handful of airports recognized by the EPA for green power purchases. A few of the ways the Airport conserves energy include:

- **Solar panels:** 693 solar photovoltaic panels on the Airport Development and Engineering Building generate approximately 200,000 kilowatt-hours of electricity a year. A real-time monitoring system tracks and displays the solar power output and renewable energy generated each day.
- **Heating and cooling:** DFW's five terminals are serviced by a district heating and cooling plant that provides 33,000 tons of cooling capacity and 275 million BTU's of heating capacity to 6 million square feet of conditioned space. The Central Utility Plant also features 6,000,000 gallons of thermal storage capacity, allowing DFW to run its electric chillers at night, reducing peak electric demand and utilizing favorable utility rates.
- **Pre-conditioned air:** In addition to heating and cooling five terminal buildings, DFW's Central Utility Plant also provides preconditioned air (24 million BTU heating capacity and 12,000 tons of cooling capacity) to aircraft parked at gates around Terminals A, C, and D. When combined with 400hz power, aircraft parked at DFW have the option to run their electrical, heating, and cooling systems without running their engines or auxiliary power units. This feature not only saves aircraft fuel, but reduces local air emissions as well.





OUR ENVIRONMENT

Animal Aptitude

With so much land, including many undeveloped acres, to look after, a significant role for DFW's Operations Department is wildlife management. Wildlife management is important to minimize the Airport's impact on resident fauna and their natural habitats; at the same time, we look for humane ways to minimize animals' impacts on us.

Minimizing aircraft strikes to wildlife is one of DFW's highest safety priorities, and we take a variety of proactive and reactive methods to deal with this threat.

Proactively, habitat management is the key to preventing wildlife from being attracted to the airport. The fewer wildlife that make DFW home or find food here, the less likely a strike will occur. Our Wildlife Stewardship program communicates wildlife challenges and best practices in minimizing wildlife attractants among the entire Airport community. All Board Employees are required to take the three Wildlife Awareness Modules. In addition, contractors, tenants and their airline employees are strongly encouraged to take part as well.

At all times, Airfield Operations personnel watch for wildlife activity and take reactive measures to prevent accidents. They clear birds from the airfield, look for areas where coyotes or other mammals could access the airfield, and report habitat that could potentially attract wildlife. Airfield employees participate in intensive, annual training programs provided by the Wildlife Administrator that exceed the requirements outlined by the FAA.

In this plan year, DFW Airport experienced 382 wildlife strikes (mostly small birds) by aircraft, or 5.91 per 10,000 aircraft movements.





OUR ENVIRONMENT

Earth Education

Earth Day

DFW hosts an annual Earth Day event for Airport employees, in an effort to strengthen our internal understanding of our environmental issues and responsibilities. The Environmental Affairs Department partners with local vendors offering entertaining and educational information about environmental protection and compliance, energy conservation and reduction, and recycling. 2012's Earth Day event received an Honorable Mention at the Airports Council International's Environmental Achievement Awards, in the Education and Community Involvement Category.

The Airport also conducts a comprehensive outreach program focused on community stakeholders. These efforts include numerous environmental educational events at local schools, designed to inform and inspire young citizens to take an active role in sustainability. Additionally, DFW's sustainability web site now has a special section just for children, found at www.dfwairport.com/sustainability/kids.

Paper Patrol

Ever-improving technologies provide us with innovative ways to reduce our environmental impact. DFW employees make a difference every day when they choose to use electronic media instead of printed documents. Simply by conducting meetings using conference calls and online collaboration tools, or distributing files as PDFs instead of printouts, we reduce the amount of paper and ink we use, saving money and preserving natural resources at the same time. In 2012, DFW reduced its paper consumption by 26 percent, exceeding expectations for the year.





APPENDIX A: AWARDS & ACHIEVEMENTS

Awards and Achievements

DFW again received top honors at The World Route Development Forum, winning the Routes Airport Marketing Award for North America for its outstanding work in airport-to-airline marketing.

Workplace Health Promotion Award (International Health Promotion Award Symposium)

Platinum Award “Fit Friendly” Organization (American Heart Association)

3rd place in large employer category for being “Healthiest Employer” by Dallas Business Journal

In 2012 DFW was recognized as a Buying Entity Partner by Dallas/Fort Worth Minority Supplier Development Council.

DFW received the first ever Vanguard Award from the Regional Hispanic Contractors Association.

DFW’s 2012 Earth Day event received an Honorable Mention at the Airports Council International’s Environmental Achievement Awards, in the Education and Community Involvement Category.

The North Texas Commission named DFW Airport its 2012 “North Texas Clean Air Champion,” recognizing the Airport’s outstanding efforts to improve local air quality.

DFW was named 2012 “Eco Airport of the Year” by Air Transport World, a leading monthly magazine serving the global airline and commercial air transport manufacturing communities.

The DFW SWAT team became the first part-time team to finish in the top 10 at the Texas Tactical Police Officers Association 2012 SWAT competition.

Zenola Campbell, DFW’s vice president of concessions, was named 2012 Concessions Person of the Year by Airports Council International. Campbell handles programming for one of the largest airport concessions programs in North America, covering 252,000 square feet of space in five terminals



APPENDIX B: SUSTAINABILITY INDICATORS

2013 Sustainability Report Data Tables***

Economic Performance

GRI	Indicator	Value	Units
EC1	Value Generated	674.8	\$ (Millions)
	Revenues	540.0	\$ (Millions)
	Passenger Facility Charges	109.1	\$ (Millions)
	Rental Car Facility Charges	19.7	\$ (Millions)
	Interest	6.0	\$ (Millions)
	Land Sale	-	\$ (Millions)
	Value Distributed	641.4	\$ (Millions)
	Suppliers	216.8	\$ (Millions)
	Salaries, Wages, Benefits	177.4	\$ (Millions)
	Debt Service	247.2	\$ (Millions)
	Value Retained	33.4	\$ (Millions)
	Debt Coverage	33.4	\$ (Millions)
	EC4	Financial Assistance	29.4
Federal Grants		29.4	\$ (Millions)
AO1	Passengers	58,311,956	Persons
	Domestic Arrivals	45	%
	Domestic Departures	45	%
	International Arrivals	5	%
	International Departures	5	%
	Origin and Destination	43	%
	Transfer	57	%
AO2	Aircraft Operations	646,446	Takeoffs + Landings
	Domestic Commercial	88	%
	International Commercial	8	%
	Domestic Cargo	2	%
	International Cargo	1	%
	General Aviation	1	%
	State Aviation	<1	%
	Day (0700-1759) ⁹	91	%
Night (1800-0659) ⁹	9	%	
AO3	Cargo	662,034	MT
	Arriving All Cargo	45	%
	Arriving Belly Cargo	9	%
	Departing All Cargo	37	%
	Departing Belly Cargo	9	%
	Arriving	54	%
	Departing	46	%
	All Cargo	81	%
	Belly Cargo	19	%



APPENDIX B: SUSTAINABILITY INDICATORS

Environmental Performance			
GRI	Indicator	Value	Units
EN3	Direct Energy Consumed	635,764	GJ
	Natural Gas (Heat)	269,167	MCF
	Jet-A	-	Gallons
	Gasoline	195,230	Gallons
	Diesel	106,629	Gallons
	CNG (Transportation) ¹	2,136,568	DGE
	Propane (Heat)	10,032	Gallons
	Propane (Transportation)	719	Gallons
	Propane (Fire Training) ²	8,503	Gallons
	Biodiesel	2,950	Gallons
	Photovoltaic (onsite)	266,870	kWh
Photovoltaic (back fed)	(8,626)	kWh	
EN4	Indirect Energy Consumed	1,343,952	GJ
	Conventional Electricity	287,169	MWh
	Renewable Electricity	86,151	MWh
EN5	Energy Saved	187,305	GJ
	Electricity	41,311	GJ
	Natural Gas	187,305	GJ
EN8	Water Sources	4,340,259	M ³ /Year
	City of Dallas	2,828,664	M ³ /Year
	City of Fort Worth	1,511,595	M ³ /Year
EN15	IUCN Red List Species ¹⁸	11	Species
	Spiny Softshell Turtle	LC	IUCN Red List Status
	Snapping Turtle	LC	IUCN Red List Status
	Painted Turtle	LC	IUCN Red List Status
	Yellow Mud Turtle	LC	IUCN Red List Status
	North American Otter	LC	IUCN Red List Status
	Suwannee Cooter	LC	IUCN Red List Status
	Rio Grande Cooter	NT	IUCN Red List Status
	American Box Turtle	VU	IUCN Red List Status
	Ornate Box Turtle	NT	IUCN Red List Status
	Big Bend Slider	VU	IUCN Red List Status
Common Slider	LC	IUCN Red List Status	
EN16	Direct Greenhouse Gas Emissions	35,740	MT CO ₂ e
	Boilers, Generators, Heaters ³	14,992	MT CO ₂ e
	Fire Training Exercises ⁴	183	MT CO ₂ e
	Mobile Sources ⁵	20,565	MT CO ₂ e
EN17	Indirect Greenhouse Gas Emissions	155,944	MT CO ₂ e
	Purchased Electricity ⁶	121,208	MT CO ₂ e
	Waste Disposal ⁷	34,736	MT CO ₂ e



APPENDIX B: SUSTAINABILITY INDICATORS

Environmental Performance (Continued)			
GRI	Indicator	Value	Units
EN18	Greenhouse Gas Emissions Reductions	80,591	MT CO2e
	Purchased Renewable Electricity	86,151	MWh
	Onsite PV Electricity Generation	258,244	kWh
	Biofuels	2,950	Gallons
	Recycling (Construction Debris)	57,458	Tons
	Recycling (Airport Operations)	1,419	Tons
	Energy Efficiency (Electricity)	41,311	GJ
	Energy Efficiency (Gas)	145,994	GJ
EN20	Significant Emissions* ⁸		
	Particulates	0.6	Tons
	PM ₁₀	0.6	Tons
	PM _{2.5}	0.6	Tons
	SO ₂	0.5	Tons
	NO _x	2.7	Tons
	CO	2.8	Tons
	VOC	4.2	Tons
EN22	Waste and Recycling (Operations)	27,334	MT
	Recycle	1,288	MT
	Landfill/Disposal	26,046	MT
	Hazardous	27,332.55	MT
	Non-hazardous	1.45	MT
	Recycling (Construction)	57,458	Tons
	Copper	32	Tons
	Other Metals	1,318	Tons
	Concrete	56,108	Tons
	AO4	Storm Water Quality Averages ¹³	
Non-deicing Events		2	Sampled Events
Samples		12	Samples
pH ¹⁰		8.02	pH Units
Total Petroleum Hydrocarbons ¹¹		4.65	ppm
Oil/Grease ¹¹		6.32	ppm
Deicing Events		4	Sampled Events
Samples		25	Samples
pH ¹⁰		7.92	pH Units
Total Petroleum Hydrocarbons ¹¹		4.77	ppm
Oil/Grease ¹¹		5.45	ppm
Propylene Glycol		12.79	ppm
Ethylene Glycol		34.13	ppm
<i>Daphnia pulex</i> survival rate ¹²		100	%
<i>Pimephales promelas</i> survival rate ¹²	100	%	



APPENDIX B: SUSTAINABILITY INDICATORS

Environmental Performance (Continued)			
GRI	Indicator	Value	Units
AO6	Aircraft and Pavement Deicing**	24,903	Gallons
	Type I Aircraft Deicing Fluid	23,288	Gallons
	Type IV Aircraft Deicing Fluid	1,165	Gallons
	Potassium Acetate (Runway)	450	Gallons
	Sodium Acetate (Ramp)	-	Tons
	Capture Rates		
	Type I & Type IV ¹⁴	82	%
	Potassium Acetate	-	%
	Sodium Acetate	100	%
Labor Practices			
GRI	Indicator	Value	Units
LA1	Employees ¹⁵	1,836	Persons
	Female	32	%
	Male	68	%
LA2	New Employee Turnover Rates	11	%
	New Hires under 30, female	18	Persons
	New Hires 30 to 50, female	51	Persons
	New Hires over 50, female	9	Persons
	Exit within 6 months, female	5	%
	New Hires under 30, male	18	Persons
	New Hires 30 to 50, male	57	Persons
	New Hires over 50, male	13	Persons
	Exit within 6 months, male	6	%
	Entrance Rate, All Employees, Male	4.8	%
	Entrance Rate, All Employees, Female	4.2	%
LA7	Absenteeism/Injury Rates		
	Sick Days	10,106	Days
	Workers' Compensation Claims	89	Claims
	Claims per 100 EE	4	Rate
	Lost Days per 100 EE	48	Rate
	Lost Days	1,006	Days
LA12	Employees with Annual Performance Review	99	%
	Male	68	%
	Female	31	%



APPENDIX B: SUSTAINABILITY INDICATORS

Labor Practices (Continued)			
GRI	Indicator	Value	Units
LA13	Employee Demographics		
	Age 18-29	8	%
	Age 30-39	21	%
	Age 40-54	48	%
	Age 55-59	14	%
	Age 60-64	7	%
	Age 65-79	3	%
	Average Age	46	Years
	Race, White	56	%
	Race, Black	21	%
	Race, Hispanic	12	%
	Race, Asian	9	%
	Race, American Indian	1	%
	Race, Hawaiian	<1	%
	Race, 2 or More	1	%
	Married	71	%
	Single	29	%
	Tenure 0-11 Months	8	%
	Tenure 1-4 Years	27	%
	Tenure 5-9 Years	22	%
	Tenure 10-14 Years	20	%
	Tenure 15-19 Years	9	%
	Tenure 20-24 Years	6	%
	Tenure 25-29 Years	5	%
	Tenure 30+ Years	3	%
	Average Tenure	10.1	Years
LA14	Female:Male Pay Ratio¹⁶	0.90	Ratio, F:M
	Administrative/Support	1.24	Ratio, F:M
	Service/Technical	0.93	Ratio, F:M
	Management/Professional	0.96	Ratio, F:M
	Information Technology	1.08	Ratio, F:M
	Public Safety	0.96	Ratio, F:M
	Executive	0.86	Ratio, F:M
LA15	Parental Leave		
	Entitled to Leave, Female	514	Persons
	Entitled to Leave, Male	1,150	Persons
	Took Leave, Female	5	Persons
	Took Leave, Male	8	Persons
	Returned to Work, Female	100	%
	Returned to Work, Male	100	%
	Exit 12 Months Post Return, Female	0	%
	Exit 12 Months Post Return, Male	0	%

APPENDIX B: SUSTAINABILITY INDICATORS

Social Practices			
GRI	Indicator	Value	Units
SO3	Anti-corruption Training ¹⁷	98	%
	Non-supervisors Trained	98	%
	Supervisors Trained	99	%
AO9	Wildlife Strikes	382	Incidences
	Rate per 10,000 Flight Operations	5.91	Incidents/10000 ops

Footnotes

* Data from Calendar Year 2012

** Data from November 2011 to March 2012 Deicing Season

*** Data from FY2012 (October 1, 2011 to September 30, 2012) unless otherwise specified

- 1 Includes fuel consumption of Rental Car Facility bus fleet which was excluded from previous report due to purchasing mechanism.
- 2 Fire Training and Research Center was closed for most of FY2012 to accommodate facility improvements
- 3 Emission Factors based on TABLE 1.4-2 EMISSION FACTORS FOR CRITERIA POLLUTANTS AND GREENHOUSE GASES FROM NATURAL GAS COMBUSTION, USEPA AP-42, Fifth Edition, Volume I, Chapter 1: External Combustion Sources, Section 1.4-Natural Gas Combustion, Technical Support Division, Office of Air Quality Planning and Standards, July 1998
- 4 Emission Factors based on Energy Information Administration, Documentation for Emissions of Greenhouse Gases in the United States 2005, DOE/EIA-0638 (2005), October 2007, Tables 6-1, 6-2, 6-4, and 6-5.
- 5 Emission Factors based on Energy Information Administration, Documentation for Emissions of Greenhouse Gases in the United States 2005, DOE/EIA-0638 (2005), October 2007, Tables 6-1, 6-2, 6-4, and 6-5, and on Energy Information Administration, Documentation for Emissions of Greenhouse Gases in the U.S. 2005, 2008.
- 6 Emissions factors are based on U.S.EPA eGRID2007 Version 1.1 Annual output emissions rates for Greenhouse Gases (GHGs) in the ERCOT All subregion.
- 7 EPA WARM Model.
- 8 Calculations based on site specific data.
- 9 Reflects numbers modeled in 2030 DFW Noise Analysis Study.
- 10 Regulatory limit between 6 and 9 pH units.
- 11 Regulatory limit is 15 ppm.
- 12 Regulatory limit is >50% survival rate.
- 13 Data represent averages for all samples. There were no individual exceedances for any parameters during any event for this data set.
- 14 Capture rate is based on mass balance of all aircraft deicing fluid applied and captured, including Type I and Type IV.
- 15 Data is for full-time employees only and does not include information from 14 part-time employees.
- 16 Includes base pay plus benefits such as healthcare, retirement, life insurance, vacation, etc.
- 17 Includes employees that have received anti-corruption training since hire through the end of the reporting period.
- 18 From www.iucnredlist.org. Report parameters = location (Texas), system (terrestrial, freshwater), threat (commercial and industrial areas, oil and gas drilling, roads and railroads, utility and service lines, flight paths, work and other activities, pollution). VU=Vulnerable, NT=Near Threatened, LC=Least Concern.



APPENDIX C: SUSTAINABILITY POLICY

DFW INTERNATIONAL AIRPORT ADMINISTRATIVE POLICY AND PROCEDURE



Title: Sustainability		Code Number: AA.012.00
Functional Category: Airport Administration	Issuing Department: Energy and Transportation Mgt.	Effective Date: 08/01/2008

1.0 PURPOSE

- 1.1 To establish policy and procedure designed to:
 - 1.1.1 Guide the Board's activities in demonstrated commitment to economic growth, environmental stewardship, and social responsibility; and
 - 1.1.2 Improve the Board's sustainability performance by aligning activities throughout the organization.

2.0 DEPARTMENTS / PERSONS AFFECTED

- 2.1 All employees.

3.0 POLICY

- 3.1 The Board will strive to continually improve its performance in economic, environmental, and social stewardship by supporting the tenants of sustainability as defined by the Brundtland Commission and Triple Bottom Line concepts.
- 3.2 In furtherance of this policy, the Board shall:
 - 3.2.1 Make sustainability a top down priority.
 - 3.2.2 Utilize systems thinking as a critical discipline for sustainable development.
 - 3.2.3 Apply integrated management through collaboration, communication, and coordination.
 - 3.2.4 Pursue continuous improvement through education and outreach.
 - 3.2.5 Utilize life-cycle cost analysis to demonstrate full economic benefits.
 - 3.2.6 Practice resource stewardship to achieve environmental benefits.
 - 3.2.7 Pursue community partnerships for social benefit.

4.0 PROCEDURE

- 4.1 The sustainability policy and principles herein will guide best practices for the Airport community.
- 4.2 The Board's sustainability program will consist of the following minimum elements:
 - 4.2.1 Comprehensive sustainability standards and metrics incorporated into business processes.
 - 4.2.2 Sustainability standards and practices integrated into management, planning, design, construction, development, operation and maintenance criteria, guidelines, systems, and processes.
 - 4.2.3 Internal and external communication and outreach programs to educate and involve employees, business partners, and other stakeholders.



APPENDIX C: SUSTAINABILITY POLICY

DFW INTERNATIONAL AIRPORT

ADMINISTRATIVE POLICY AND PROCEDURE

- 4.3 Oversight mechanisms will review the status of each element of this policy to ensure its implementation with a goal of integrating sustainable practices throughout the organization.

5.0 RESPONSIBILITIES

- 5.1 **Vice President, Energy and Transportation Management.** Responsible for serving as the Board's Sustainability Officer providing oversight and support to other departments to ensure effective response to the provisions of this policy and to track performance.
- 5.2 **Departmental Heads.** Responsible for ensuring that sustainability goals, objectives, requirements, and practices are integrated into operational and business planning, development, and management.
- 5.3 **Internal Communications.** Responsible for promoting understanding and awareness of sustainability among employees.
- 5.4 **Public Affairs.** Responsible for promoting understanding and awareness of sustainability among external stakeholders and communicating the Board's sustainability efforts.
- 5.5 **Employees.** Responsible for:
- 5.5.1 Reducing or eliminating unnecessary use of supplies and other resources;
 - 5.5.2 Complying with internal procedures as developed within each department that support the sustainability goals of the Board; and
 - 5.5.3 Complying with this policy.

6.0 DEFINITIONS

- 6.1 **Brundtland Commission.** Author of a 1987 report to the United Nations World Commission on Environment and Development widely credited with offering the first comprehensive definition of sustainable development: "Development that meets the needs of the present without compromising the ability of future generations to meet their own needs."
- 6.2 **Department Head.** Vice president of a department or assistant vice president in those cases where the department is led by an assistant vice president.
- 6.3 **Sustainability.** Business operations and development that meets the needs of the present without compromising the ability of future generations to meet their own needs by considering long-term economic, environmental, and social impact of current activities.
- 6.4 **Triple Bottom Line (TBL).** The addition of social and environmental values to the traditional economic measures of an organization's success. The TBL concept provides an expanded set of values and criteria to describe an organization's activities and to make evaluations of business activities more in-depth.

7.0 APPROVAL / REVISION HISTORY

- 7.1 08/01/2008 - AA.012.00 - Original document.




APPENDIX D: GRI REFERENCE

GRI Indicators	Description	Coverage	Notes/Response	Page/Link
1 Strategy and Analysis				
1.1	Statement from the most senior decisionmaker of the organization	•		1
1.2	Description of key impacts, risks, and opportunities	•		1
2 Organizational Profile				
2.1	Name of the organization	•	Dallas/Fort Worth International Airport Board	7
2.2	Primary brands, products, and/or services	•	Aviation Facilities, Commercial Property	7-11
2.3	Operational structure of the organization	•		16-21
2.4	Location of organization's headquarters	•	3200 E. Airfield Drive, DFW Airport, TX 75261, USA	-
2.5	Countries where the organization operates	•		7
2.6	Nature of ownership and legal form	•		16-21
2.7	Markets served	•		7
2.8	Scale of the reporting organization	•		7-11
2.9	Significant changes during the reporting period	•		25
2.10	Awards received in the reporting period	•		71
3 Report Parameters				
3.1	Reporting period	•	Fiscal Year 2012 - October 1, 2011 to September 30, 2012	4
3.2	Date of most recent previous report	•	2012 Sustainability Report, September 2012	4
3.3	Reporting cycle	•	Annually, fiscal year (October 1 - September 30)	4
3.4	Contact point for questions regarding the report	•	Ryan Spicer, RSpicer@dfwairport.com	90
3.5	Process for defining report content	•		4-13
3.6	Boundary of the report	•		4
3.7	Limitations on the scope or boundary of the report	•		4-13
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations and other entities	•		4-13
3.9	Data measurement techniques and the bases of calculations	•	<i>as noted throughout</i>	<i>throughout</i>
3.10	Explanation of the effect of any re-statements of information provided in earlier reports	•	Restatements of historical data for comparison, trend analysis	-
3.11	Significant changes from previous reporting periods	•	Transition to outsource busing operations and maintenance	-
3.12	Table identifying the location of the Standard Disclosures in the report	•	<i>this table</i>	-
3.13	Policy and current practice with regard to seeking external assurance for the report	o	Financial Data	-







APPENDIX D: GRI REFERENCE

4 Governance, Commitments, and Engagement				
4.1	Governance structure of the organization	•		17-23
4.2	Indicate whether the Chair of the highest governance body is also an executive officer	•		16-18
4.3	Number and gender of members of the highest governance body that are independent	•		18
4.4	Mechanisms for providing recommendations or direction to the highest governance body	•		21
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives, and the organization's performance	•		17-23 and FY2013 Budget (44)
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	•		17-19
4.7	Process for determining the composition, qualifications, and expertise of the highest governance body and its committees	•		17-19
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance	•	Contained in DFW's Strategic Plan (Page 24, linked) and DFW's Sustainability Policy (provided in Appendix C)	Plan Link 
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses	∅		-
4.13	Memberships in associations	•		23
4.14	List of stakeholder groups engaged by the organization	•		23
4.15	Basis for identification and selection of stakeholders with whom to engage	•		23
4.16	Approaches to stakeholder engagement	•		23
4.17	Key topics and concerns raised through stakeholder engagement	•	Quantifying Efforts, Visibility to All Stakeholders	23, 39, 59





APPENDIX D: GRI REFERENCE

5 Performance Indicators				
Economic				
EC1	Direct economic value generated and distributed	•		6
EC2	Financial implications and other risks and opportunities	∅		-
EC3	Coverage of the organization's defined benefit plan obligations	•	Detailed on Pages 43-48 of Comprehensive Annual Financial Report for Fiscal Year 2012	Report Link 
EC4	Significant financial assistance received from government	•	\$24.9 Million (Federal Airport Improvement Program Grants); detailed on Page 30 of Comprehensive Annual Financial Report for Fiscal Year 2012	Report Link 
EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage	∅		-
EC6	Policy, practices and proportion of spending on locally-based suppliers	o	see 2012 Diversity Report, pages 1-8	Report Link 
EC7	Procedures for local hiring	∅		-
EC8	Development and impact of infrastructure investments provided primarily for public benefit	•		27
EC9	Understanding and describing indirect economic impacts	o	see 2012 Diversity Report, pages 1-8	Report Link 





APPENDIX D: GRI REFERENCE

Environmental				
EN1	Materials used by weight or volume	∅		-
EN2	Percentage of materials used that are recycled input materials	∅		-
EN3	Direct energy consumption by primary energy source	•		64, 73
EN4	Indirect energy consumption by primary energy source	•		64, 73
EN5	Energy saved due to conservation and efficiency improvements	•		73
EN6	Initiatives to provide energy-efficient based products and services	○		65
EN7	Initiatives to reduce indirect energy consumption	○		65
EN8	Total water withdrawal by source	•		62, 73
EN9	Water sources significantly affected by water withdrawal	○	Dallas water - surface water from six reservoirs — Lewisville, Grapevine, Ray Hubbard, Tawakoni, Ray Roberts, Fork	Dallas Water System 
			Fort Worth water - surface water from six reservoirs - Bridgeport, Eagle Mountain, Lake Worth, Cedar Creek, Richland-Chambers, Benbrook	Fort Worth Water System 
EN10	Percentage and total volume of water recycled and reused	∅		-
EN11	Location and size of land owned, leased, managed or adjacent to protected areas and areas of high biodiversity value	∅		-
EN12	Significant impacts of activities, products and services on biodiversity	∅		-
EN13	Habitats protected or restored	∅		-
EN14	Strategies, current actions and future plans for managing impacts on biodiversity	∅		-




APPENDIX D: GRI REFERENCE

Environmental	Continued			
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations	o		73
EN16	Total direct and indirect greenhouse gas emissions	•		58, 73
EN17	Indirect greenhouse gas emissions	•		73
EN18	Initiatives to reduce greenhouse gas emissions	•		11, 27, 58, 65
EN19	Emissions of ozone-depleting substances	∅		-
EN20	NO, SO, and other significant air emissions	•		74
EN21	Total water discharge	∅		-
EN22	Total weight of waste	•		74
EN23	Total number of significant spills	∅		-
EN24	Waste deemed hazardous under terms of Basel Convention	∅		-
EN25	Biodiversity value of water bodies and related habitats affected by water discharges and runoff	∅		-
EN26	Initiatives to mitigate environmental impacts	o		58-69
EN27	Percentage of products sold and their materials that are reclaimed	∅		-
EN28	Fines and sanctions for environmental noncompliance	•	Texas Commission on Environmental Quality identifiers: Regulated Entity Number: RN100213990 Customer Reference Number: CN601700610	Database Link 
			U.S. Environmental Protection Agency identifier: Source ID: 110020045306	Database Link 
EN29	Significant environmental impacts of transporting products and other goods for operations and transporting members of the workforce	∅		-
EN30	Total environmental protection investments and expenditures	o	Operations and Maintenance Budgets for FY2012: Environmental Compliance Programs - \$4.8M Waste/Recycling Operations - \$2.2M Waste Water/Deicing Operations - \$1.9M	-



APPENDIX D: GRI REFERENCE

Labor Practices and Decent Work				
LA1	Total workforce by type, contract, region and gender	•	Full-time: 1836 (585 Female; 1251 Male)	37-43
LA2	Number and rate of new employee hires and employee turnover	•		75
LA3	Benefits provided to full-time employees	•	Retirement Plans, Tuition Assistance, LiveWell (Onsite Health and Wellness program), Employee Assistance Program, Flexible Spending Accounts, Medical Coverage, Vision Coverage, Prescription Drug Coverage, Dental Coverage, Life Insurance and AD&D Coverage. Also, optional benefits include additional Life Insurance, Legal Assistance, and Long Term Disability Coverage.	-
LA15	Return to work and retention rates after parental leave	•	100%	76
LA4	Percentage of employees covered by collective bargaining agreements	•	None	-
LA5	Minimum notice period regarding operational changes	∅		-
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees	∅		-
LA7	Rates of injury, occupational diseases, lost days and work-related fatalities	•		75
LA8	Education, training, counseling, and prevention programs in place to assist workforce members regarding serious diseases	•	DFW's LiveWell program provides Education/Training, Counseling, Prevention/Risk Control, and Treatment for full-time employees.	45
LA9	Health and safety topics covered in formal agreements with trade unions	∅		-
LA10	Average hours of training per year per employee	∅		-
LA11	Programs for skills management and lifelong learning	•	DFW Diversity Report	Plan Link 
LA12	Percentage of employees receiving regular performance reviews	•	99%	75
LA13	Composition of governance bodies and breakdown of employees by gender	•	32% Female; 68% Male	75-76
LA14	Ratio of basic salary and remuneration by gender	•	Ratio (F:M) for all full-time employees - 0.90 to 1.00	76



APPENDIX D: GRI REFERENCE

Human Rights				
HR1	Total number of significant investment agreements that incorporate human rights concerns	0		-
HR2	Number of suppliers, contractors and other partners that have undergone human rights screening	0		-
HR3	Total employee hours on human rights training	0		-
HR4	Total number of discrimination incidents	0		-
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association may be at significant risk	0		-
HR6	Operations and significant suppliers identified as having significant risk for child labor	0		-
HR7	Operations and significant suppliers identified as having significant risk for forced labor	0		-
HR8	Percentage of security personnel trained in the organization's policies of human rights	0		-
HR9	Total number of incidents of violations involving rights of indigenous people	0		-
HR10	Total number of operations subject of human rights reviews	0		-
HR11	Number of human rights grievances filed	0		-



APPENDIX D: GRI REFERENCE

Society				
SO1	Percentage of operations with implemented local community engagement programs	∅		-
SO9	Operations with potential or actual negative impacts on local communities	∅		-
SO10	Prevention and mitigation measures implemented in operations with potential or actual negative impacts on local communities	∅		-
SO2	Percentage of business units analyzed for corruption risks	∅		-
SO3	Percentage of employees trained in anti-corruption policies and procedures	•	98% participation rate in annual Business Ethics course	77
SO4	Actions taken in response to incidents of corruption	∅		-
SO5	Public policy positions and participation in public policy development	∅		-
SO6	Total value of financial and in-kind contributions to political parties	∅		-
SO7	Legal actions for anticompetitive behavior	∅		-
SO8	Significant fines and sanctions for noncompliance with laws and regulations	∅		-




APPENDIX D: GRI REFERENCE

Product Responsibility				
PR1	Life cycle stages in which health and safety impacts of services are assessed for improvement	∅		-
PR2	Incidents of non-compliance with regulations concerning health and safety impacts	∅		-
PR3	Type of product and service information required by procedures	∅		-
PR4	Incidents of non-compliance with regulations and voluntary codes concerning product and service information	∅		-
PR5	Practices related to customer satisfaction	0		29
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing	∅		-
PR7	Total incidents of noncompliance with regulations and voluntary codes concerning marketing communications	∅		-
PR8	Complaints regarding breaches of customer privacy and losses of customer data	∅		-
PR9	Fines for non-compliance with laws and regulations concerning the provision and use of products and services	∅		-



APPENDIX D: GRI REFERENCE

Airport Operators Sector Supplement				
AO1	Total number of passengers	•	58,311,956	-
AO2	Annual total number of aircraft movements	•	646,446	-
AO3	Total amount of cargo tonnage	•	662,034 MT	-
AO4	Storm water quality	•		74
AO5	Ambient air quality levels	o	Monitored by State Agency; External Link to nearest, real-time monitor provided.	External Link 
AO6	Aircraft and pavement de-icing fluid used	•		61, 75
AO7	Number and percentage change of people residing in areas affected by noise	∅	327 Noise related inquiries were received by the Airport Noise Control Office in 2012	48-49
AO8	Persons physically or economically displaced by the airport operator	∅		-
AO9	Total annual number of wildlife strikes	•	382 (5.91 per 10,000 operations)	67

Coverage Notes:		
•	Fully addressed	69
o	Partially addressed	11
∅	Not addressed	52
n/a	Not applicable	0
Total	-	132





Contact Info

We welcome your feedback on our sustainability efforts and this report.

Please contact:
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