

ω | 2022 Annual Report | CEO Letter

A MESSAGE FROM OUR CEO



At the beginning of 2021, one year into the COVID-19 pandemic, the Dallas Regional Chamber set out to chart a path forward guided by a new, 3-year strategic plan. Our goal this year is to continue supporting a full economic recovery by meeting the needs of our members and the entire community.

Like every market in America, the Dallas Region was hit hard by the pandemic. Large companies and small businesses were impacted; many workers were furloughed or laid off; schools moved from classrooms to computer screens. For a period of time, our dynamic economy and vibrant community came to a near standstill.

Despite the hardships and economic turmoil, our region's resilience has prevailed. The Dallas Region was one of only three markets in the country with positive job growth in 2020, and our employment numbers are nearing pre-pandemic levels. We're now a region of nearly 7.7 million people, adding more than 120,000 residents last year and more than

1.2 million since 2010. That growth has been fueled by the relocations of 176 corporate headquarters, hundreds of local company expansions, and the creation of more than one million new jobs. The Dallas Region is now home to 22 Fortune 500 companies, including two of the Fortune 10. And more companies are on the way.

The DRC's 2021-2023 strategic plan builds on our record of success by focusing on four key priorities: Economic Development; Education and Workforce; Diversity, Equity, and Inclusion; and Public Policy.

As the DRC leads the region's economic development efforts to attract more companies and jobs, we have the responsibility to ensure that the students of today are prepared for the jobs of tomorrow. That's why we work hard every day to strengthen our education system to help create a pipeline of homegrown talent with the skills and training needed to succeed in the future. Now more than ever, students are graduating from one of our local universities and choosing to stay right here to start their careers. Our high quality of life at an affordable cost makes this a great place to start a career or raise a family. There's no better place in America to be than right here, right now.

Yet while opportunity abounds, we are clear-eyed about our challenges: Our region will not reach its full potential until we bridge the opportunity gap that has divided our community for far too long. As we focus on the future, the DRC has redoubled efforts to help make this a more equitable place for all to live, learn, work, and do business. Everyone deserves the chance to share in the prosperity of our region, and business leaders can play a significant role. The DRC is dedicated to advocating for Diversity, Equity, and Inclusion in all we do - in the Board room and C-suites, where decisions are made; investing in underserved areas to provide living wages; and through transparent and accountable policing and equitable criminal justice policies.

Underlining all these priorities is our commitment to advocating for sound and equitable public policies that impact everything we do. Specifically, we're focused on ways to strategically manage our region's continued growth by working on issues such as better infrastructure, affordable and accessible education, and maintaining a pro-business climate that is healthy and strong – and welcoming to all.

Working with our member companies and community partners, the Dallas Region has been a beacon of light during a rather dark moment. We remain an example to the country of what works – business opportunities, corporate relocations, job creation, and population growth. Our work continues to bring prosperity to every corner of the region. The DRC is proud to play a key role in all of this, and we could not do any of this without your support.

Thank you for your continued partnership.

Tale Petrosken **Dale Petroskey**

President & CEO **Dallas Regional Chamber**

TABLE OF CONTENTS

03

CEO LETTER 05

2022 CHAIR 06

GET CONNECTED

07

STRATEGIC PRIORITIES

08

ECONOMIC DEVELOPMENT

10

EDUCATION & WORKFORCE

12

PUBLIC POLICY

14

DEI &
COMMUNITY ENGAGEMENT

16

EXECUTIVE ENGAGEMENT& LEADERSHIP PROGRAMS

18
MEMBER ENGAGEMENT &
TOMORROW FUND

20
SIGNATURE EVENTS

21
CONTACT

2022 Annual Report | 2022 Chair

MEET OUR 2022 BOARD CHAIR



BOB PRAGADAPresident and Chief Operating Officer *Jacobs*

Bob Pragada is the President and Chief Operating Officer (COO) of Jacobs, ranked No. 225 on the Fortune 500 list of the largest U.S. companies. Together, the Critical Mission Solutions and People & Places Solutions lines of business generate more than \$14 billion in annual revenue, and serve global clients in the public and private sectors. Jacobs delivers integrated, purpose-driven, multidomain solutions for a wide range of end markets in the Americas, Europe and the UK, the Middle East, Africa, and Asia Pacific.

In his early career, Bob served as an officer in the U.S. Navy Civil Engineer Corps for nine years, where he rose to the rank of Lieutenant Commander. Bob's naval career had many highlights, including serving the President of the United States as the Facilities Director at Camp David. His time in the service was followed by a seven-year tenure as Chief Operating Officer at Kinetics, a multibillion-dollar global provider of process solutions to the semiconductor and pharma-bio manufacturing industry.

Since joining Jacobs in 2006, Bob has held several senior management positions, including Senior Vice President of Global Sales; Group Vice President of Northern Region (United States and the Republic of Ireland); and Vice President of Field Services. After having served as President and CEO of the Brock Group, a leading provider of industrial specialty services, he returned to Jacobs in 2016 and took on the role of President of the Global Industrial and Buildings & Infrastructure lines of business. A key highlight of his time in that role was the highly successful acquisition and integration of CH2M Hill, which was the largest acquisition in Jacobs' history, and Jacobs' investment in majority ownership of PA Consulting. Bob was appointed to his current role in November 2019.

Bob earned a Bachelor of Science degree in systems engineering at the United States Naval Academy, and a Master of Science degree in engineering and management at Stanford University. He complements his career as an executive with service on the Dallas Regional Chamber (DRC) Board; he has been elected the 2022 Board Chair, and serves as co-chair of the DRC's Diversity, Equity, and Inclusion Council. He also serves as a Director on the Boards of Eaton (NYSE: ETN, a \$17.9 billion dollar power management company,) and the U.S.-India Business Council. Outside work, Bob is an avid sportsman and fan, and loves going to any game of any sport with his wife, Jessica, and their two sons, Bobby and Cahlin.

GET CONNECTED

G @dallasregionalchamber

@dallasregionalchamber

in Dallas Regional Chamber

© DRC

www.dallaschamber.org

| 2022 Annual Report | Strategic Priorities

OUR STRATEGIC PRIORITIES

DRC MISSION STATEMENT:

TOGETHER, WITH OUR BUSINESS LEADERS AND COMMUNITY PARTNERS, WE WILL HELP LEAD THE DALLAS REGION TO BECOME THE BEST PLACE IN THE UNITED STATES FOR ALL PEOPLE TO LIVE, WORK, AND DO BUSINESS.





The DRC is deeply invested in strengthening the Dallas Region and its vibrant and diversified business community. Our strategic plan, called "Building Tomorrow Together," is based on four core priorities:

- Continue to drive economic growth that allows us to recruit companies and talent.
- Foster collaboration between the business community, educational institutions, and workforce development organizations to meet industry needs.
- Advocate for pro-business, pro-growth public policies to ensure the continued prosperity of our region while maintaining a high quality of life for all.
- Address systemic racism head on and working every day in every way to build a more inclusive community.

ECONOMIC DEVELOPMENT

The DRC works with our regional and state allies to recruit companies and talent. We focus on companies that pay living wages, lift underserved areas of our region, bring future technologies and innovation, and make our region a better place for all people to live, work, and do business.

BY THE NUMBERS: 2021

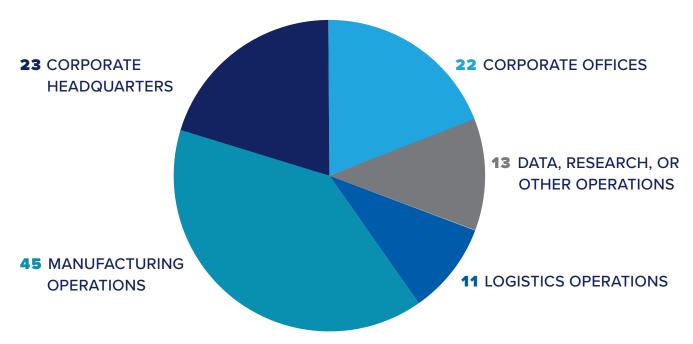


THE DALLAS REGION HAS ADDED 176 NEW HEADQUARTERS SINCE 2010

Top five states of origin for companies relocating headquarters to the Dallas Region.



2021 DRC RECRUITMENT PIPELINE BY CATEGORY



DALLAS REGION RANKS #1 IN JOB GROWTH AMONG MAJOR METROS*

The Dallas Region has recovered 99.9% of pre-pandemic jobs.

JOB GAINS

DFW (+134,400)

PHOENIX (+111,100)

ATLANTA (-600) HOUSTON (-17,600)

MIAMI (-62,400) WASHINGTON, D.C. (-77,900) BOSTON (-89,700) PHILADELPHIA (-98,400)

JOB LOSSES

SAN FRANCISCO (-126,500)

CHICAGO (-255,800) LOS ANGELES (-291,300)

NEW YORK CITY (-680.100)

*Bureau of Labor Statistics data for Sept. 2018 - Sept. 2021

THE DALLAS REGION IS A HIGH-TECH HUB

2nd

IN THE NATION WITH 45,360 NEW TECH JOBS SINCE 2016

5th

HIGHEST CONCENTRATION OF HIGH-TECH WORKERS

5th

HIGHEST CONCENTRATION OF COMPUTER OCCUPATIONS

| 2022 Annual Report | Education & Workforce

EDUCATION & WORKFORCE

The success of the Dallas Region is closely tied to the quality of our regional talent pipeline, from early childhood through K-12 and higher education to a job or career. The DRC fosters collaboration between the business community and educational institutions to meet local industry needs.

BY THE NUMBERS: 2021



2021 LEGISLATIVE OUTCOMES

During the 87th Texas Legislative Session, the DRC achieved key policy wins in funding for public schools, higher education, and workforce development.

\$3.1B
IN NEW FUNDING FOR PUBLIC EDUCATION

\$380M FOR HIGHER EDUCATION INSTITUTIONS \$1B
IN PROPERTY
TAX RELIEF

\$110M IN EXPANDED STUDENT FINANCIAL AID

In addition to these state funding wins, the DRC led a coalition of Texas chambers advocating for the release of more than \$20B in federal funds for public schools and higher education.

BEST PLACE FOR WORKING PARENTS

The DRC launched the Best Place for Working Parents Dallas, presented by PNC Bank, to promote the importance of family-friendly policies in the workplace.



Both parents work in 65% of Texas households



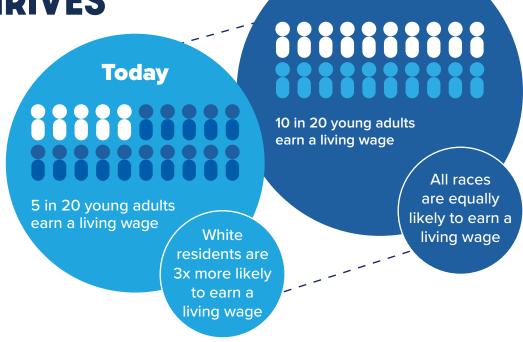
83% of millennials will change companies for stronger family policies



Replacing an employee costs 6-9 months of the employee's salary

Our goal is to double living wage attainment in a single generation.

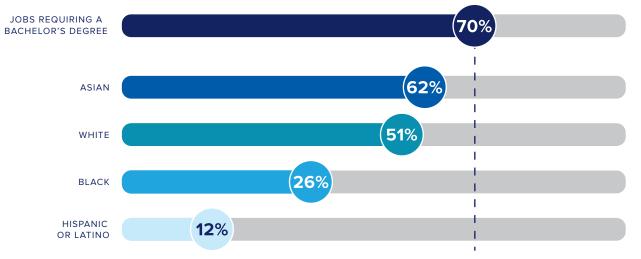
dallasthrives.com



2040

GAPS BETWEEN EDUCATIONAL ATTAINMENT AND JOB OPPORTUNITIES

Fourteen of 20 high-priority jobs require a bachelor's degree but no segment of the Dallas Region population is reaching this threshold and educational attainment varies greatly.



% of population 25 years and older with a bachelor's degree

By **2024**, the top occupations in each of four high-growth industries will add nearly 25,000 high-priority jobs to Dallas.

8,200 INFORMATION TECHNOLOGY

7,900
BUSINESS AND
FINANCIAL SERVICES

4,900 HEALTH CARE **3,700** EDUCATION

PUBLIC POLICY

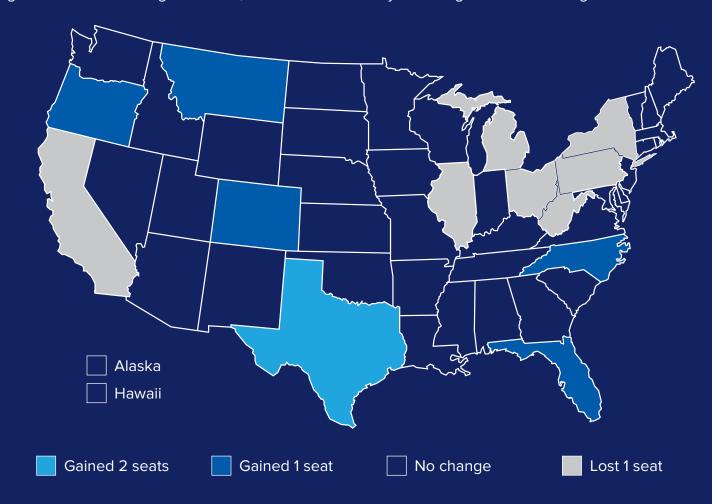
As the voice of the Dallas Region's business community, the DRC connects member companies with key stakeholders at all levels of government to advocate for pro-business, pro-growth policies that ensure the continued prosperity of our region while maintaining a high quality of life for all.

BY THE NUMBERS: 2021



TEXAS REDISTRICTING

Every 10 years, state lawmakers must redraw electoral maps based on new population data from the U.S. Census Bureau. Over the past decade, Texas' population increased by almost 4 million people, or 15.9%. The Dallas-Fort Worth and Houston metro areas had the biggest population gains of any U.S. metro region. Once redistricting is finished, Texas will be the only state to gain two new Congressional seats.



87TH TEXAS LEGISLATIVE SESSION WINS

During the 87th Texas Legislative Session, the DRC tracked and weighed in on issues critical to the Dallas Region – namely, preserving our economic development success, investing in our future workforce, and supporting COVID-19 recovery. Despite the challenges of the COVID-19 pandemic, the region notched important wins that will contribute to our future resilience.



BUDGET PRIORITIES

- Fully funded state's commitment to public education made during 86th legislative session
- Increased funding for higher education by \$486 million



ECONOMIC DEVELOPMENT

- Established a framework for broadband internet expansion in Texas
- Provided retroactive liability protections for businesses from COVID-19 related lawsuits



EDUCATION & WORKFORCE

- Established a reskilling and upskilling program to connect Texans with high-demand jobs
- Directed state education and workforce agencies to develop a framework to promote work-based learning in Texas



COVID-19 RECOVERY

- Recalculated ratio for employers' unemployment compensation contribution tax rate
- Excluded Paycheck Protection Program loans from being counted as revenue toward franchise taxes



INFRASTRUCTURE

- Addressed issues highlighted by Winter Storm Uri, including emergency communications and equipment weatherization
- Authorized bonds financing state transportation projects



CRIMINAL JUSTICE & PUBLIC SAFETY

- Eliminated financial barriers to workforce reentry for the formerly incarcerated
- Laid groundwork for business community's representation in statewide police reform efforts



HEALTH CARE

- Expanded telemedicine and virtual health services for Medicaid and CHIP participants
- Continued Medicaid coverage for postpartum women for at least six months following a delivery or miscarriage

BEHAVIORAL HEALTH RESOURCES FOR A HEALTHY WORKFORCE

Through the DRC's advocacy and partnership with UT Southwestern Medical Center, the Dallas Region will soon benefit from the services of a new behavioral health hospital serving our community.



IN THE 2022-23 STATE
BUDGET FOR PLANNING
AND LAND ACQUISITION



IN CONSTRUCTION COSTS,
DRAWN FROM TEXAS' AMERICAN
RESCUE PLAN FUNDS

2022 Annual Report | DEI & Community Engagement

DEI & COMMUNITY ENGAGEMENT

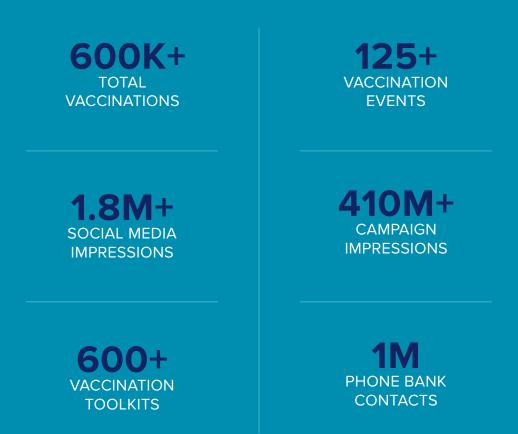
The departments of Diversity, Equity, and Inclusion (DEI) and Community Engagement help provide opportunities for all in the Dallas Region. The DRC works with businesses and the community to make the Dallas Region the best place in the United States for all people to live, work, and do business.

BY THE NUMBERS: 2021



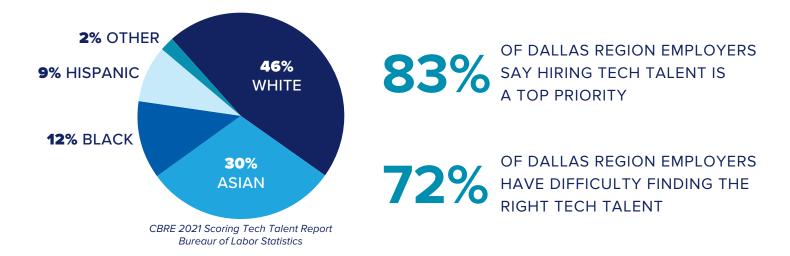
"TAKE CARE OF BUSINESS" COVID-19 VACCINE AWARENESS CAMPAIGN

The DRC launched the "Take Care of Business" COVID-19 vaccine awareness campaign to get more North Texans vaccinated through pop-up vaccine clinics and a multimedia messaging campaign. The award-winning campaign had a special focus on reaching communities of color, which have been disproportionately impacted by the pandemic. In partnership with community-based organizations, we reached our goal of more than 600,000 vaccinations across Collin, Dallas, Denton, and Tarrant counties.



THE CASE FOR CHANGE: DIVERSITY IN TECH HIRING TOOLKIT

The DRC's Say Yes to Dallas initiative and Accenture teamed up to provide useful and practical resources to increase opportunities for underrepresented talent in Dallas Region technology jobs.



COMPANIES IN THE TOP 25% IN TERMS OF A DIVERSE WORKFORCE ARE

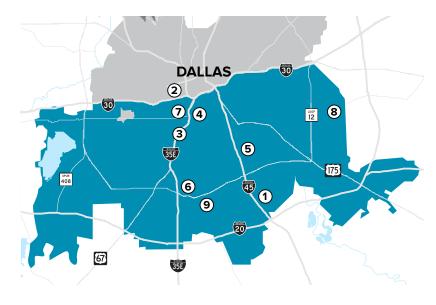
33% MORE LIKELY TO OUTPERFORM THEIR LESS DIVERSE COUNTERPARTS

sayyestodallas.com/techtoolkit

NONPROFIT SUPPORT AND ENGAGEMENT

The DRC is helping spur economic development, educational attainment, and improved quality of life in historically marginalized communities in Southern Dallas County.

\$250,000 DONATED TO 10 SOUTHERN DALLAS NONPROFIT ORGANIZATIONS



- I. Inclusive Communities Project
- 2. Los Barrios Unidos Community Clinic
- 3. Southern Gateway Public Green Foundation
- 4. Tenth Street Residential Organization
- University of Texas at Arlington –
 Design Justice Initiative at Joppa
- 6. For Oak Cliff
- 7. Puede Network Scholars Program
- 8. Concilio (Pleasant Grove)
- 9. Project Still I Rise
- Dallas Development Fund –
 The Healthy Food Dallas Initiative at Southpoint Market

EXECUTIVE ENGAGEMENT

The DRC provides programming tailored to C-suite executives to network, develop relationships, and discuss key issues as we work together for the continued prosperity of the Dallas Region.

BOARD OF ADVISORS



The Board of Advisors is an exclusive program that brings together top executives and CEOs in an invitation-only setting. 2021 keynote speakers included CEOs Brian Tyler (McKesson Corporation), John Stankey (AT&T Inc.), and Dr. Daniel Podolsky (UT Southwestern Medical Center).

This program is designed to:

- Develop relationships with fellow senior executives
- Foster discussions about key issues affecting the Dallas Region

EXECUTIVE WOMEN'S ROUNDTABLE



The Executive Women's Roundtable (EWR) is an executive-level women's networking program that helps members understand current issues, overcome challenges, and achieve more in their professional and personal lives. The ideal candidate is a female CEO, COO, CFO, or an executive who reports directly to the senior officer in the organization.

The program is designed to:

- Recognize, educate, and connect accomplished women
- · Increase business insights and capabilities through collaboration
- · Enhance understanding of key business, economic, educational, and political issues

WELCOMING NEW EXECUTIVES



The Welcoming New Executives (WNE) program is designed for newly relocated or promoted CEOs and Dallas Region market leaders and their significant other to make connections and discover the Dallas Region.

The program is designed to:

- Fast-track the transition into the Dallas Region business community
- Make connections with top business and community leaders
- Introduce the dynamic cultural, entertainment, and educational offerings in the region

LEADERSHIP PROGRAMS

The DRC's suite of leadership programs creates a pipeline of personal and professional development opportunities for all career stages, growing leaders across companies, careers, and communities.

YOUNG PROFESSIONALS

Young Professionals (YP) is a 400-plus member organization engaging emerging leaders who are committed to leadership development, public policy, and community engagement. The group represents a diverse range of companies, industries, ideologies, backgrounds, and provides space to build relationships, serve, and engage with community, political, civic, and business leaders.



The program is designed to:

- Provide a backstage pass to the Dallas Region through DRC information and networks
- Connect members with a diverse network of peers and local business and community leaders
- Grow leaders through exclusive professional development workshops and programs
- Offer engagement opportunities with city, county, and state elected officials
- Give back to the community through exclusive events and programs

LEADERSHIP DALLAS

Founded by the DRC in 1975, Leadership Dallas is the region's premier leadership development program. Each year, an impressive group of diverse individuals is selected in a competitive process based on proven leadership potential within their organization and in the community.



The program is designed to:

- Identify a pipeline of future leaders
- Educate class members about the issues most important to the future of the Dallas Region
- Connect class members to other highly motivated individuals in the community
- Inspire class members to apply what they learn to create positive change
- Improve the quality of life in the Dallas Region

LEADERSHIP DALLAS ALUMNI



The Leadership Dallas Alumni (LDA) program is comprised of graduates of Leadership Dallas, as well as alumni of similar leadership programs across the country who now call the Dallas Region home.

The program is designed to:

- Connect and engage a diverse network of Leadership Dallas graduates
- Educate membership about significant issues facing the Dallas Region
- Encourage activism and engagement in the community

2022 Annual Report | Member Engagement

MEMBER ENGAGEMENT

At its core, the DRC is a connector, bringing together industry experts, business and community leaders, young professionals, seasoned executives, and individuals passionate about the Dallas Region and invested in its growth and success. DRC membership provides access to conversations, initiatives, and programs led by the DRC, as well as opportunities to make an impact. We thank the companies that invest in membership and choose to engage with us. Together, we are leading the Dallas Region to be the best place in the United States for all people to live, work, and do business.

700+ MEMBER COMPANIES

83% RETENTION IN 2021

82% RETENTION IN 2020

NEW MEMBER COMPANIES

ABC Home & Commercial Services of DFW

Allan Bailey Johnson Group LLC

Athletico Physical Therapy

AustinCSI

Bresatech, LLC

Catalyzer, Inc.

Catholic Charities of Dallas

Cenero LLC

Charles Schwab Bank

Chime Solutions

Cicero Group

City Hospital at White Rock

Clark Hill PLC

Community Council of Greater Dallas

CONNECTIVE Agency

Crescent Real Equalities, LTD

Cristo Rev Fort Worth

DECA Dental Group

Decima International

DeVry University

Dominus Commercial, Inc.

EisnerAmper LLP

ENO8

Exeter Finance

Fifth Third Bank

Fossil Group

Google

Hatch Venture Group

Havwire Restaurants

InfoVision Inc.

Interior Resources Group

Kipp Texas Public Schools

Law Office of Erika N Salter, P.C.

Lion Heart Movers of Frisco

Masterplan

McKesson Corporation

McKinsey & Company, Inc.

Mequite Economic Development

Metrocare Services

Munsch Hardt Kopf & Harr, P.C.

NGV Global Group Inc.

On-Target Supplies & Logistics Ltd

Optimal Partners Inc

Pivt Enterprise

Risch Results LLC

Romark Logistics

Rubicon Representation

Salesforce

Sonder, Inc

Spencer Fane LLP

Spot Parking

Stanley Black & Decker

Swinerton Builders

Tallwave LLC

Tavistock Investment Group

Texas Christian University

The Omnia Group Inc.

Tourmaline Capital Partners

University of Dallas

US Anesthesia Partners

Veterinary Emergency Group

VIP

Waymo

We are All Human d/b/a The Hispanic Star

West Coast University Texas

Western Governors University

Wood Capital

work/Refined, LLC

Zillow

OUR TOMORROW FUND

Our Tomorrow Fund investors represent some of the greatest leaders in our business community. Thanks to their support, the Dallas Region is growing more rapidly as a top location for business. Tomorrow Fund investments provide critical support that is specifically targeted to help make the Dallas Region better tomorrow than today in our core priorities: Economic Development; Talent Attraction; Education and Workforce; Public Policy; and Diversity, Equity, and Inclusion.

ORGANIZATIONS AND INDIVIDUALS CONTRIBUTE TO THE TOMORROW FUND TO ACCELERATE THE PROSPERITY OF OUR REGION

TOP TOMORROW FUND INVESTORS

7-Eleven, Inc. Hillwood - A Perot Company

American Airlines Hilti North America

AT&T Inc. The Men and Women of Hunt Consolidated, Inc.

Atmos Energy Corporation Jacobs

Axxess JPMorgan Chase

Baylor Scott & White Health KPMG

Blue Cross and Blue Shield of Texas Locke Lord LLP

Comerica Bank McKesson

Copart PwC

Deloitte Texas Capital Bank
Ernst & Young LLP Texas Instruments

Frito-Lay North America Toyota Motor North America

Haynes & Boone, LLP Wells Fargo

TOP INDIVIDUAL INVESTORS

Jay Adair Robert Kaplan

Peter Beck Aasem Khalil
Hal and Diane Brierley Bobby Lyle

James Erwin Thomas Montgomery

Craig and Kathryn Hall Scovell Family Foundation

Hawthorne Family Fund Steinhart Family Advised Fund

Bill Henry Williams Family Foundation

Lyda Hill

| 2022 Annual Report | Signature Events

DRC SIGNATURE EVENTS

The DRC produces more than 100 events annually that are highly relevant to the business community. Explore opportunities for sponsorship to engage with key leaders and decision makers at dallaschamber.org/events.

WOMEN'S BUSINESS CONFERENCE	MARCH 8, 2022
STATE OF EARLY EDUCATION	Q1 2022
STATE OF DEI	Q2 2022
STATE OF HIGHER EDUCATION	Q2 2022
CONGRESSIONAL FORUM	Q3 2022
STATE OF PUBLIC EDUCATION	Q4 2022
THE YEAR AHEAD	Q4 2022
STATE OF THE WORKFORCE	Q4 2022
STATE OF THE CITY	Q4 2022

DRC CONTACT INFORMATION

COMMUNICATIONS & MARKETING

communications@dallaschamber.org

DIVERSITY, EQUITY & INCLUSION

dei@dallaschamber.org

ECONOMIC DEVELOPMENT

ecodev@dallaschamber.org

EDUCATION & WORKFORCE

education@dallaschamber.org

EVENTS

events@dallaschamber.org

LEADERSHIP PROGRAMS

leadership@dallaschamber.org

MEMBER ENGAGEMENT

memberinfo@dallaschamber.org

MEMBERSHIP REVENUE & GROWTH

memberinfo@dallaschamber.org

PUBLIC POLICY

publicpolicy@dallaschamber.org

RESEARCH & INNOVATION

dfwfacts@dallaschamber.org

TALENT ATTRACTION

talentattraction@dallaschamber.org

SPONSORSHIP

sponsorship@dallaschamber.org

YOUNG PROFESSIONALS

yp@dallaschamber.org

say yes to Pallas

Say Yes to Dallas is an initiative of the Dallas Regional Chamber to attract and retain talented workers from around the world. This multichannel marketing campaign highlights the Dallas Region as a great place to start or continue a career, raise a family, and experience one of the most vibrant and affordable places in the United States.

Say Yes to Dallas is a **recruiter's headquarters** with all the resources your team needs to recruit the best talent. Our **recruiting toolkit** provides a wealth of useful **information about the Dallas Region**, including key messages, testimonials, marketing materials, a guide to navigating an international move, Dallas Relocation + Newcomer magazine, and a toolkit to **help employers diversify their tech workforce** — all hosted on sayyestodallas.com





Our goal is to make Say Yes to Dallas the leading talent attraction campaign by collaborating with local employers, HR and recruiting executives, and college career services to attract and retain the best talent to the Dallas Region. Get involved by attending a recruiting workshop, college intern mixer, hackathon, or other Say Yes to Dallas events and activities.



