



POSITIVE CHANGE  
POWERED BY  
CONNECTION.



CORPORATE  
RESPONSIBILITY  
REPORT

2019

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# A MESSAGE FROM ED BASTIAN



In 2019, Delta demonstrated the power of our people and brand as we continued to be a force for positive change across the world. In 2020, we are facing the worst financial crisis in our 95-year history amid the COVID-19 pandemic. Additionally, the global racial crisis is bridging the gap between knowing what's right and doing what's right, creating an international dialogue around what it means to be anti-racist. All of these moments have demanded action and we have made swift decisions that put our people and customers first. This is possible because we are a company deeply grounded in our values with a clear understanding of our commitments. These commitments include:

## SAFETY ABOVE ALL

The safety of our customers and employees is, and will always be, a core value at Delta. We seek to continually enhance safety on the ground, in the sky and throughout the operation to protect our people, customers, and network. When the coronavirus struck, we rapidly adapted our operations with key changes to ensure safety, including introducing a new standard of cleanliness and making space for safer travel.

## OUR PEOPLE

Delta's foundation is built on a culture of caring for each other and our customers. We celebrate success and tackle challenges together, and I am thankful to work with the best team in the industry. Many of our employees are on the front lines in the fight against the virus, working to keep our nation's airways open for essential travel. Our employees are helping protect our future with more than 41,000 having selflessly chosen to take voluntary unpaid leave and more than 17,000 opting to retire or leave the company. Our people continue to make the difference and we are supporting them during this pandemic. We have provided employee testing for COVID-19, both the active virus and antibodies. For those employees who are high-risk for this disease or have become infected, we provided a paid protection plan to help financially support them.

We also believe that a better connected world requires us to have a work force that reflects that world. In light of the national dialogue around racial inequality, we reaffirmed our commitment to be an ally in the fight against social injustice through a number of actions including: lobbying for the passage of Georgia's Hate Crime Bill, hosting a town hall with Equal Justice Initiative founder Bryan Stevenson and joining businesses in Minnesota calling on state lawmakers to pass legislation implementing policing reforms to prevent unacceptable police behavior and ensure that perpetrators of racist actions are held accountable. We also reinforced our Zero Tolerance Policy with our employees that states we will not tolerate racist, bigoted or hateful acts or statements in our workspaces or directed at our people. This includes on social media by Delta people, which hurts our culture and our people. We've taken swift action this summer on top of our long-term efforts to seek diversity, promote inclusion and create equity for our workforce and our world.

## OUR CUSTOMERS

Protecting our customers' well-being is the driver behind all that we do regarding the Delta CareStandard<sup>SM</sup> efforts. In response to COVID-19, we have increased cleanliness efforts and are using electrostatic sprayers to sanitize every aircraft before each departure, complementing extensive measures already in place to clean high-touch areas before every flight. As of the publishing of this document we have created more space for safer travel across our operation, blocked middle seats, implemented back-to-front boarding and required all customers and employees to wear masks to reduce the risk of transmission. Nothing is more important than the health and safety of our employees and customers.

Our customers have always been at the center of every business decision we make, including giving 1% of previous year's profits to the communities where we live, work and serve. As a build to this, in 2019 we were proud to launch The Great Delta Give-Back, which offered employees a paid day to volunteer at charitable organizations that were dearest to them and reached more than 1,800 communities across the globe. It's actions like this that have landed us, for three years in a row, on Points of Light's Civic 50 list, which recognizes community-minded companies across the nation.

## OUR PLANET

On February 14, 2020, we announced our commitment to become carbon neutral over the next 10 years. Less than four weeks later, the world we all knew had changed. Despite this, Delta remains committed to sustainability, adjusting our playbook to account for the current crisis and how we bring back service responsibly. This includes accelerating our fleet modernization program by permanently retiring many of our less-efficient aircraft, exploring sustainable aviation fuels, and supporting the development of future aircraft-propulsion technology.

Our commitment to connecting the world and making a positive impact will not falter. We know Delta will successfully navigate through this crisis and remain the airline of choice when our customers are ready to fly again, and we look forward to that day.

While most of the above has been a part of 2020, 2019 was an incredible year for Delta. The pages that follow will showcase this and we're very proud of the work we did then, the work we're doing now and the work we will do. We look forward to our future as a more nimble airline, and whether you are a customer, an investor, an employee or a community partner, I thank you for being part of our journey as we keep climbing.

ED BASTIAN  
CHIEF EXECUTIVE OFFICER

# 2019

## DELTA BY THE NUMBERS

**91,000**  
EMPLOYEES



**200M**  
CUSTOMERS



**50**  
COUNTRIES



**6**  
CONTINENTS



**300**  
DESTINATIONS



**15,000\***  
DAILY DEPARTURES



**1,000+**  
AIRCRAFT



### HEADQUARTERS

Atlanta, GA

### JOINT VENTURE PARTNERS

Air France-KLM  
Alitalia  
Virgin Atlantic  
Virgin Australia  
Aeromexico\*\*  
Korean Air

### KEY HUBS & MARKETS

Atlanta  
Boston  
Detroit  
Los Angeles  
Mexico City  
Minneapolis/St. Paul  
New York-John F. Kennedy  
New York-LaGuardia

Salt Lake City  
Seattle  
Amsterdam  
London-Heathrow  
Paris-Charles de Gaulle  
Seoul-Incheon  
Tokyo-Narita

\*Including Worldwide Alliance Partners

\*\*Joint Cooperation Agreement

Additional information is available at:

[delta.com](http://delta.com)  
Delta News Hub: [news.delta.com](http://news.delta.com)  
[Facebook.com/delta](https://www.facebook.com/delta)

[Twitter.com/delta](https://twitter.com/delta)  
[Instagram.com/delta](https://www.instagram.com/delta)

# CLIMATE CHANGE

In 2020, we committed \$1 billion over the next ten years toward mitigating all emissions from our global business going forward.

## International Air Transport Association-Aligned Goals

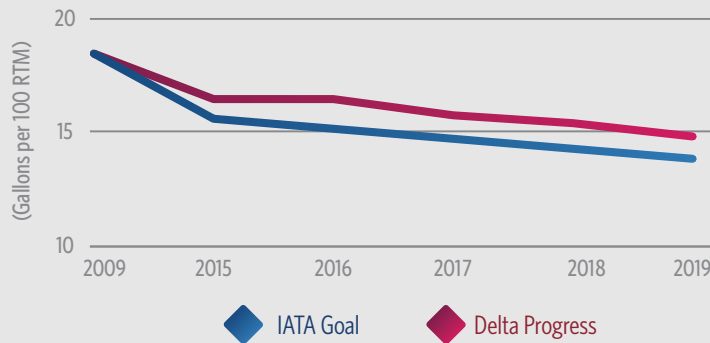
### Fuel Efficiency

#### SHORT-TERM GOAL

Improve fuel efficiency by an average of 1.5% per year from 2009 to 2020.

#### RESULTS: Achieved for 2019

In 2019, fuel efficiency improved 1.83%, compared to 2018; our Revenue Ton-Miles (RTM) grew by 4.43% while total fuel use increased only 2.52%.



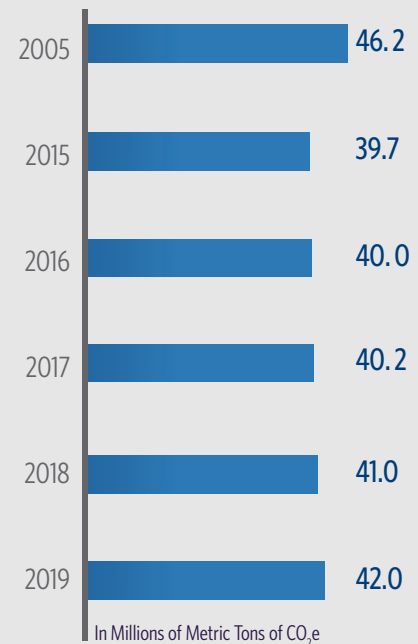
### Absolute Emissions Reduction

#### LONG-TERM GOAL

Reduce net aviation CO<sub>2</sub> emissions 50% by 2050, relative to 2005 levels.

#### RESULTS: Making Progress

Since 2005, we have reduced absolute GHG emissions by 9%.



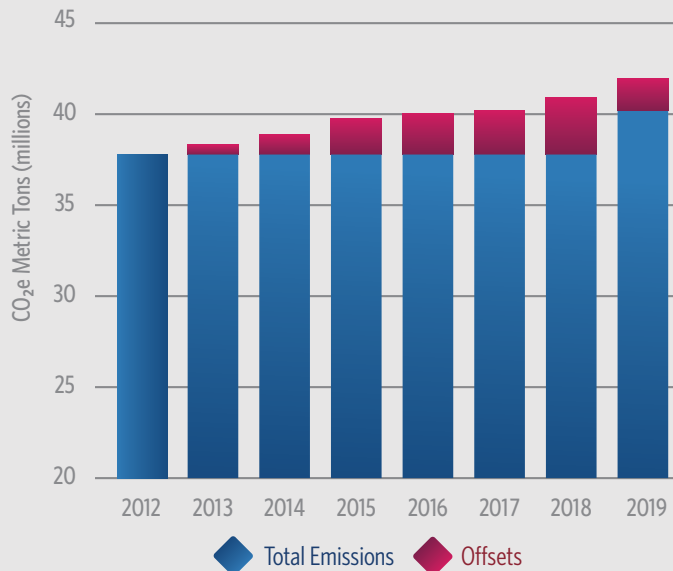
### Carbon-Neutral Growth

#### MEDIUM-TERM GOAL

Achieve carbon-neutral growth on international emissions beginning in 2021. Delta has capped all emissions at 2012 levels.

#### RESULTS: Not Achieved

Since 2013 we have voluntarily purchased and retired more than 14 million offsets, well ahead of the IATA goal of capping international emissions starting in 2021. As a result of the COVID-19 pandemic and its financial impact, we were only able to purchase 40% of the offsets needed to achieve Delta's 2019 carbon-neutral growth goal. However, our goal to cap emissions at 2012 levels will be achieved. With our reduced flying schedule in 2020 and the 40% of offsets we purchased in 2019, our average for 2019 and 2020 will keep us at our goal of capping emissions at 2012 levels. We also remain committed to investing \$1 billion over the next 10 years to become the first carbon neutral airline globally and will continue our investments once COVID-19 is solved for.



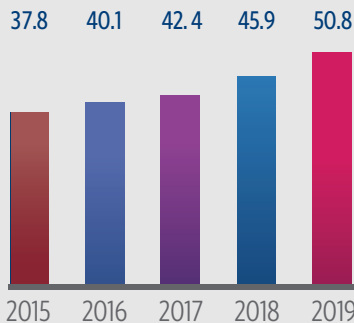
## CUSTOMER SATISFACTION

Net Promoter Score (NPS)

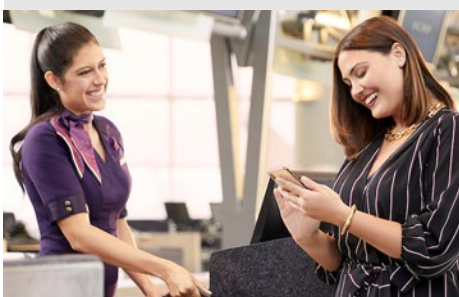
### GOAL

With 10+ points of growth over the past five years, we aim to surpass 60 points in the next five years.

#### Year-Over-Year NPS Results



Since 2015, Delta's NPS has improved by 13 pts, including +4.9 pts of growth in 2019 versus prior year. This improvement reflects increased recognition from customers of thoughtful, relevant investments in customer experience, including strong focus on our core business fundamentals—operational reliability, world-renown customer service—and delivering other customer experience initiatives that take the stress out of travel, making air travel something to look forward to, such as our industry-leading in flight entertainment. Through continued focus on Delta's strengths and opportunities for additional growth, we are committed to propelling our customer experience forward and realize long-term NPS benefits.



## OPERATIONAL SAFETY

Customer Safety & Health

### GOAL

Proactively reduce risks by identifying, assessing, mitigating and/or eliminating hazards that may cause incidents, accidents or injuries to customers.



**ZERO**  
Serious Customer Injuries

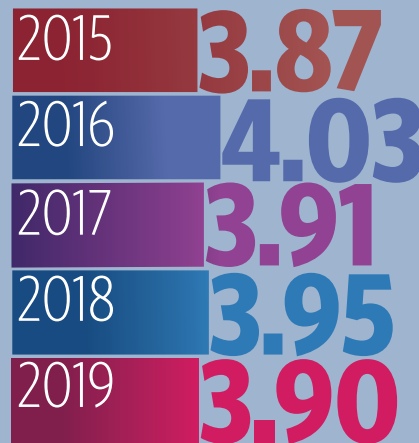
## EMPLOYEE SAFETY

Global Injury Rate

### GOAL

Achieve world-class personal safety performance with the goal of sending all Delta employees and business partners home safely each day.

#### GLOBAL INJURY RATE



In 2019, our global injury rate was 43% better than industry average.

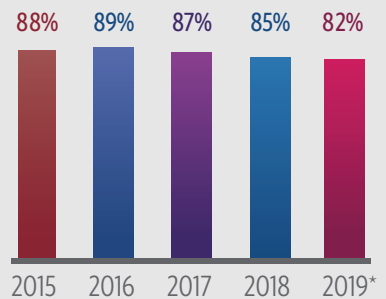
## TALENT & CULTURE

Employee Engagement

### GOAL

Achieve an 85% positive employee engagement score.

#### Employee Engagement



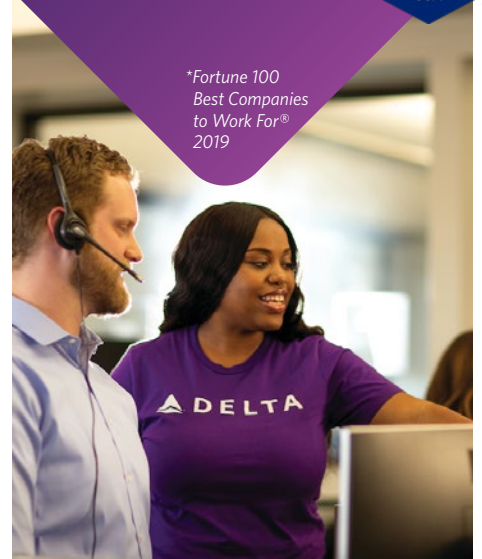
\* In 2019, our score decreased due to the use of a new survey platform that measures different items than previous years.

In 2019 Delta was recognized by **Great Place to Work<sup>®</sup>**

**Great Place To Work<sup>®</sup>**

**Certified**  
AUG 2019 - AUG 2020  
USA

\*Fortune 100 Best Companies to Work For<sup>®</sup> 2019



# ENVIRONMENTAL COMPLIANCE

## Nonhazardous Waste Generation

### GOAL

Reduce year-over-year waste generation.

Landfilled (in tons)



Upcycled (in tons)



Recycled (in tons)



Landfill Construction Debris (in tons)

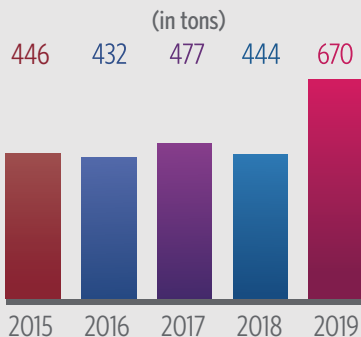


\*Higher 2019 number is due to reclassification of some waste streams and a new reporting platform, allowing for a broader capture of waste volumes and improved accuracy.  
 \*\*Higher 2018 number is due to the retirement of frontline uniforms that were upcycled upon the release of the new styles.  
 \*\*\* Programs and upgrades that would provide upcycling materials were not executed in 2019.  
 \*\*\*\*Higher 2018 tonnage due to airport redevelopment contaminated soils mitigation.

## Hazardous Waste Generation

### GOAL

Reduce year-over-year waste generation.

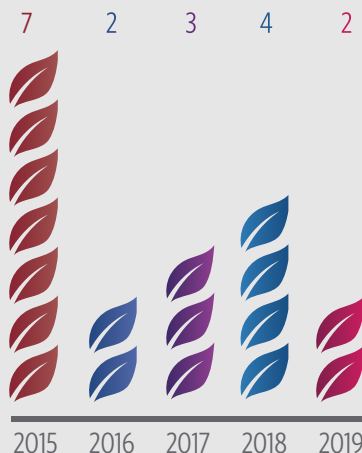


The 2019 increase is mostly due to a new reporting platform implemented across stations that allows for broader input of waste generation data and improved accuracy. Another contributing factor is the opening of the new Rolls Royce facility at Technical Operations facility in Atlanta. Delta is continuing to work with our supply chain to understand and reduce our hazardous waste footprint where possible.

## Environmental Notices of Violation

### GOAL

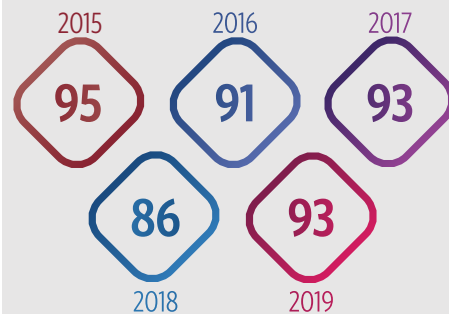
Not to exceed three notices.



## Spills

### GOAL

No more than 90 combined Class I and Class II spills annually.



Annual variability is due to growth in operations and maintenance activities and will continue to affect reported numbers on a year-over-year basis.

# UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

The United Nations 17 Sustainable Development Goals (UNSDGs) engage organizations across all sectors to help end poverty, protect the planet and ensure prosperity for all. Delta is committed to supporting those goals that most closely align with our business.



## 3 GOOD HEALTH AND WELL-BEING



- » Supported healthier global communities and lifestyles, as well as provided basic health needs worldwide
- » #1 Corporate blood donor to the American Red Cross. In 2019, Delta employees donated 13,064 pints of blood, saving close to 40,000 lives
- » Employees helped repack more than 2 million pounds of food annually across the globe, including support of 18 Feeding America food banks
- » Global hospital support included 21 children's hospitals, 15 of which are Children's Miracle Network Hospitals
- » Employees and customers raised \$6.6M million in 2019 for the American Cancer Society, American Heart Association, Breast Cancer Research Foundation and United Way

## 4 QUALITY EDUCATION



- » Promoted education and lifelong learning for all
- » Created a pipeline of future Delta employees and customers through our support of education
- » Through partnership with Junior Achievement, Delta supported 30+ chapters across four continents to ignite an educational spark in 800,000+ students annually
- » Supported 3DE, an interactive educational program that re-engineers high school education to be more relevant, experiential and authentically connected to experiences outside the classroom
- » Partnered with the national nonprofit KABOOM! to fund and build 30 playgrounds in 14 cities since 2013
- » Partnered with 22 YMCAs on 2 continents to help provide programming to support educational programs

## 5 GENDER EQUALITY



- » Created community partnerships with organizations like Girls Who Code to further diversity STEM careers
- » Cumulatively flew over 600 girls on Delta's annual all-female WING Flight to introduce them to jobs in aviation
- » Increased female representation across the business, particularly on the leadership level through strategic HR practices
- » Committed to maintaining pay parity for men and women in administrative and frontline jobs
- » Hired and developed women-owned businesses through Supplier Diversity & Inclusion program
- » Provided employee training to fight human trafficking in the air, at home and in local communities
- » First and only U.S. carrier to sign a Code of Conduct outlined by End Child Prostitution, Pornography and Trafficking
- » Founded company for the Global Business Coalition against Human Trafficking in 2012
- » Created career development opportunities to support human trafficking survivors

## 8 DECENT WORK AND ECONOMIC GROWTH



- » Provided approximately 91,000 jobs throughout our global operations
- » In 2019 Delta employs over 12,000 active duty and military veterans
- » Has consistently ranked high on national lists for employee engagement
- » Provided competitive benefits and compensation
- » Shared \$1.6 billion in profits with employees, marking the sixth year in a row that profit sharing has exceeded \$1 billion
- » Invested in the individual potential of employees through training and development programs
- » Established processes and encouraged practices to ensure a safe workplace

## 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



- » Invested in innovative technology, such as biometrics, to enhance safety, security and the customer experience
- » Collaborated with regulatory and government agencies to deploy new technologies that enhance flight safety







**10** REDUCED INEQUALITIES

- » Promoted a culture of diversity and inclusion through Business Resource Groups that count more than 18,000 members
- » Supported industry workplace diversity initiative, such as the CEO Action for Diversity & Inclusion
- » Committed to spousal benefits for same-sex couples and their children
- » Maintained a robust supplier diversity program to support minority, veteran, LGBTQ+, and women-owned businesses
- » Provided affordable air transport to facilitate cultural understanding and exchange
- » Enabled travel for those who are disabled or have medical conditions
- » Committed to becoming a member of the Billion Dollar Roundtable, an exclusive group of corporate brands that spend a minimum of \$1 billion annually with certified diverse-owned businesses

**11** SUSTAINABLE CITIES AND COMMUNITIES

- » Enabled global travel through the availability of affordable air transport
- » Supported local communities where we live, work and serve through Delta Air Lines and The Delta Air Lines Foundation
- » Promoted community engagement through our three key pillars of Advancing Education, Improving Health and Supporting Armed Service Members and Veterans
- » Built 273 homes in 13 countries with Habitat for Humanity since the partnership began in 1995
- » Each year, more than 1,500 Delta employees have volunteered to build homes in the U.S. and internationally to offer families safe, decent and affordable homes

**12** RESPONSIBLE CONSUMPTION AND PRODUCTION

- » Worked with our suppliers to increase the efficiency of our aircraft through lightweighting and aircraft replacements
- » Upcycled aircraft, aircraft parts and uniforms through programs such as re:loom and Looptworks
- » Promoted our headquarters and in-flight recycling programs at 40 domestic recycling locations and three international recycling locations worldwide
- » Material compliance with all environmental regulations in the areas of air quality, aircraft drinking water and waste
- » Delta has built 12 homes with Habitat for Humanity with funds from on-board recycling and TechOps oil recycling program.

**13** CLIMATE ACTION

- » Aligned with IATA on short-, medium- and long-term goals to improve fuel efficiency, achieve carbon neutral growth and reduce carbon emissions
- » Committed \$1 billion over the next ten years toward mitigating all emissions from our global business going forward through innovation, advancing clean air travel technologies, accelerating the reduction of carbon emissions and waste, and establishing new projects to mitigate the balance of emissions
- » Worked with suppliers to increase the fuel efficiency of aircraft and implement fuel-savings flight procedures
- » Supported development of alternative aviation fuels



# SAFETY

## ABOVE ALL



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## Safety Above All

In 2019, we introduced a special Security Incident Response tool, allowing us to better mitigate dangerous actions or events, or circumstances that might target or unintentionally disadvantage Delta operations, brand, employee safety, or property.

### REFLECTING ON THE VALUE OF SAFETY

At Delta, we are committed to running the safest operation possible. Our people and our business partners are empowered to take all necessary steps to ensure the safety of themselves, their colleagues and our customers at all times. That includes slowing down or stopping the operation if they feel it's necessary. Our people are more important than budgets, metrics or any other pressures. But despite these measures, accidents may still happen.

In August, we suffered the loss of a beloved, dedicated and respected member of our ground operations team during an accident on our ramp at JFK. He was a lead agent and 18-year employee, famous for his dedication to his colleagues and to Delta. Most of all, everyone knew his smile, which was always beaming even on the toughest days.

After the accident, we conducted a thorough investigation to understand what happened. Since then, we have made enhancements to our tug operations policies and procedures, introduced new programs aimed at managing risk within our ramp operation and made significant investments in ground support equipment. As we look ahead, we will continue to leverage the strengths of our Safety Management System to ensure that we proactively address potential hazards in our system and take action promptly. We are committed to doing everything in our power to ensure that every person at Delta goes home to their loved ones safely each day. There is nothing more important.

Our commitment to a culture of safety is shaped by a genuine care for our people and customers. Safety is a core value at Delta and it connects us as a company globally—whether taking care of a sick passenger, replacing a worn tire in Atlanta, completing a pre-flight checklist in London or inspecting ramp vehicles in Detroit. We are committed to sending every Delta employee and customer home to their loved ones safely each day.

We proactively work to reduce risks by identifying, assessing, mitigating and/or eliminating hazards that may cause incidents, accidents or injuries to customers. On board aircraft, in boarding bridges and at airport gates, we perform risk assessments for the safety of our customers. Our in-flight safety demonstrations and announcements are regularly enhanced. Our pilot and maintenance teams collaborate to report on and repair onboard equipment such as seats, tray tables and bins.

We also strive to achieve world-class personal safety performance with the goal of sending all Delta employees and business partners home safely. In 2019, our safety culture enabled us to maintain a 3.9% Total Recordable Injury Rate performance. This is the same rate that we achieved in 2018 and 43% better than the industry average. Our days away, restricted or transfer rate (DART) was 3.21 days in 2019 compared to 3.09 in 2018.

### OUR SAFETY CULTURE

**3.9%**

Total Recordable Injury Rate

**3.21 Days**

Days Away, Restricted or Transfer Rate\*

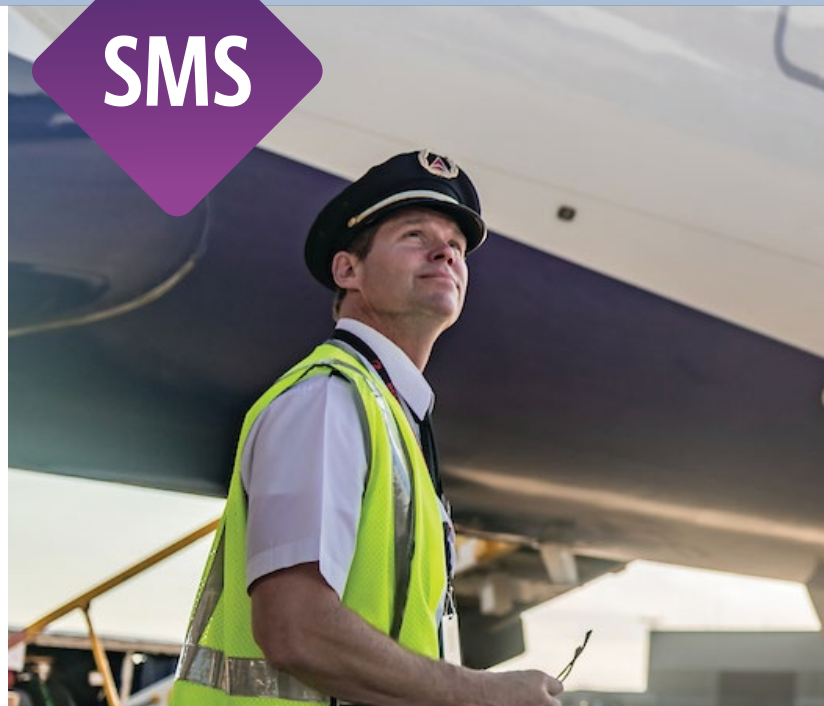
\*Metric as defined by OSHA

## SMS

**Delta's Safety Management System (SMS)** is at the heart of all our safety programs. The system provides a framework for all employees to monitor, identify and address issues that may affect flight safety or lead to employee injury, environmental impact, non-compliance with regulatory requirements in our operations, asset damage or damage to the Delta brand.

An effective SMS enables Delta to proactively address problems and hazards based on data gathered from everyday operations. When improvements to operational processes are suggested, the SMS allows Delta to rigorously analyze and evaluate the improvements' potential impact on safety across the entire organization before a change is made. The SMS is broken down into four key focus areas—safety policy, safety risk management, safety assurance and safety promotion. Delta's SMS is a proactive, data-driven, and predictive approach to managing safety in the operation.

Read more about what we're doing to enhance safety and security corporately, on the ground, in the sky and throughout the operation to protect our people, customers, and network.



## SAFETY LEADERSHIP AND CULTURE

Delta's commitment to a strong safety culture starts with the oversight of the Board's Safety & Security Committee and a dedicated executive leadership team. This team keeps the safety of our people and customers at the forefront of all business decisions. This safety-first business value is also the reason we created Delta's CARE Model for all leaders, which describes four critical safety leadership behaviors:

### COMMUNICATE SAFETY EXPECTATIONS

Communicate a compelling view of safety expectations internally and externally, including "safety above all" and the belief that all incidents are preventable.

### ASSESS RISK

Understand and identify health and safety risks across a wide range of planning and operational activities; seek to understand and quantify risks.

### REINFORCE SAFETY BEHAVIORS

Foster a "Do the right thing even when no one is watching" culture while recognizing positive safety results, activities and behaviors.

### ENGAGE EMPLOYEES

Monitor and review safety performance and share results across the organization; maintain trust and accessibility with colleagues.

Recognizing that people's actions and decisions are influenced by the environment and culture in which they work, we continue to invest in human performance and behavioral safety capability and techniques, which are the foundation of our business. As an example, our TechOps team engaged industry leaders in behavioral science to develop a program for over 11,000 team members who will be trained in Advanced Error Reduction in Organization's tools and techniques.

At Delta, we are committed to running the safest operation possible and embrace the principles of Just Culture through reporting of safety hazards, and peer-to-peer or manager-to-employee led safety observations and conversations. That commitment is also demonstrated by our consistent reinforcement to our frontline people that they are empowered to slow down or stop the operation if they feel it is necessary to do so to maintain safety.

The Aviation Safety Action Program (ASAP) is the most mature demonstration of our commitment to Just Culture. ASAP is a voluntary, non-punitive safety reporting program for all frontline operational employees that encourages proactive, confidential hazard and near-miss reporting. ASAP aims to embolden a healthy safety culture through its collaborative approach to risk identification and mitigation. It offers Delta pilots, mechanics, flight attendants, ground employees, dispatchers, and load planners a human performance-focused safety reporting program that allows for early detection of hazards and a systems approach to event review and continuous improvement. The goal of ASAP is to prevent future safety events. Together, Delta management, the FAA, and employee/labor representatives analyze the reported hazards and make recommendations to the company, the FAA, ATC, or even manufacturers to mitigate risks in the operation.

## SAFETY ON THE GROUND



Many enhancements were made in 2019 to improve the working environment and the equipment and technologies our employees and partners utilize daily. On the ground, our Airport Customer Service (ACS) team continues to look at ways to minimize the risk exposures inherent in working on the ramp and handling bags. We introduced 55 Power Stow belt loaders in 2019, with plans for additional units in the future. These belt loaders reduce the exposure of baggage handlers to motion-related injuries while manually stacking bags in the aircraft hold. Installation of new safety-critical devices are underway on tugs and other ground support equipment (GSE) vehicles across our operation, including engine cutoff switches to prevent uncommanded movement, and telematics, improving on the ground navigation and decreasing the risk of accidents. Divisional verification and assurance programs were also enhanced in 2019, increasing the number of observations across the operation, specifically focusing on our Serious Injury or Fatality Potential events.

In addition to internal assurance programs, Delta's Corporate Quality Assurance (QA) team conducts audits at our airports to review required documentation and interviews employees to confirm that safety expectations are met. In 2019, this team completed over 800 detailed safety audits across our domestic and international airports, focusing on Ground Operations, Cargo, De-Icing and Fueling. These reports go along with leadership's local self-audits to identify areas that need attention. Data from these evaluations also are used when investigating incidents to correlate causal factors and identify topics that may need systemwide attention.

The TechOps team continues to observe the SEAT approach for proactive safety observations and conversations in the operation. The Maintenance group also introduced an innovative new technology that provides digital tools, available via handheld devices, to complete advanced ergonomic assessments and training in real time.

### SEAT — SAFETY OBSERVATIONS



**STOP**  
the unsafe  
behavior



**ENGAGE**  
in a friendly way



**AGREE**  
on a safer way  
to proceed



**THANK**  
them

Finally, we continue to promote and reinforce "The Lifesavers" across all divisions. These are division-specific rules to prevent serious injury or fatality. Testimonial training videos, featuring lessons learned from employees who sustained an injury, further reinforce the Lifesavers safety message.

# 22

#### OSHA VPP Sites

Delta is proud to have 22 OSHA Voluntary Protection Program (VPP) Star locations in the United States and is still the only major airline with OSHA Corporate VPP status.

# 1.3

#### Delta VPP Sites Total Recordable Injury Rate

Industry average is 6.7.  
Source: Bureau of  
Labor Statistics.

**F**light Operational Quality Assurance (FOQA) is the program we use to ensure the safety and efficiency of flights. Onboard recorders measure thousands of aircraft parameters, producing vast amounts of data that allow us to identify vulnerabilities and areas for improvement. Delta Flight Safety employs a data modeling and analysis team that continuously monitors system performance to proactively identify risk and implement effective operational solutions. The data we gather is also used to produce animated videos for training purposes. The success of FOQA requires the cooperation of diverse stakeholders and we view it as a testament to the strength of the relationships among and safety focus of the management and labor teams at Delta. Additionally, we use this valuable information for predictive maintenance, propulsion engineering and fuel conservation.

We have added to our existing range of apps to make reporting safety concerns easier for our employees, including a Smoke and Fume App and a Turbulence App, which allow Flight Attendants to provide the critical facts following a smoke and fume or turbulence event in real time via a straightforward form. The Apps are accessed using the Delta SkyPro, a handheld device carried by all Delta flight attendants.

Our In-Flight Service (IFS) Team proactively built safety into daily routines via “CARE conversations.” These safety conversations between flight attendants and leaders focus on reviewing recent injuries and offering recommendations for changes to work methods to avoid injury in the future. CARE Conversations are complemented by the “I’ve Got Your Back” (#IGYB) movement, an employee-owned safety program that is fundamental to promoting peer-to-peer safety within the IFS team, with #IGYB champions in 19 bases. These champions engage their fellow flight attendants in lounges, concourses, and at gates to take the safety message to their peers.

Delta’s Dangerous Goods Management Group manages and oversees handling of dangerous goods, as well as implementation of companywide dangerous goods policies. The program, operated as part of our quality management system, is tasked with establishing hazardous materials and dangerous goods standards, evaluating operations against those standards, recommending appropriate improvements, and promoting awareness and compliance.

Delta understands the risks associated with carrying regulated materials onboard and accepts and transports hazardous materials through our Cargo/Airport Customer Service division, as well as transporting company-required materials to TechOps facilities. Delta’s HazMat program is designed to ensure compliance with applicable regulations, as well as the International Civil Aviation Organization (ICAO) technical instructions. In a further effort to ensure the safety of our employees and customers, all Delta employees who may be required to handle any type of hazardous materials are trained annually through an FAA-approved training program.



## SAFETY IN THE SKIES

### SAFETY INITIATIVES

Delta participates in and leads multiple industrywide safety initiatives. For example, we participate in a working group that uses the FAA’s Aviation Safety Information Analysis and Sharing (ASIAS) system. ASIAS promotes the open exchange of de-identified safety information to continuously raise awareness and standards in the industry. We also are an active participant leader and member of the Flight Safety Foundation, Commercial Aviation Safety Team (CAST), International Air Transport Association (IATA), National Safety Council and International Society of Air Safety Investigators.

TOTAL DANGEROUS GOODS  
**CARGO VOLUMES**



**139,531 FLIGHTS**



**469,035 PIECES**



**13,074,973 KG**  
28,825,381 lbs

# SAFETY FOR OUR CUSTOMERS

Our in-flight medical capabilities seek to provide best-in-class safety that exceeds FAA regulatory guidance for onboard medical equipment, supplies and medication.

To help us respond quickly to an emergency in the air, Delta accommodates passenger-specific, battery-operated medical devices, including portable oxygen concentrators that have been preapproved by the U.S. Department of Transportation and Delta to ensure compatibility with aviation electronic systems.

We voluntarily contract with STAT-MD, a division of emergency medicine services of the University of Pittsburgh Medical Center. STAT-MD provides 24/7 ground-based medical support for all domestic and international in-flight medical events, in addition to pre-flight medical fitness-to-fly consultative support. STAT-MD physician consultants are board-certified emergency medicine physicians who understand Delta's onboard medical capabilities and the effects of altitude on physiology in flight. During in-flight medical occurrences, these trained physicians consult from the ground and provide treatment recommendations, which could include diverting a flight to the closest airport to provide a patient with more immediate medical care. This consultation happens in collaboration with pilots in the flight deck, flight attendant first responders, customer medical volunteers, if available, and the flight's dispatcher from the Operations and Customer Center.

In 2019, we introduced Narcan nasal sprays to help reverse opioid overdoses. In addition, we held 25 hands-only cardiopulmonary resuscitation (CPR without rescue breaths) training events, resulting in over 2,000 Delta employees learning the lifesaving technique.

## Safety Across Our Network

With our codeshare partners and members of our SkyTeam® Alliance, Delta is committed to safety collaboration that goes beyond regulatory requirements. The DOT and FAA require audits of each of our partners every two years to ensure conformity to ICAO requirements. The IATA Operational Safety Audit (IOSA) program is one of the methods that Delta utilizes to conduct the audits. These audits last roughly five days each and include hundreds of elements, ranging from flight operations, maintenance and cabin service to ground and cargo handling. In between audits, we monitor major changes and safety, security or quality incidents.

We believe that these standards are purely a foundation. Delta and its alliance partners are committed to safety and security across all partnerships through:

- Monthly sessions with our Delta Connection partners, wherein each reports on safety and security metrics, shares corrective actions and mitigation plans on safety hazards, and recommends best practices.
- Routine sessions with heads of safety for each of the 19 SkyTeam partners. This organization includes six working groups that focus on operational safety, ground safety, emergency response, quality and compliance, security and safety promotion.
- Dedicated sessions with our equity and joint venture partners.
- SMS Effectiveness Assessments, conducted jointly, provide tailored insights into our safety performance and a safety improvement roadmap.



**INTRODUCED  
NARCAN  
NASAL SPRAY**



**25  
HANDS-ONLY  
CPR EVENTS**



**2,000  
CPR TRAINED  
EMPLOYEES**

# SECURITY



Delta's "All Hazards" approach guides our Business Continuity and Emergency Response teams in facilitating a companywide framework that proactively identifies threats that have the potential to disrupt our business. Some threats are outside of Delta's control; thus, our Corporate Crisis Center response protocol places less emphasis on the actual event type, and more on the training and experience of our divisional responders. Their understanding of our response process, along with being closely attuned to how their area of responsibility fits into the response process, allows us to quickly develop an incident action plan that guides the strategy for response efforts. This ability to manage business disruption reduces recovery time while providing for the safety and security of our customers and employees. Frequent drills and simulations keep our responders familiar with response processes and equipped to respond at a moment's notice.

In close collaboration with U.S. government partners, we conduct regular threat assessments of all international locations Delta serves to ensure appropriate levels of protection. Delta utilizes government-provided classified information, as well as public and other private information to guide our efforts to mitigate emerging or existing threats. While mitigation measures are founded on government guidance, Delta, based on internal risk assessments, strives to go above and beyond government guidance to safeguard our customers, people and assets—no matter on the ground or in the sky.

Delta continues to build on a range of initiatives to include the engagement and empowerment of our employees as security sensors and advocates. As part of that effort, we enhanced our Advanced Situational Awareness training, as well as active-shooter and armed-attack response training that highlights the actions employees can take to be more aware of their surroundings, as well as how they can respond to support the safety and security of employees, customers, and facilities. The training was completed by more than 50,000 employees.

## SECURITY INCIDENT RESPONSE TOOL

In 2019, we expanded our tactical response and global reach by introducing a special Security Incident Response tool, allowing us to better mitigate dangerous actions or events, or circumstances that might target or unintentionally disadvantage Delta operations, brand, employee safety, or property. This tool, which can quickly expand security resources across the globe, has been adopted into the broader Delta Risk Management portfolio. This new ability provided additional resources and functionality to respond to multiple emerging events that occurred throughout 2019.





# Keep Climbing...

Keep Climbing isn't just something we say—it's something we do. We're here 95 years after our first flight because of our relentless drive to find a better way to serve our customers and our employees. And as complex and technical as running the world's most reliable airline is, the way we do it is simple and human. It's by listening to the needs, ideas and dreams of our customers, employees and partners, then charting a course that takes us there. It is the reason we never accept the status quo, leading innovation in the industry for decades, and it is why the best team in the world gives their best every day. Curiosity fuels us, innovation propels us, and humanity lifts us, so we never look back.

We only Keep Climbing.

# KEEP CLIMBING...

## FOR OUR PLANET



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# FOR OUR PLANET

We are on a journey to meaningfully impact the planet and to ensure the sustainability of our business for decades to come.

We have committed \$1 billion over the next 10 years on our journey to become carbon neutral by investing in innovation, advancing clean air travel technologies, accelerating the reduction of carbon emissions and waste, and establishing new projects to mitigate the balance of emissions.

## ENVIRONMENTAL COMPLIANCE

Our operations are subject to international, federal, state and local laws and regulations put in place to protect the environment, including mandates related to greenhouse gases and other air emissions, noise reduction, water discharges, aircraft drinking water, storage and use of petroleum, and the management and disposal of hazardous waste, substances and materials.

Compliance with these laws and regulations is a starting point for protecting the environment, but regulations are minimum requirements for us. Where we can, we ensure that our operations have the lowest possible environmental impact. And where regulations do not exist, we operate responsibly by following best practices. We innovate on the basis of our own operational knowledge and experience, and in the event of an environmental incident, we respond promptly, coordinating with applicable regulatory authorities to address and mitigate any impact and to prevent a recurrence.



## MANAGEMENT APPROACH TO ENVIRONMENTAL COMPLIANCE

### ENVIRONMENTAL PROGRAMS MANUAL (EPM)

Our internal policy and compliance management protocol document explains how to follow environmental regulations. The EPM is managed at a corporate level and is regularly updated to ensure that it addresses all applicable federal, state and local environmental regulations, in addition to best practices for all Delta's U.S.-based operations.

### ENVIRONMENTAL POLICY

Publicly available policy outlining our commitment to conduct our operations in an environmentally sustainable manner.

### SCHEDULED COMPLIANCE VISITS

These routine informal, nonregulatory visits are conducted internally to reinforce training and to provide additional guidance and feedback to station environmental personnel and divisional leaders. They also enable more comprehensive visits on an annual basis, which enables quick identification of areas in which to make operational and process improvements, as well as the provision of corrective action plans.

### ENVIRONMENTAL MANAGEMENT SYSTEM (EMS)

Works alongside the EPM to manage and track station-specific environmental roles, responsibilities, records and documents for complying with regulations on an airport-specific level.

### ENVIRONMENTAL MANAGEMENT INFORMATION SYSTEM (EMIS)

A web-based tracking tool tailored to our unique needs that works in conjunction with a station's EMS to ensure timely compliance of scheduled environmental tasks.

### ENVIRONMENTAL COORDINATORS (ECs) & ENVIRONMENTAL REPRESENTATIVES (ERs)

Our daily hands-on environmental compliance leads, who are located at all mainline airport stations and maintenance locations where Delta operates. They are responsible for coordinating all environmental compliance efforts, including conducting inspections, keeping records, liaising between airport environmental staff and regulatory authorities, and overseeing airport service contractors. New ECs and ERs are also required to attend in-person training sessions with an environmental compliance manager from their division. ECs and ERs who are required to use specialized equipment or who have oversight in specific compliance areas—such as stormwater, hazardous waste or drinking water—receive additional standardized compliance training in their areas of responsibility. Members of our Corporate Environmental Compliance Management team routinely work with ECs and ERs at airports to provide training and to ensure that all compliance work is monitored and audited via the same metrics and protocols system-wide.

## MANAGING & MITIGATING SPILLS

As a member of the communities where we live, work, and serve, it's important for us to protect our communities. It is why we have developed procedures for preventing releases of hazardous substances associated with our operations. Those procedures give instruction on storing and handling a wide range substances and materials, such as jet fuel, diesel fuel, gasoline, hydraulic fluid, and glycol-based aircraft deicing fluids.

In the event of a spill, our employees and business partners are trained through both computer-based and hands-on coaching to respond and to clean up in accordance with internally approved procedures that comply with external agencies. They include the following:

- ◆ Ensuring the safety of all employees, passengers and the public.
- ◆ Stopping the spill at its source and containing it as soon as it is safe to do so.
- ◆ Notifying our airport and division leadership about the incident and reporting it to government agencies as required.
- ◆ Investigating all spills equal to or greater than five gallons to determine contributing factors. If necessary, a corrective action plan is developed and carried out to complete any necessary remediation and to prevent future spills from occurring.

In 2019, we purchased two underflow dams (Water-Gate by HalenHardy®) and two booms (HARBO T-Fence by HalenHardy®) to help manage and mitigate spills to waterways. These dams feature inclined pipes to move water downstream while containing the spill behind the dam. Each is designed to be deployed quickly (in under 30 minutes) and with minimum personnel. These two systems are housed at our bulk-fuel storage facilities in Atlanta and Cincinnati to quickly assist in initially containing a petroleum release until our team's emergency-spill-response contractors can access the site.

Our total number of recordable Class I and Class II spills in 2019 was 93, which constitutes an 8% increase from 2018. This number includes a total of 25 reportable spills, which represents a 25% increase from 2018. The annual variability of spill numbers has been tied to the increased and expanded operations and variations in the frequency of fueling, fleet type, deicing events and other maintenance activities. Annual variability will continue to impact the number of our reported spills every year. For context, we transfer roughly 1 million gallons of jet fuel daily in Atlanta alone. However, compared to the total gallons of jet fuel transferred in our operations (approximately 1 million gallons per day in Atlanta in 2019 alone, the total amount of jet fuel spilled systemwide in 2019 (4,719 gallons) was very small.

### RECORDED SPILLS AND SPILL GOALS

	2017	2018	2019
Class I Recorded Spills	38	39	44
Class II Recorded Spills	55	47	49
Total Recorded Spills (Class I + II)	93	86	93
Regulatory Reportable Spills	21	20	25
Annual Spill Goal	< 87	< 90	< 90

We received two notices of violation (NOVs) from environmental regulatory agencies in 2019. Therefore, we realized our goal of not exceeding three for the year.

- ◆ One NOV from the California Air Resources Board (CARB) was related to a specialty vehicle at San Francisco Airport with an older on-road engine that had specific-use restrictions. The limited use of that engine could not be verified by a third party, and the NOV included an insignificant financial penalty.
- ◆ We received the other NOV at the Cincinnati/Northern Kentucky Airport for a stormwater discharge violation.

### NOTICE OF VIOLATION/NONCOMPLIANCE

	2017	2018	2019
Notices of Violations	3	4	2
Goal: Not to Exceed	3	3	3
Fines (\$)	0	0	\$1,000



# PROTECTING AIR QUALITY

Delta is committed to reducing air emissions, including carbon monoxide (CO), nitrogen oxides (NOx), particulate matter (PM), sulfur oxides (SOx), volatile organic compounds (VOCs) and hazardous air pollutants (HAPs).

Third-party environmental professionals review and audit our air-quality programs for compliance as needed. These audits include a multifaceted inspection of agency reporting, emissions records and work practices.

Additionally, eight Delta facilities must file routine emissions inventory reports consistent with individual state requirements. This includes tracking CO, NOx, PM, SOx and VOCs. Seven sites require emissions reporting annually, and one requires reporting every three years. The eight facilities are:

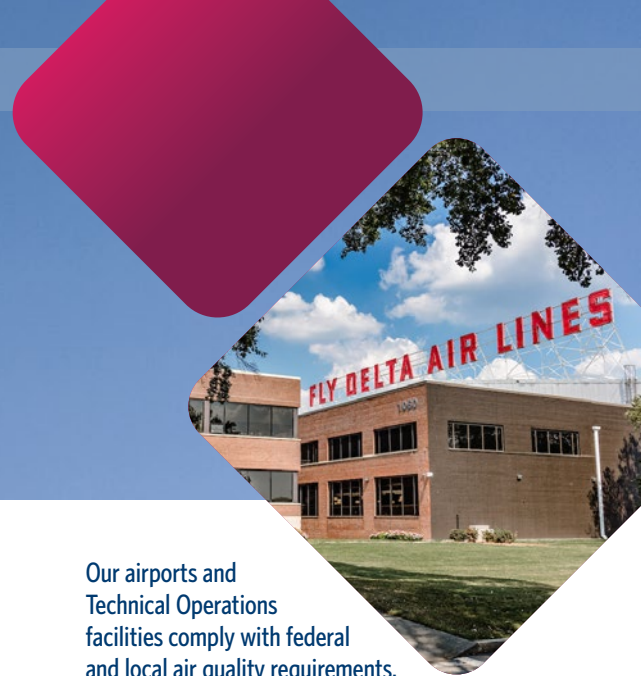
- Atlanta Technical Operations Center, Atlanta, Georgia
- Atlanta Airport Station, Atlanta, Georgia
- Atlanta Corporate Headquarters, Atlanta, Georgia
- Minneapolis Airport Station and Technical Operations Center (combined reporting), Minneapolis, Minnesota
- Minneapolis-St. Paul International Airport Office Building J, Minneapolis, Minnesota
- Iron Range/Hibbing Customer Engagement Center, Hibbing, Minnesota
- Cincinnati Airport Station, Hebron, Kentucky
- Salt Lake City Airport Station, Salt Lake City, Utah (triennial reporting)

## CRITERIA POLLUTANT EMISSIONS (TONS/YEAR)

	2017*	2018	2019
Carbon Monoxide (CO)	159.85	43.67	44.51
Nitrogen Oxides (NO <sub>x</sub> )	133.42	102.30	133.90
Particulate Matter (PM)	24.21	23.12	15.52
Sulfur Dioxides (SO <sub>2</sub> )	12.21	13.20	14.97
Volatile Organic Compounds (VOC)	179.54	155.30	119.09

\* 2017 reporting includes data from the Salt Lake City Airport Station, which requires reporting every three years.

Ground Support Equipment (GSE), which services planes between flights, also can contribute to air emissions and affect local air quality through fuel use. During 2019, we increased deployment of electric GSE and to use alternative fuels in this equipment. Future efforts will focus on Boston-Logan International, Newark-Liberty, John F. Kennedy, LaGuardia, Portland International, Salt Lake City airports and California stations.



Our airports and Technical Operations facilities comply with federal and local air quality requirements. In 2019, we submitted Title V Air Permit renewal applications for four sites, as required by federal regulations for routine updating and reissuance. In November 2019, the Georgia Environmental Protection Division renewed the Title V permit for our General Offices in Atlanta. Working with the Georgia Environmental Protection Division and Minnesota Pollution Control Authority, we expect the remaining three permits to be renewed in 2020.

## AIR QUALITY IN CALIFORNIA

California's air quality requirements are more stringent than the federal and state requirements that apply to our other domestic operations. In an effort to lower overall airport emissions, we worked with the South Coast Air Quality Management District on airport memorandums for GSE (ground support equipment) emissions at Los Angeles International Airport, Ontario International Airport and John Wayne Airport.

We regularly report to the California Air Resources Board (CARB) and Los Angeles World Airports (LAWA), and have systematically upgraded older parts of our GSE fleet to newer, lower-emissions vehicles. We have also worked with the airports to ensure charging infrastructure for use of electric vehicles is sufficient for demands. By January 1, 2020, we attained the combined GSE fleet target of 0.1 grams per brake horsepower hour for diesel airborne toxic control measures.

## AIRCRAFT DRINKING WATER

The quality of aircraft drinking water is a top priority to ensure customer safety and satisfaction. Each plane is equipped with a tank system that holds anywhere from 38 to 290 gallons of potable water, depending on aircraft size and type. This water is needed for hot tea and coffee made in the galleys, while regular drinking water is served from bottles. The onboard water system also supports sinks and commodes in the lavatories.

Delta sources local water from municipal water sources that have been approved by the Environmental Protection Agency (EPA) as public water systems. U.S. public water systems are held to the EPA's National Primary Drinking Water Standards.

As required by the EPA's Aircraft Drinking Water Rule, we disinfect the potable water tanks on each aircraft four times per year, perform aircraft water quality sampling once per year, and report this information to the EPA on an ongoing basis.

For international locations where we board water, we apply the EPA's requirement that water be absent of total coliform bacteria, an indicator of potential water contamination. If coliform is detected in any water sample, we perform prescribed corrective measures at the earliest possible opportunity for each aircraft. These measures include further disinfection of the water tank and follow-up sampling.



# WASTE MANAGEMENT

Reducing waste throughout the operation is an ongoing goal of the company, key to meeting our environmental compliance commitments and lowering our overall environmental impact. We manage three different types of waste streams each of which varies by material type and regulatory handling requirements: hazardous waste, nonhazardous waste and recyclable or reusable materials.

## Hazardous Waste

While hazardous waste generation as a whole increased, we expect to see future reductions due to fleet modernization which will reduce hazardous waste from our aircraft operations.

## Recyclable/ Reusable Materials

We continue to assess our waste streams and waste handling operations to identify high-value materials for reuse and recycling, as well as ways to minimize what we send to landfills.

## Nonhazardous Waste

We upcycle and derive additional use from parts through our subsidiary Delta Material Services (DMS), utilizing facilities and manpower when it comes to aircraft parts. We are also looking at sustainability metrics, such as recycled content in products we purchase, as well as what the end-of-life plan will be when we can no longer use a product.

## HAZARDOUS WASTE

The generation of hazardous waste is a function of operating a safe and compliant commercial airline. We recognize the negative societal and environmental impact of improper handling and disposal of hazardous waste—including the potential harm to the health of our employees and local communities. Accordingly, we have initiatives in place that are intended to ensure proper management and disposal of hazardous waste in compliance with applicable regulatory requirements. Our hazardous waste is carefully managed by vetted and approved vendors that are bound by contract to ensure the safe and compliant handling of all waste that is generated. We also proactively track and monitor our hazardous waste generation throughout the system.

Delta has waste minimization plans at all large-quantity generator locations; we have also set goals to reduce hazardous waste generation, the progress of which are monitored on a monthly basis.

- ◆ Our goal is to show absolute year-over-year improvement in hazardous waste generation. Establishing this goal increases transparency and compels us to continuously identify ways to reduce our environmental impact.
- ◆ In 2019, we generated a total of 670 tons of hazardous waste at these facilities, compared with 444 tons in 2018 (the same tracking method was used for both years). This represents a 51% increase year over year. The increase resulted from the rise in maintenance activity necessitated by the opening of a new Rolls-Royce center in Atlanta. In addition, a new engine test cell was added to support this center. While these activities resulted in increased hazardous waste generation, our enhanced waste management practices to reduce perishable chemicals throughout our system has had a positive impact on the amount of hazardous waste made. Our newer aircraft also have different maintenance requirements than the older aircraft they replace. We expect this will result in reduced hazardous waste generation in the future from maintenance activities.



## NONHAZARDOUS WASTE

Delta-generated nonhazardous waste includes waste from operations, maintenance and construction activities at airports and other locations where partners separate our materials and send us waste stream volumes. We strive to minimize waste sent to a landfill but given the complexity of operating these diverse waste streams, not all nonhazardous waste generated can be recycled or diverted from a landfill. In 2019, we re-classified certain waste streams and improved and changed our reporting platform, allowing for a broader capture of waste volumes which is reflected in the total tons landfilled.

We seek to identify materials and opportunities to maximize our landfill diversion, and we target year-over-year reductions.

- ◆ In 2019, we produced 4,806 total tons of nonhazardous landfill waste from Delta operations alone—an increase from 1,015 tons in 2018. The increase was due to a change in the way we track our metrics and the addition of Rolls Royce facility to the Atlanta Technical Operations Center.
- ◆ In addition, we had 10,000 tons of waste from multiple airport redevelopment projects that resulted in large amounts of construction-related debris removal. This number does not include normal trash or refuse from our airport operations, and it was a one-time only occurrence.

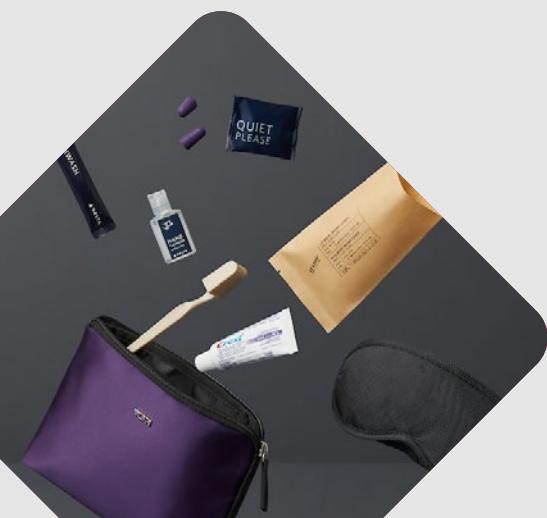
### NONHAZARDOUS WASTE GENERATION (TONS)

MATERIAL STREAMS	2017	2018	2019
Landfilled or Incinerated Materials	1,135	1,015	4,806
Landfilled Construction Debris	--	178,567	10,000
Recycled Material	1,529	1,345	1,220
Reused/Upcycled Materials	19	175	0*

\* Programs and upgrades that would provide upcycling materials were not executed in 2019.

## SINGLE-USE PLASTICS

In 2019, we removed a variety of single-use plastic items equal to the weight of almost two Boeing 757 aircraft. The elimination included stir sticks, wrappers, utensils and straws from Delta aircraft and Delta Sky Clubs, as well as plastic wrap from international Main Cabin cutlery. We also eliminated unnecessary plastic wrapping from Delta One amenity kits and continue to review all the plastics used in our onboard service.



## ZERO-WASTE OPERATIONS

In 2019 we achieved zero-waste operations—which we define as 90% waste diverted from landfill—at three Delta Sky Club locations: Seattle, Minneapolis-St Paul and San Francisco. These Delta Sky Clubs recycle packaging, compost leftover food and provide eco-conscious food service items.

## IN-FLIGHT RECYCLING PROGRAM



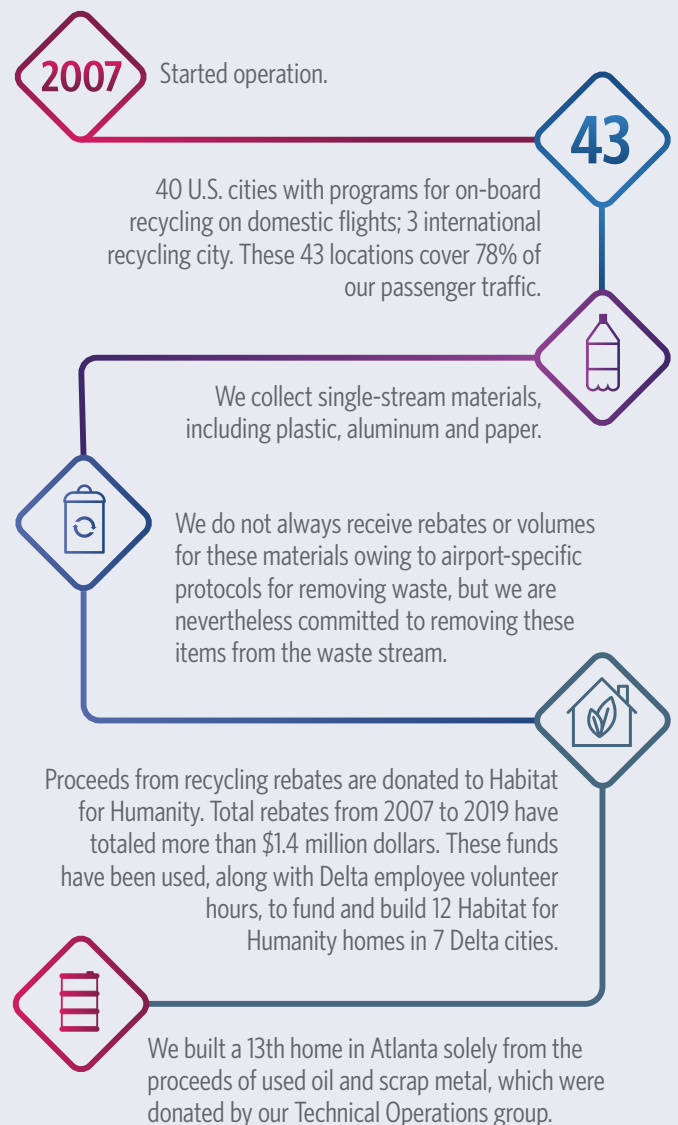
## IN-FLIGHT RECYCLING CHALLENGES

The price of recycled commodity products on the open market continued to fall in 2019, primarily due to lack of demand. In some instances, recycling costs us more than it would to landfill material. As a result, despite volumes that were consistent, our recycling rebates and consequently our recycling-derived donations to Habitat for Humanity dropped by more than 80%. We expect this situation to continue for the foreseeable future.

At most domestic locations, we encounter challenges in measuring diversion rates and understanding trends for recycling efforts because our waste streams may become intertwined with those of all other airlines at the airport. This lack of segregation and access to recycling data makes it a constant challenge to determine the true volume of our recycling program.

The U.S. Department of Agriculture considers materials from international flights contaminated by meat, dairy and/or produce to be regulated waste, which must be thermally treated to ensure there is no contamination to domestic U.S. agriculture. Similar rules apply in other countries we fly to. For this reason, our greatest international recycling challenge remains determining the best approach for collecting and separating materials while keeping recyclable materials uncontaminated both onboard the aircraft and upon arrival at the international flight kitchen.

## IN-FLIGHT COMINGLED RECYCLING PROGRAM



# ENVIRONMENTAL SUSTAINABILITY

## CLIMATE CHANGE, EMISSIONS & AIR FLEET

As we connect people with communities, experiences and one another, we are committed to doing our part to build a better world. As a purpose-driven and values-led company, we will reduce our environmental impact. We led the U.S. aviation industry by launching the first carbon offset program in 2007, making it easy for customers to reduce the environmental impact of their travel. Delta is also the only major airline to voluntarily cap carbon emissions at 2012 levels by purchasing carbon offsets. As we look to the future of aviation, we will focus our efforts to reduce our impact on jet fuel, which is the primary contributor to our carbon footprint.

We are committed to working with partners across our industry to find meaningful business solutions that decrease the industry's impact. Our \$1 billion investment over the next ten years in initiatives that will limit the impact of global air travel on the environment attests to our commitment. We will invest in spearheading innovation, advancing clean air travel technologies, accelerating the reduction of carbon emissions and waste, and establishing new projects to mitigate the balance of emissions.

### Our goals for this initiative include:

#### CARBON REDUCTION

Reducing Delta's carbon footprint through enterprise-wide efforts to decrease the use of jet fuel and increase efficiency. Areas of focus include an ambitious fleet renewal program, improved flight operations to reduce use fuel use, weight reduction to help improve fuel efficiency, and increased development and use of sustainable aviation fuels.

#### CARBON REMOVAL

Investing in innovative projects and technology to remove carbon emissions from the atmosphere that go beyond the airline's current commitments and investigating carbon removal opportunities through forestry, wetland restoration, grassland conservation, marine and soil capture, and other negative-emissions technologies.

#### STAKEHOLDER ENGAGEMENT

Building coalitions with our employees, suppliers, global partners, customers, industry colleagues, investors and other stakeholders to advance carbon reduction and removal goals and to maximize our global impact.

While we stand by this commitment, the financial repercussions from the global reach of COVID-19 were felt throughout the company and in all departments. We will retire some offsets toward our 2019 flights, but we expect the cumulative emissions from FY19/20 to be lower than our internal emissions cap level (at 2012 levels) because of what was nearly a global freeze on airline travel.

## SUSTAINABILITY GOVERNANCE AND MANAGEMENT STRATEGY

Delta’s stakeholders expect us to produce sustainable and responsible positive financial results while investing in healthy communities, maintaining a robust workforce and protecting natural environments. Collectively, these expectations drive our approach to Environmental, Social and Governance (ESG) sustainability and responsibility. For this reason, sustainability at Delta is defined as meeting the company’s financial goals of growth and profitability over time through innovative business practices that minimize the environmental impact of Delta operations and promote the health, welfare and productivity of the individuals and communities we employ and serve.

### Delta Board of Directors Corporate Governance Committee

The highest governance body for ESG oversight, which includes climate change and environmental sustainability efforts; the charter includes responsibility for the oversight of Delta’s sustainability efforts and progress.

### Senior Vice President/ Chief Sustainability Officer

This position is responsible for day-to-day management of climate change and environmental sustainability issues, and for establishing the direction of Delta’s sustainability efforts and its sustainability standards. This individual also chairs the Executive Environment and Leadership Council (EELC).

### EELC

Senior-level executive council responsible for the approval of Delta’s environmental sustainability and emissions strategies, programs and annual goals. This council also provides advice and recommendations to the CEO and Corporate Leadership team on issues related to environmental sustainability, resilience planning and climate change. The EELC consists of individuals from corporate real estate, fuel management, flight operations, technical operations and brand management, among other sectors.

### Delta Risk Council

Cross-divisional group that develops risk mitigation strategies and updates its assessment of risks as operational conditions change.

Delta’s annual Flight Plan guides the strategy and action items for both short and long term activity for the company. Certain metrics related to climate strategy remain on the annual Flight Plan year over year, including a metric on fuel/fleet efficiency and emissions reduction.

Because fuel accounts for a significant portion of Delta’s costs, any efforts to save fuel and reduce fuel expenses (new aircraft, fuel savings initiatives) directly impact Delta’s pre-tax income, which in turn affects profit sharing for all employees and the attainment of targets in annual incentive plans in which the CEO participates.

Our other short- and long-term climate and sustainability actions are driven by the following:

- Delta Flight Plan, which outlines our annual corporate goals for the year, is updated annually with key metrics and visions for the company
- Environmental Policy
- Carbon Emissions Policy
- Delta’s \$1B commitment over the next ten years on a journey toward carbon neutrality, driven by our Sustainability Principles:

**Action**

**Innovation**

**Collaboration**

**Evolution**

**Transparency**

Air travel accounts for about 2% of global carbon emissions. Within Delta, jet fuel makes up 98% of our carbon footprint. We recognize the impact of our emissions contribution on climate change and our role in helping to mitigate the carbon footprint of air travel.

Given the scope of Delta's emerging risks, including environmental sustainability and climate change, our strategic approach to addressing risk is part of a company-wide risk management process.

## CLIMATE RISK



## CLIMATE RISK AND STRATEGY

### Sustainability Strategy

Our sustainability strategy includes evaluating various risks and opportunities associated with climate change to determine how we can integrate them into our short-, medium- and long-term planning. Both transition and physical risks are evaluated as part of this process.

#### TRANSITION RISK

##### REGULATORY & POLICY

We consider the risk (financial, scope, etc.) of current regulations, such as EU ETS, in addition to some environmental taxes that are placed on Delta and/or our passengers. Examples are the Palau tax and Germany and UK taxes. Because there's a financial impact, we consider all potential regulations (as discussed at an industry level) to ensure we are evaluating the risk appropriately. Emerging regulations such as CORSIA are a large part of our assessment, and we continue to evaluate the risks associated with CORSIA, as we believe this should be the only global scheme to address international aviation emissions. In addition, evaluating other regional schemes continues to be part of our climate assessment, as Delta would pay multiple taxes or fees for the same fuel if both CORSIA and another regional scheme applied. As there could be a financial impact, we track and consider all applicable emerging regulations (as discussed at an industry level) to ensure we are evaluating the risk appropriately.

##### TECHNOLOGY

Our evaluation of technology risk is currently tied to emerging regulation, such as the ICAO new aircraft CO<sub>2</sub> emissions standard which will reduce the impact of aviation greenhouse gas emissions on the global climate. Standards or regulations related to new aircraft technology improvements will impact how airline operators can transition to a low-carbon economy.

##### MARKET

We evaluate risks, such as a possible shift from air travel (business travelers) for face-to-face meetings to using remote/telework options. We also evaluate the possibility of a change in consumer behavior driven by the perception that flying has a negative impact.

##### REPUTATION

Public concern about climate change may enhance the reputation of airlines that are perceived as being proactive in their handling of greenhouse gas emissions. We address this by considering how we communicate our actions with regard to climate change and by ensuring that we educate and engage stakeholders.

#### PHYSICAL RISK

##### ACUTE PHYSICAL

Our operations are impacted by severe weather, natural disasters and seasonality. Severe weather conditions and natural disasters (or other environmental events) can significantly disrupt service and create air traffic control problems. These events decrease revenue and can also increase costs. In addition, increases in the frequency, severity or duration of thunderstorms, hurricanes, typhoons or other severe weather events, including those from changes in the global climate, could result in increases in delays and cancellations, turbulence-related injuries and fuel consumption (to avoid such weather), any of which could result in loss of revenue and higher costs. The impact of this risk is regularly assessed by our Operations Customer Center in order to prepare for disruptions from weather events.

##### CHRONIC PHYSICAL

One of the major constraints on an aircraft's revenue-generating ability is the amount of payload it can carry at takeoff. This is influenced by air density. Increased mean temperatures result in lower air density and consequently a lower takeoff performance, reducing the payload capability of an aircraft while increasing fuel costs. This effect is pronounced at high-altitude airports, which have lower air density due to their elevation, such as Delta's hub in Salt Lake City. Chronic physical risks also impact the airports we serve that are coastal, at sea level and more prone to flooding. As with acute physical risks, these are assessed by our Operations Customer Center.

## CLIMATE OPPORTUNITIES

## FLEET

Increases in fuel- and CO<sub>2</sub>-related costs as a result of international agreements, carbon taxes, cap and trade schemes, fuel taxes and regulations, and voluntary agreements provide Delta with additional incentives to implement other fuel conservation initiatives, thereby lowering Delta's fuel expenditure and mitigating Delta's environmental impact. Any reduction in fuel consumption results in reduced exposure to GHG emissions and less sensitivity to changes in the cost of carbon and fossil fuel. New, we believe new, more efficient aircraft will produce the biggest impact on our efficiency and our ability to reduce absolute greenhouse gas emissions. Over the past few years, we have reduced the number of regional aircraft and depended on larger aircraft, such as the Boeing 717-200, to achieve the same capacity with fewer takeoffs and landings, thereby improving overall efficiency.

Our commitment to addressing climate change is a factor in the way we manage our fleet. We balance technological improvements available in new aircraft with a desire to build a fleet that is sustainable for the long-term and that maximizes the useful life of our planes. Our \$8.4 billion in cash flow from operations in 2019 helped fund \$4.9 billion in capital expenditures for the business. As part of our multiyear fleet transformation, in 2019 we took delivery of 88 new aircraft, including A321-200s, B-737-900ERs, A350-900s, A330-900s, and A220-100s.

As a result of COVID-19 and the need to park aircraft, Delta retired the MD-99, MD-90 and the Boeing 777 earlier than previously planned.

## FUEL

As Delta works toward achieving the goal set in February 2020 (committing \$1B over the next 10 years in an effort to achieve carbon neutrality), part of its efforts will be assessing the role sustainable aviation fuel plays in the portfolio. To do that, we will be evaluating multiple feedstock types, technology types and locations, as well as attempting to understand the life cycle of emissions reduction. We will also evaluate incentives against the current premium of Sustainable Aviation Fuel (SAF) to determine the role that offtakes and investments may play in helping to reduce our footprint while we scale SAF for the industry.

Currently, alternative jet fuel can constitute up to 50% of a blend with conventional jet fuel. The potential financial impact of using this at 1c per gallon for 50% of our obligation equals more than \$20M in additional costs. In reality, the premium is much higher, and the percentage of our fuel consumption that can be biofuel is much less than 50%, as currently the total supply can cover only 1% of total jet fuel consumption. Even at 1% of our total consumption (approximately 41 million gallons), a 10c premium would cost an additional \$4M. An additional \$1 premium would be \$41M.

## CARBON OFFSETS

As Delta works toward achieving the goal set in February 2020 (\$1B over the next 10 years in an effort to achieve carbon neutrality), we realize that we will be largely dependent on offsets to realize our goal until new aircraft technology and SAF become available at scale. We will be looking at how carbon offsets can also support the local communities in which we live and serve while contributing to a circular energy economy (offset project types that may be able to provide feedstock for SAF in the future).

## CLIMATE ACTION

## Carbon Reduction and Avoidance

## New Fleet

- ◆ Fleet replacement currently has the largest impact on our emissions and efficiency. New aircraft are 25% more efficient per seat mile than the aircraft they replace.
- ◆ In 2019, Delta operated our first full year with the Airbus 220—our newest state-of-the-art aircraft, featuring best-in-class fuel efficiency—in our fleet, becoming the first U.S. airline to take delivery of the aircraft in 2018.
- ◆ In 2019, our \$8.4 billion of cash flow from operations helped fund \$4.9 billion in capital expenditures for the business. As part of our multiyear fleet transformation, we took delivery of 88 new aircraft, including A321-200s, B-737-900ERs, A350-900s, A330-900s, and A220-100s.
- ◆ As a result of COVID-19 and the need to park aircraft, Delta will retire the MD-88 and MD-90 aircraft (two of the least efficient fleets) earlier than previously planned, with both aircraft types exiting the fleet effective June 2020. In addition, Delta's Boeing 777 will be retired by the end of 2020. Delta will continue flying its fleet of long-haul next generation Airbus A350-900s, which burn 21% less fuel per seat than the 777s they will replace.



## FUEL SAVINGS

In 2019, a Fuel Board comprising senior leaders from each operating division was established to focus on promoting fuel-saving initiatives throughout the airline. A revamped Fuel Council was also launched to manage the specific initiatives. As a result of this focus from leadership and the efforts of the operating divisions, 33M gallons (or \$75M) were saved in 2019, and 325,000 metric tons of CO<sub>2</sub> emissions were avoided.

INITIATIVES	FUEL SAVINGS (gallons)	FUEL SAVINGS (\$)	EMISSIONS AVOIDED IN CO <sub>2</sub> e
Airport Initiatives, such as APU Reduction	6,600,000	\$14,982,000	65,347
Flight Operations Initiatives	8,100,000	\$18,387,000	80,198
Operational Improvements	10,700,000	\$24,289,000	105,941
Maintenance Activities	6,500,000	\$14,755,000	64,356
Savings from Delta Connection Carriers	500,000	\$1,135,000	4,950
Reducing Weight in Onboard Services	400,000	\$908,000	3,960

### REDUCING AUXILIARY POWER UNIT (APU) RUNTIME: A CROSS-DIVISIONAL EFFORT

The cross-divisional initiative that yielded the most fuel dollars and emissions reductions was reducing the run time of Delta's onboard auxiliary power units (APUs):

- ◆ Ensuring the aircraft parked at the gate is hooked up to ground power, as this utilizes one tenth of the energy of jet fuel
- ◆ Asking customers to close shades and open the vents in the cabin during summer months. These efforts keep the cabin up to 10 degrees cooler, decreasing the amount of time needed to run the auxiliary power unit
- ◆ Through the focused efforts by our ramp team, maintenance teams, flight crews and customers, we were able to save nearly 14M gallons in 2019

## SUSTAINABLE AVIATION FUEL

Sustainable Aviation Fuel (SAF) can produce more than 80% less life-cycle emissions than conventional jet fuel. As researchers are exploring the use of biofuels, Delta has developed a set of biofuel principles that will guide our decision-making and investments in this area. To be worthy of investment, we believe that any new SAF project must:

- ◆ Meet applicable technical and regulatory standards, including ASTM D1655
- ◆ Have a lower environmental impact (climate, water, air and biodiversity), including lower life-cycle carbon emissions than conventional petroleum-based jet fuel
- ◆ Ideally, come from feedstock that will not displace or compete with food crops
- ◆ Satisfy technical and functional criteria that allow biofuel to operate within the existing national fuel transport, storage and logistics infrastructure, as well as within individual airport and airline systems
- ◆ Have no adverse impact on aircraft engines
- ◆ Be reasonably cost-competitive with existing petroleum-based supply
- ◆ Advance the future availability of SAFs
- ◆ Align with Delta's reputation and creditworthiness standards

Delta engages with a range of producers and stakeholders to assess the technical, financial and regulatory challenges associated with SAF opportunities.



# FOR OUR PLANET

Delta invested \$2 million to partner with Northwest Advanced Bio-Fuels (NWABF) to determine the feasibility of using a biofuel facility to produce sustainable aviation fuel and other biofuel products. NWABF's project would utilize wood residue deposits and wood slash found on forest floors to produce the biofuel, which would qualify under an approved carbon-reducing pathway recognized by the American Society of Testing and Materials (ASTM). If feasible, NWABF plans first delivery of the fuel, which could be used at operations in Seattle, Portland, San Francisco and Los Angeles, by the end of 2023.

We also entered into an agreement with renewable chemicals and advanced biofuels company Gevo to purchase 10 million gallons per year of SAF. Powered by inedible, industrial corn products, or No. 2 corn, Gevo's patented process separates the sugar from the proteins in the corn product. The sugars are then used to make the jet fuel, while the proteins are fed to livestock. We expect the fuel to be available for use between 2022 and 2023.



## FIRST SAF FLIGHTS

In 2019, we operated our first SAF flights: the delivery of four Airbus 330-900neo from Toulouse, France, to Atlanta. In addition, we partnered with Airbus and Air BP to ensure that our next 20 A321 deliveries from Mobile to Atlanta are carbon neutral by using an SAF blend and offsets. In 2019, we had the first nine of these aircrafts delivered.

In total, these 13 flights used approximately 141,000 gallons of SAF. The SAF used in the A321 deliveries produced about an 83% reduction in life-cycle emissions, compared with conventional jet fuel.



## CARBON REMOVAL

In 2016, the International Civil Aviation Organization (ICAO) adopted CORSIA, a global plan to cap international emissions that will begin in 2021. However, since 2013 Delta has voluntarily capped its total carbon emissions at 2012 levels using offsets. Since then, we have purchased and retired more than 12 million carbon offsets from verified offset projects that have additional and permanent benefits. We have invested in a range of VCS (Verified Carbon Standard), ACR (American Carbon Registry), CAR (Climate Action Reserve) and Gold Standard projects, including renewable energy, reforestation and REDD+ (Reducing Emissions from Deforestation and Forest Degradation) initiatives that aim to prevent deforestation while ensuring that local communities benefit.

The financial impacts from COVID affected our ability to maintain carbon neutral growth in 2019. Nonetheless we are committed to becoming a carbon neutral company. This requires us to account for emissions across our business—both in the air and on the ground—and offset what we produce. The investments we make will create new projects and methods to reduce the airline industry's carbon footprint, benefiting global communities and making it easier for other organizations to explore similar options to address their own carbon footprints.

# TIST EAST AFRICA PLANTING TREES AND TRANSFORMING COMMUNITIES



TIST East Africa supports subsistence farmers as they address poverty, land degradation, and climate change through planting trees. It aims to improve the lives of some of the poorest people in the world through capacity building, leadership development, information sharing and efforts at establishing gender equality.

This is achieved through an innovative, community-led approach to tree planting. This ensures that local farmers are the architects and managers of the project on the ground, leading to benefits for themselves and their families, the land and the planet.

While other projects prevent carbon emissions, TIST farmers are planting new trees on degraded land that pulls CO<sub>2</sub> out of the atmosphere. TIST does not rely on deforestation projections, as it knows that all the carbon stored in TIST trees has been sequestered.

The trees planted by TIST East Africa have reduced global emissions by 5.69 million tonnes of carbon dioxide—equivalent to taking 1,281,404 cars off the road for a year. TIST trees also reduce the temperature of the air by evaporating water through their leaves, and they reduce the soil temperature by shading the ground.

By properly valuing and paying for the services the trees provide, climate finance in the form of carbon credits is channeled into the local economy: the farmers receive 70% of the profits from that revenue stream alongside prepayments that are allocated per living tree. Trees also provide benefits that go far beyond this payment—shelter, shade, sustenance, fertilizer, medicine and prevention of erosion, providing an audited value between \$7 and \$8 per tree planted.



Through our partnership with TIST, we have purchased more than 225,000 offsets toward our carbon-neutral growth commitment in addition to offsetting the emissions associated with travel to and from events like CES 2020 and our Investor Day.



## IMPACT FROM ENTIRE TIST PROGRAM

SUSTAINABLE  
COMMODITIES

As much as a  
**400-600%**  
increase in crop yields  
through training in  
improved agricultural practices.



CLIMATE



ECOSYSTEMS



**44,292**  
hectares of  
land restored.

**5.8 million**

tons of CO<sub>2</sub> sequestered  
by planting over

**19.8 million trees.**

**93,000+**

farmers received high-quality  
vocational training. More than  
69,000 farmers were given  
instruction on HIV/AIDS, malaria,  
typhoid, sanitation, clean drinking  
water, and hygiene. 50,000 people  
at the household level were  
provided with access to  
improved cookstoves.



**\$170+ million**

of verified economic benefits  
to communities at the base of  
the world economy.



**50%**  
of leadership is women.

**41%**  
of participants are women.

FAIR  
ECONOMIC  
RETURN

SUSTAINABLE  
ENTERPRISE

**125**

people are working  
directly with TIST.



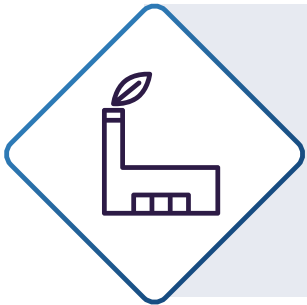
INCLUSIVITY

LIVELIHOODS

## STAKEHOLDER ENGAGEMENT

**RETAIL**

In Q4 2019, we made it easier for customers to offset their flights by creating [delta.com/co2](https://delta.com/co2). Customers enter the details of their flight, and their mileage is calculated for them. They can then choose to fund one of the six carbon offset projects that we support.

**COMPANIES**

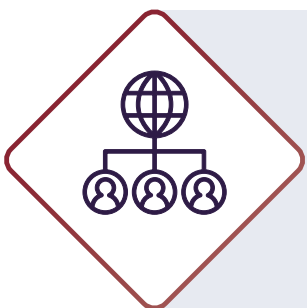
Delta has also partnered with corporate accounts to address emissions and has pilot carbon offset agreements in place with companies such as the Bill and Melinda Gates Foundation, Columbia Sportswear, Merck and UCB, a global biopharmaceutical company.

**YOUTH ADVISORY BOARD ON SUSTAINABILITY**

It's important to allow the next generation of consumers a seat at the table. That's why we formed the inaugural Youth Advisory Board on Sustainability in 2019. The 16 members range from 12 to 18 years of age and represent a total of 11 U.S. states and American Samoa; they applied for a board role through Delta's partnership with the Captain Planet Foundation. This diverse group includes environmental club leaders, social impact entrepreneurs and founders of multiple green nonprofits. They help guide and support our sustainability initiatives, particularly with respect to reducing waste in our operations, while enhancing their own personal growth and professional development.

**AIRPORTS**

We continue to work with airports on sustainability measures, including a collaboration with 12 other airlines on a work plan to reduce emissions at Seattle-Tacoma International Airport. The work plan will explore the use of sustainable aviation fuels as well as a variety of other mechanisms that could contribute to carbon and air emission reductions, including technology, operations, infrastructure and future aircraft technology.

**INDUSTRY ENGAGEMENT**

Our industry group, IATA's Sustainability and Environment Advisory Council, advises the Board of Governors, the IATA Director General and other IATA bodies on environmental matters, including climate change policy, CORSIA and climate action, through technology, operations and market-based measures to help achieve climate targets in the short- and medium-term. Our ongoing engagement with IATA and Airlines for America (A4A) allows us to influence industry position and to stay abreast of industry climate change regulations (CORSIA) and climate change goals while also providing feedback on implementation strategies to regulatory bodies and other stakeholders. Delta has been involved by sitting on ICAO's technical working group on CORSIA since its inclusion in the IATA delegation to provide input and to help shape the monitoring, reporting, verification and emissions units aspects of CORSIA. We have consistently engaged with the government (FAA, State Department), our industry group (IATA) and ICAO during the process leading up to the ICAO 39th Assembly. We plan to continue to engage with various stakeholders leading up to the implementation of CORSIA.

## METRICS: TRANSPARENCY & REPORTING

Though climate change issues continue to influence the airline industry, Delta has already focused on carbon reduction, carbon removal and stakeholder engagement to reduce our impact on the environment. As result of these efforts, we have made progress on industry climate goals as we continue to maintain high reporting standards. Specifically we have:

- ◆ Improved fuel efficiency by 1.07% per year since 2009, when measured on fuel per RTM (revenue ton mile)
- ◆ Capped our emissions at 2012 levels using carbon offsets
- ◆ Reduced our total emissions by 9% in 2019 compared with 2005 levels

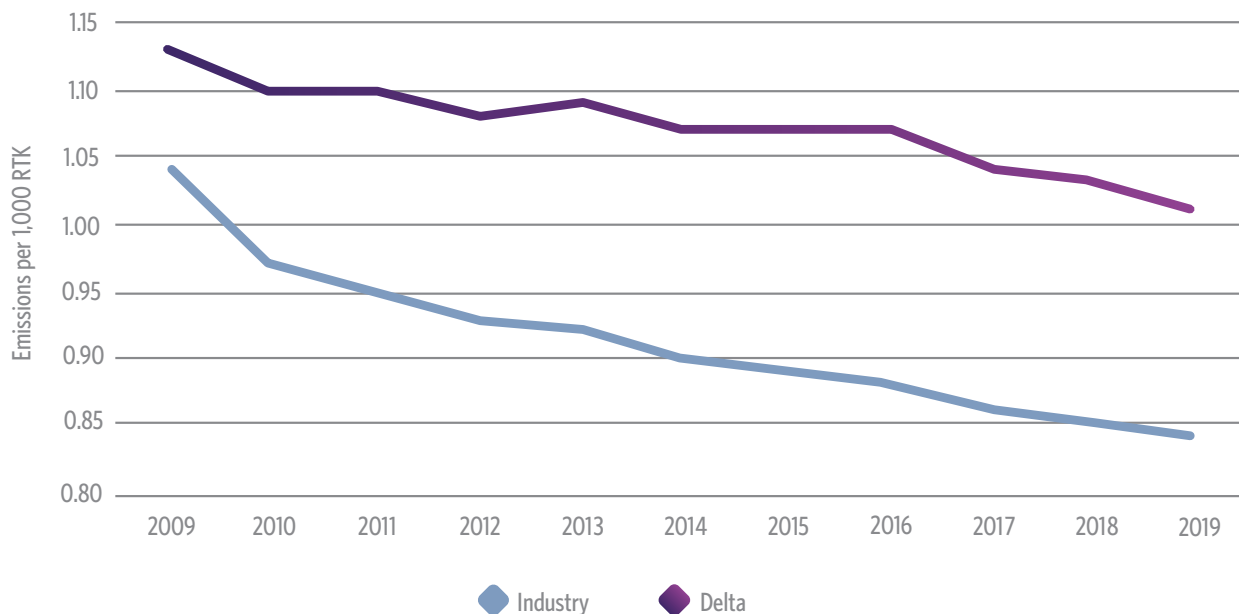
### Improved Efficiency

The IATA industry's short-term goal is to improve fuel efficiency by an average of 1.5% each year, from 2009 to 2020. This is measured by CO<sub>2</sub> emissions per 1,000 revenue tonne kilometers (RTK), or the amount of fuel needed to carry 1,000 revenue tonnes a distance of one kilometer. RTK is measured by multiplying the estimated weight of passengers and cargo by the distance it was flown. This efficiency goal accommodates business growth.

- ◆ This goal is measured only in jet fuel emissions: Delta mainline (Scope 1), Delta wholly-owned subsidiaries (Scope 1) and regional partners from whom Delta purchases fuel (Scope 3).
- ◆ Averaged 1.07% annual fuel efficiency improvement since 2009, which is below the IATA goal.
- ◆ However, over the past three years we have seen increased efficiency improvements, including 1.83% year-over-year fuel efficiency improvement in 2019, which was attributed largely to the new, more efficient aircraft.

Although the load carried (measured in passenger and cargo revenue tonne kilometers) increased by 4.43% in 2019 relative to 2018, our fuel consumption only increased by 2.52%, resulting in an efficiency improvement of 1.83%, which exceeded the IATA goal of 1.5%.

### FUEL EFFICIENCY IMPROVEMENT



## FUEL EFFICIENCY DATA

	2009	2017	2018	2019
Fuel—Mainline and All Regional* (gallons)	3,871,512,110	4,024,983,217	4,103,471,094	4,207,042,906
Revenue Passenger Miles (RPM)	189,427,180,000	217,789,957,000	225,279,795,000	237,727,342,000
Revenue Ton Miles (RTM, Passenger + Cargo)	23,136,681,962	26,155,482,716	27,002,486,783	28,199,926,688
Revenue Tonne Kilometers (RTK, Passenger + Cargo)	33,778,915,200	38,186,280,736	39,422,883,226	41,171,112,341
Available Seat Miles (ASM)	--	255,362,985,823	263,365,005,000	275,379,370,000
Fuel Efficiency: Gallons/100 Total RTM	16.73	15.39	15.20	14.92

\*Delta Private Jets not included



## EMISSIONS TREND

To continuously track progress of our carbon reduction, avoidance and removal actions, we have calculated and verified our full emissions inventory since 2005, in accordance with The Climate Registry’s General Reporting Protocol. Our verified reports are publicly available at [www.cris4.org](http://www.cris4.org).

- ◆ Scope: All emissions under operational control
- ◆ Greenhouse gas emissions included: CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs and SF<sub>6</sub>
- ◆ The retirement (in a registry) of any carbon offsets for carbon-neutral growth since 2012 are also verified as part of this process
- ◆ Since 2005, we have reduced our Scope 1, 2 and 3 emissions by 9%, before the use of offsets
- ◆ Since 2013 we have voluntarily purchased and retired more than 14 million offsets, well ahead of the IATA goal of capping international emissions starting in 2021. As a result of the COVID-19 pandemic and its financial impact, we were only able to purchase 40% of the offsets needed to achieve Delta’s 2019 carbon-neutral growth goal. However, our goal to cap emissions at 2012 levels will be achieved. With our reduced flying schedule in 2020 and the 40% of offsets we purchased in 2019, our average for 2019 and 2020 will keep us at our goal of capping emissions at 2012 levels. We also remain committed to investing \$1 billion over the next 10 years to become the first carbon neutral airline globally and will continue our investments once COVID-19 is solved for.

### EMISSIONS REDUCTION SINCE 2005



## EMISSIONS INVENTORY

**SCOPE 1—Direct Emissions from Owned or Controlled Sources in metric tons CO<sub>2</sub>e**

	2005	2017	2018	2019
Jet Fuel - Mainline Delta	38,158,943	33,779,560	34,699,897	35,759,375
Jet Fuel - Wholly-Owned Subsidiaries	3,582,676	1,811,492	2,121,572	2,230,657
Fuel - Ground Support Equipment	133,194	106,294	99,951	97,992
Stationary Combust Facilities	55,593	78,632	68,306	68,039
Chemicals	3,469	1,304	1,192	1,959
Refrigerants	10,513	4,343	3,244	3,542
Emergency Generators/Fire Pumps	834	217	239	218

**SCOPE 2—Indirect Emissions from Purchased Electricity in metric tons CO<sub>2</sub>e**

	2005	2017	2018	2019
Electricity - Directly Billed Facilities	227,169	156,553	165,872	152,849
Electricity - Leased Facilities	193,249	107,057	107,588	104,407
Natural Gas - Leased Facilities	--	32,664	33,267	33,583

**SCOPE 3—Indirect Emissions in Value Chain in metric tons CO<sub>2</sub>e**

	2005	2017	2018	2019
Jet Fuel - Regional Partner Airlines	3,808,637	4,129,530	3,677,438	3,516,714



## EMISSIONS INVENTORY

SUMMARY—in metric tons CO<sub>2</sub>e

	2005	2017	2018	2019
Total Jet Fuel Emissions	45,550,256	39,720,583	40,498,906	41,506,746
Scope 1 TOTALS	41,945,222	35,781,844	36,994,401	38,161,781
Scope 2 TOTALS	420,418	296,274	306,727	290,839
Scope 3 TOTALS	3,808,637	4,129,530	3,677,438	3,516,714
Total Verified Gross Emissions	46,174,277	40,207,647	40,978,566	41,969,334
Carbon Offsets Purchased	--	2,524,277	3,293,160	1,706,500
Total Verified Net Emissions	46,174,277	37,683,370	37,685,405	40,060,531*

\*2019 emissions are still undergoing third-party verification. We will retire some offsets toward our 2019 flights, but we expect the cumulative emissions from FY19/20 to be lower than our internal emissions cap level (at 2012 levels) because of what was nearly a global freeze on airline travel. Verification of 2019 emissions data is still underway.

In 2019, Delta's total emissions were 41.9 million metric tons of CO<sub>2</sub>e, a 2.4% increase from 2018. Despite our reductions since 2005, Delta's absolute emissions have trended upward since 2012 due to a 19% increase in revenue ton miles flown. Due to COVID-19's impact, carbon-neutral in growth 2019 was not achieved. However we expect the cumulative emissions from FY19/20 to be lower than our internal emissions cap level of 2012 levels because of what was nearly a global freeze on airline travel.

We remain committed to meeting the industry's 2050 target: a 50% reduction in emissions relative to a 2005 baseline. We will continue to move forward on our path toward carbon neutrality through our \$1 billion commitment.



# KEEP CLIMBING...

## FOR OUR PEOPLE



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We're often asked,  
'What sets Delta apart?'  
And the answer is simple:  
**OUR PEOPLE.**



## Culture

The way our people care for each other and our customers defines Delta's culture.

### The Delta Difference

Since 1929, Delta people have worked diligently to build our record for delivering safe, high-quality service and for acting with honesty, integrity, respect, perseverance and servant leadership in all we do. We are proud of this legacy, as well as our well-earned reputation for excellence and integrity.

Delta consistently ranks on national lists for both employee engagement and customer loyalty. For the third straight year, Delta landed on **Fortune's 100 Best Companies to Work For** list, the only airline to do so.

To give everyday guidance to our employees and leadership, we rely on three guides for our culture:

- ◆ Rules of the Road, is our foundation and outlines core values, principles and expectations of modeling leadership at every level of the company.
- ◆ The Way We Fly, outlines our basic expectations of each other as employees.
- ◆ Delta's Code of Ethics and Business defines how we conduct business around the world and helps employees better understand their role in protecting Delta's values, culture and reputation.

### 2019 EMPLOYEE AWARDS

American Heart Association Workplace Health Achievement Index—Gold Recognition  
Companies That Care Honor Roll 2019  
Comparably Best Leadership Teams  
Comparably Top CEOs for Diversity  
Comparably Top CEOs for Women  
Disability Equality Index Best Places to Work 2019  
Forbes—America's Best Employers for New Graduates (Rank 77)  
Fortune 100 Best Companies to Work for 2019  
Fortune and Great Place to Work: Best Workplaces for Diversity 2019  
Fortune and Great Place to Work: Best Workplaces for Women 2019  
Fortune and Great Place to Work: Best Workplaces for Millennials 2019  
Great Place to Work Certified Company 2019-2020  
Indeed.com Top Rated Workplaces: 50 Best  
Indeed.com Top Rated Workplaces: Best by Veterans  
National Business Group on Health—Best Employers for Healthy Lifestyles—Gold Award  
Workforce 100 List for HR Excellence 2019  
HireVue Candidate Experience Award 2019

FORTUNE  
**100  
BEST**  
COMPANIES  
TO WORK FOR  
2019

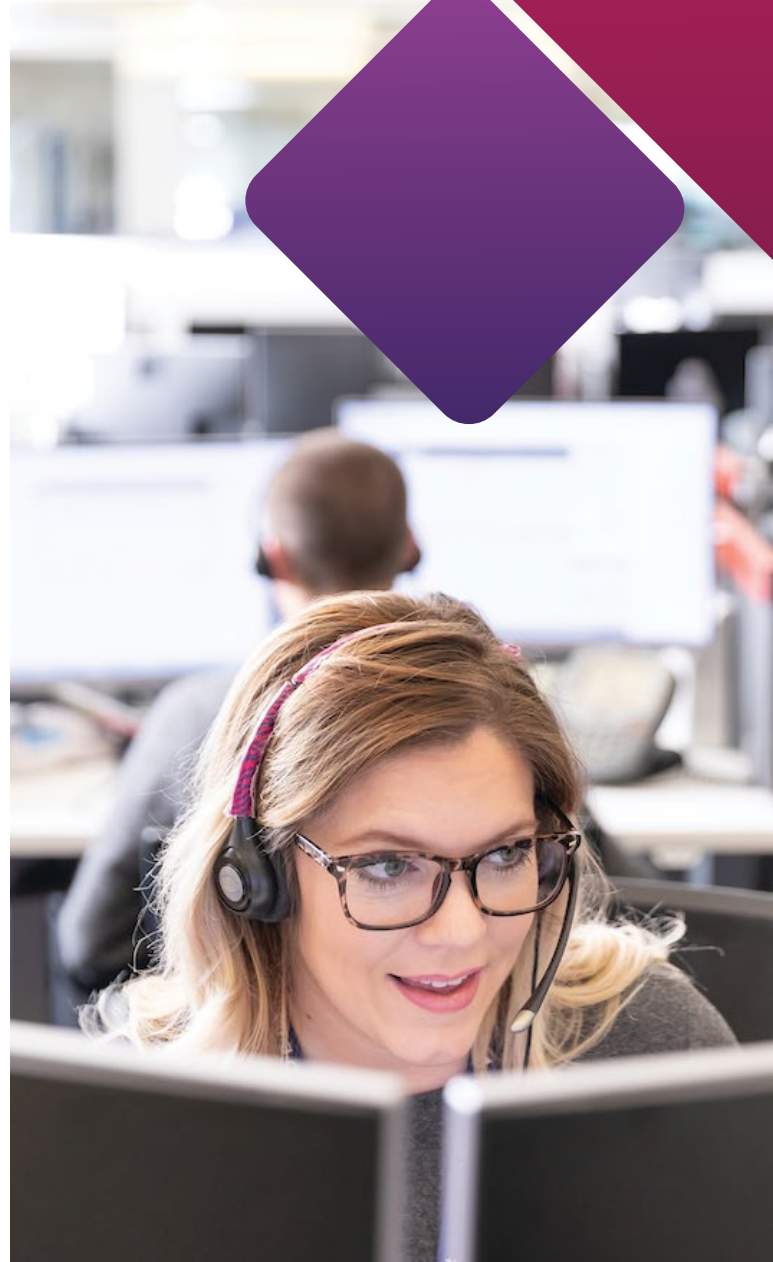
In 2019, for the third straight year, Delta landed on Fortune's 100 Best Companies to Work For list, the only airline to do so.

Delta's Code of Ethics and Business Conduct is a nonnegotiable policy critical to maintaining Delta's high level of performance. It also helps our business partners understand how we conduct business, and it provides key compliance policies that apply to interactions around the world.

All Delta employees must read, understand and follow Delta's Code of Ethics and Business Conduct, as well as report violations or suspected violations, which allows Delta to address issues as they arise. Employees are encouraged to report suspected violations to their supervisor or other manager; their HR representative or the Law Department; or through DeltaHelpline.com or through our 24/7 toll-free helpline by calling 1-800-253-7879 within the U.S. and Canada.

Reports to the Helpline are answered discreetly and confidentially by an independent company that helps us respond to concerns, including, if deemed appropriate, an investigation and corrective action. Delta does not tolerate retaliation of any kind for raising concerns or making a report in good faith about a safety, ethics or compliance issue. Delta will take appropriate disciplinary action, up to and including termination, against individuals who retaliate. In 2019, we received 944 calls to the helpline.

Our long history of building and nurturing our culture has earned us deep emotional connections with each other. We care for these connections through ongoing and active listening, including formal mechanisms such as ongoing employee engagement surveys and a variety of informal measures. And when we are successful, we share our success with the people who make it possible.



## Culture of Integrity in Action

Last year, we delivered live training sessions to our colleagues globally on topics including anti-trust, conflicts of interest, anti-bribery and anti-corruption, insider trading, and trade sanctions and restrictions.

During 2019, 20,141 employees and contractors completed the Delta Code of Ethics and Business Conduct online course, a 99.02% completion rate for the relevant population. This is a 2% improvement from 2018, but still falls approximately 0.8% short of our 2020 goal of 100%.

### We also continued to expand the variety and reach of Ethics and Compliance program communications by:

- ◆ Publishing featured articles on our internal, employee-focused intranet
- ◆ Distributing printed materials throughout the company
- ◆ Building a central, online home for employees to access policies and compliance information
- ◆ Creating videos by Delta officers who discuss what compliance means to their business units for use in live and online trainings
- ◆ Providing direct communications to senior leaders to encourage participation in training

# DIVERSITY, INCLUSION & EQUITY: RESPECT THE WORLD, REFLECT THE WORLD

## A More Inclusive Workplace

As a global airline, we are in the business of bringing people together. And to be able to unite the world, we believe that our company must reflect the diversity of the world and serve as a model of inclusiveness. With that goal in mind, Delta's diversity and inclusion strategy focuses on three strategic imperatives: **seeking diversity, promoting inclusion and driving accountability**. The strategy is supported and measured by Delta Vision 2020, a three-year plan to increase diversity, particularly in leadership roles. Delta Vision 2020 is supported by Delta's Diversity & Inclusion Council, a senior cross-divisional group that meets regularly to evaluate corporate and divisional metrics, programs and proposals that align with the company's strategic imperatives. The Personnel & Compensation Committee oversees the company's progress with this strategy and has incorporated a diversity update as a standing meeting agenda item.

## Gender Equality

Creating an inclusive environment in a predominantly male industry means advocating for and championing women. Delta works to dismantle barriers to career entry and advancement, with 25 female leaders in officer positions. Conversations about women in the workplace are encouraged through our Business Resource Group (BRG), SHE, which creates a forum for women and allies to connect and guide major business decisions. Delta remains committed to pay parity in both administrative and front-line roles, but we recognize that there is more work to be done.

## Diversity & Inclusion Training

Promoting inclusion through education and training is a priority for us. We want to strengthen Delta's inclusive culture by helping our employees build greater self-awareness to better respond to one another and to our customers. In 2019, we designed and launched diversity and inclusion education training for employees.



## THE NATIONAL IN-FLIGHT SEXUAL MISCONDUCT TASK FORCE

Data regarding sexual assaults on flights are elusive because no clearinghouse for data exists and the figures that are collected are not a robust representation of reality. In an effort to improve data collection, share best practices and empower flight crews to deal with misconduct, the U.S. Department of Transportation created the National In-Flight Sexual Misconduct Task Force in late 2018. The Task Force allows members to share best practices in training, reporting and data collection around incidents of sexual misconduct, while also reviewing current practices, protocols and requirements of U.S. airlines in responding to and reporting allegations of sexual misconduct by passengers on board aircraft. In 2019, Delta's Senior Vice President—In-Flight Service, Allison Ausband, was named to the task force as the representative for airlines. Ausband leads a team of 26,000+ flight attendants, supervisory and support personnel around the globe, as well as Delta's onboard global food and beverage operation. Ausband is also executive sponsor for Delta's anti-human trafficking program. Delta is committed to serving women in the wider community through our fight against human trafficking, a crime which largely exploits women and children.

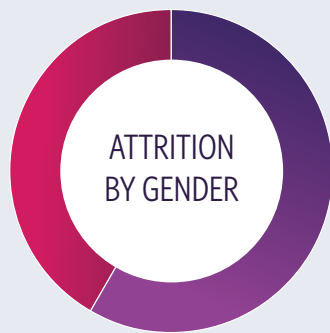


# WORKFORCE PROFILE

## A Closer Look at Delta People



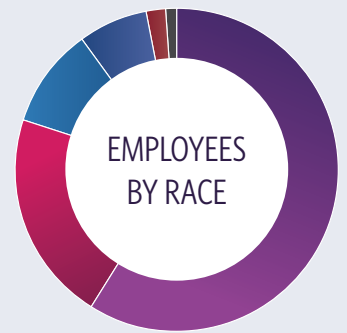
Male 59%  
Female 41%



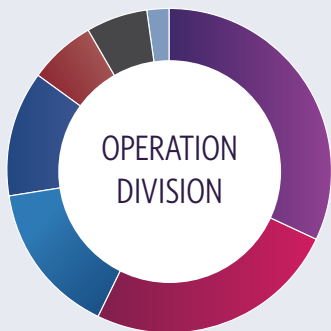
Male 58.4%  
Female 41.6%



Male 53%  
Female 47%



White 59%  
African American/Black 21%  
Hispanic 10%  
Asian/Pacific Islander 7%  
Two or More Races 2%  
Native Hawaiian\* 1%  
American Indian / Alaskan\* 0%



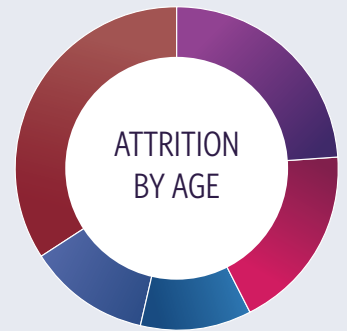
Airport Customer Service 32%  
In-Flight Service 25.4%  
Flight Operations 15.3%  
Technical Operations 12.3%  
Corporate 6.7%  
Reservations 6.1%  
Cargo 2.1%



United States 96.7%  
Asia-Pacific 1.4%  
Latin America & Caribbean\*\* 1%  
Europe, Middle East & Africa .5%  
Canada\*\*\* .4%



<30 44.7%  
30-39 28.7%  
40-49 16.2%  
50-59 8.8%  
60+ 1.5%



<30 24%  
30-39 18.6%  
40-49 11.2%  
50-59 12.1%  
60+ 33.9%

\*New for 2019

\*\*New grouping for 2019—formerly just LA

\*\*\*New grouping for 2019—formerly Canada and Caribbean

## Strengthening our diversity through a robust pipeline

To support career advancement, Delta hosts professional development summits in partnership with our BRGs and external professional organizations. In 2019, we hosted a Latinx summit, which provided a forum to network, share feedback and create plans to increase Latinx employee representation at every level of the company.

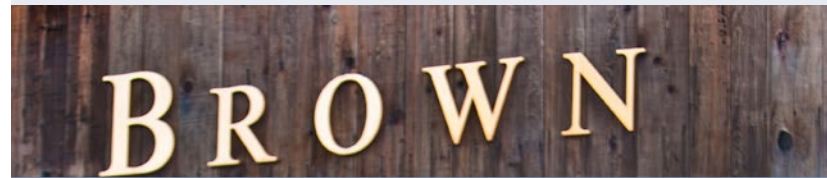
Delta extends its values of diversity and inclusion to our supply chain. The diversity clause in our supplier code requires contractors to acknowledge Delta's commitment to enhancing business opportunities for small, minority, women, veteran and LGBTQ+-owned businesses and those owned by people with disabilities as first and second tier suppliers, so long as they are competitive on price, quality and service.

To grow the diversity of Delta's leadership pipeline, we strive to provide development programs for the most promising early and mid-career leaders with strong gender and ethnic diversity. We reach a broad range of diverse groups through sponsorships, professional development and early-career programs. Our early outreach to minority groups aims to break down barriers to the industry and expose students to relatable and inspiring role models. For example, Delta's partnership with the Organization of Black Aviation Professionals' (OBAP) ACE Academy and Solo Flight programs introduce high school students of color to careers in aviation. Over the past 5 years, Delta's all-female WING flight, standing for Women Inspiring our Next Generation, has introduced over 600 girls ages 12 to 18 to aviation careers, including the 100 that participated in our 2019 program. Delta also sponsored and participated in Pride events across the world, including World Pride in New York City, celebrating the 50th anniversary of the Stonewall riots. In 2019, more than 2,000 employees walked in local PRIDE parades in support of LGBTQ+ communities.



## LEADING DIVERSITY AMONG NYSE-COMPANIES

In 2019, Delta CEO Ed Bastian was appointed as one of 15 founding member CEOs of the New York Stock Exchange Board Advisory Council, which is aimed at advancing diversity in the workplace by using members' personal networks to connect candidates with companies seeking boardroom leadership. Our CEO has a long-standing personal commitment to cultivating diversity in the workplace, including signing on to the CEO Action for Diversity and Inclusion in 2017. His appointment to the Advisory Council will help companies continue to ensure people feel welcomed, included and empowered from the top down.



## SUPPORTING DIVERSE-OWNED BUSINESSES

In 2019, Delta announced a new partnership with Brown Estate, the first and only Black-owned estate winery in California's Napa Valley. The innovative idea to partner with Brown Estate started with BOLD, Delta's business resource group for the Black community. Partnering with innovative, diverse suppliers from certified small-, minority- and women-owned businesses like Brown Estate is fundamental to Delta's strategy. Seeking employee perspectives and leveraging unique ideas contributes greatly to creating the highest quality experience for our customers.



# PUTTING OUR PEOPLE FIRST

We believe Delta's most important competitive advantage is our dedicated employees, who are the face of our brand. Effectively attracting, engaging, developing, retaining and rewarding our people is a priority of Delta and its Board of Directors. In February 2020, the Board updated the Personnel & Compensation Committee's charter to memorialize the Committee's long-standing role in oversight of the policies and strategies relating to human capital management.

## HUMAN CAPITAL MANAGEMENT OVERSIGHT

### PERSONNEL & COMPENSATION COMMITTEE

The Personnel & Compensation Committee has oversight for all matters related to human capital management including, diversity & inclusion, talent attraction & retention, succession planning, compensation and benefits. The Personnel & Compensation consults with an independent consultant and management in the development and review of the company's executive compensation program and actively engages with management in regular review of succession planning and talent development, including the diversity & inclusion strategy.

### BOARD OF DIRECTORS

### CHIEF PEOPLE OFFICER

Under the guidance of Delta's Chief People Officer, the company's human resources team is responsible for the day-to-day development and implementation of all human capital management programs that supports the company's culture and its focus on its people.

### AUDIT COMMITTEE

The Audit Committee oversees all processes and procedures related to Delta's Code of Ethics and Business Conduct. It regularly reviews reports from Delta's ethics and compliance team on adherence to these policies, including policies that relate to human capital matters. It also regularly receives reports from Delta's corporate audit team on complaints, allegations and incidents related to sexual and other forms of harassment and workplace discrimination.





## COMPENSATION

Delta employees are grouped into two categories for compensation purposes: scale and merit employees. The latter includes a broad mix of leaders and individual contributors who are paid a salary. We track pay for merit employees by using data to benchmark their compensation relative to their peers at Delta and across multiple industries. Merit employees' job performance is evaluated based on skill, experience, innovation, effort and leadership. Benefits are competitive and flexible and include paid time off, retirement savings and comprehensive health care coverage.



### BASE PAY

Scale employees, who include pilots, flight attendants, maintenance technicians, customer service and reservation agents, baggage handlers and others, are paid an hourly wage. Delta's leadership position in the industry allows us to pay scale employees competitively and reward excellent performance.

We offer pay premiums based on job function and work rules that provide a balance of flexibility, productivity and quality of work life.

### PROFIT SHARING

For all employees, competitive base pay is one piece of a larger compensation pie that includes added rewards and benefits. Our profit-sharing program has been world leading and recognizes our employees' contributions in meeting Delta's financial targets.

For the past six years in a row we've paid out more than \$1 billion annually through the program. This plan, combined with highly competitive base pay and monthly Shared Rewards bonuses for meeting operational targets, paid an average bonus of 14.5% over the last five years.

### EMPLOYEE STOCK PURCHASE PLAN

Our people can further share in our financial success through an Employee Stock Purchase Plan (ESPP). This plan allows employees to use payroll deductions to purchase Delta stock.

### SHARED REWARDS

The Shared Rewards program helps incentivize employees to deliver safe, on-time, best-in-class travel to our customers. Eligible employees can earn a monthly cash bonus based on achieving the specific operational goals in the categories of baggage handling, completion factor, on-time arrivals and domestic Net Promoter Score. Employees earn \$25 for meeting or exceeding one goal, \$50 for two, \$75 for three and \$100 for all four, with a maximum payout of \$1,200 per year for U.S.-based employees. Eligible international employees participate in Shared Rewards with target payout values established for each country.

### EXECUTIVE COMPENSATION

Executive compensation is aligned with our compensation philosophy for all Delta employees, but is also dependent on the airline's performance and can be limited if our employees do not receive a payout under our profit-sharing program. The Personnel & Compensation Committee of the Board of Directors sets evaluation criteria and compensation for the CEO and reviews and approves compensation for other officers. The Committee also produces an annual report on executive compensation for inclusion in Delta's proxy statement, in accordance with SEC rules and regulations.

### RETIREMENT

Delta sponsors 401(k) plans for all employees. Active eligible U.S. employees can enroll immediately and newly hired employees are automatically enrolled. In the primary plan, Delta makes an automatic contribution equal to 3% of eligible earnings. In addition, Delta matches 100% of the first 6% of eligible earnings contributed to the plan. Employees can make pre-tax, Roth 401(k), or after-tax contributions or a combination of the three. The record keeping for the Delta 401(k) plans is provided by Fidelity. Edelman Financial Engines offers independent, objective investment advice and management advisory services with Online Advice or the Professional Management program.

## HEALTH BENEFITS

### Preventative Care/Delta Health Direct Program

In addition to comprehensive health care coverage, Delta offers dental, vision and flexible spending account benefits to eligible employees. To promote disease prevention, employees enrolled in a Delta Account-Based Healthcare Plan are covered at 100% for preventive care services based on the recommendations of the U.S. Preventive Services Task Force (USPSTF).

Beyond USPSTF recommendations, employees covered by Delta's medical plans receive other preventive services such as travel immunizations and assistance with health care questions and needs through the Delta Health Direct program.

### Delta Employee Assistance Program

To support employees and their household members through issues that impact their ability to live and work well, Delta offers a robust Employee Assistance Program. EAP services include 24/7 telephonic support, seven confidential counseling sessions per issue per year, unlimited access to onsite mental health coaches at Delta's largest locations, financial consultations (budgeting, savings and credit cards), legal consultations (estate planning and certain family issues) and daily life assistance (coordinating caregiving needs) all at no additional cost to employee or household member.

In addition, Delta employees and their household members ages 18+ can also access confidential emotional support through real-time coach chatting, guided content and video therapy.

### Delta Health Rewards

Through Delta Health Rewards, a voluntary, incentive-based wellness program, we help U.S. employees and their spouses reach health goals. Participants earn rewards dollars by completing specific health actions such as undergoing an annual physical exam, completing an online health assessment and refraining from the use of tobacco products. Rewards dollars are put into employee health reimbursement accounts (HRAs) or health savings accounts (HSAs) each year and can be used to pay for eligible medical expenses.

### Maternity Policy

U.S.-based expectant mothers in all ground and flight attendant positions, including Ready Reserve and Flex @ Home, receive a minimum of six weeks at 100% pay for maternity leave. In addition, all mothers and fathers may take a 30-day unpaid bonding leave following the birth, adoption, guardianship or fostering of a child once paid maternity leave (if applicable) and/or other Family Medical Leave Act benefits have been exhausted.

## Travel and Work Health

To encourage the health of all Delta employees, numerous employee medical surveillance programs, screenings and safety trainings are conducted at Delta airport stations. Programs included:

### Health awareness programs for employees and customers

We have implemented WHO International Health Regulation pertaining to Lifetime Yellow Fever vaccination status while maintaining optional 10-year revaccination benefit at the employee's option.

We maintain crew and other employee business traveler awareness around Zika risk and prevention strategies.

We lead with the placement of a CPR automated training kiosk at Gate A11 of Atlanta Hartsfield-Jackson International Airport. Its aim is to engage and educate passengers on CPR techniques in less than 15 minutes.

### Travel health consultation and company-paid vaccine coverage, anti-malaria medication and insect repellent

Our employees travel to all parts of the world, which can occasionally expose them to other disease outbreaks and health risks. To address these challenges, we provide our employees on Delta business travel with travel health consultation, company-paid vaccine coverage, anti-malaria medication and insect repellent.

Delta's medical plans also provide travel vaccine coverage for global travel by employees and covered family members. Separate Delta internal programs target prevention of illness among employees who travel internationally on company business, especially to developing countries with risks of malaria, yellow fever, dengue, chikungunya, Zika, food/waterborne illness and other diseases that may occur as outbreaks. Employee education focuses on promoting awareness about the use of personal protection measures, early symptom recognition, a 24/7 malaria hotline and prompt medical treatment.

Delta also provides top-tier global medical assistance to help employees who become ill or injured while traveling internationally on company business. Through telephone conversations available 24/7, employees can be referred for a hotel physician visit, a doctor's office appointment or an emergency room visit. Case management continues until the ill employee can travel back home. In rare circumstances, we can dispatch an air ambulance staffed with a highly skilled transport team of health care professionals.



## Freedom of Association

Delta respects all employees' legal rights, including the rights to free association and collective bargaining. This includes the right to decide whether to be represented by a union or to choose to remain union-free. Our U.S.-based employees are covered by the Railway Labor Act (RLA), the federal law governing labor relations between air carriers and their employees. Under the RLA, employees have the right to decide whether they wish to be represented by a union or to reject union representation. As of December 31, 2019, we had approximately 91,000 full-time equivalent employees, approximately 16% of whom were represented by unions.

## UNION REPRESENTATION



**13,328**  
DELTA PILOTS



**443**  
DELTA FLIGHT  
SUPERINTENDENTS

## Flexible Employment

### Ready Reserve

Delta supports flexible employment arrangements. Ready Reserve employees are eligible to work fewer weekly hours; are paid on the same pay scale as full-time customer service agents; and receive profit sharing, Shared Rewards, 401(k) savings, travel privileges and time-off benefits. In most locations, Ready Reserve employees are not eligible to participate in health and welfare plans.

### Reservation Sales Work @ Home

The Reservation Sales and Customer Care Work @ Home program allows employees to receive the similar benefits as full-time employees without the time and expense of traveling between home and the engagement call center. Employees must live within a three-hour drive of the center to be eligible. There is a pay differential that is an industry best practice and as we benchmark with other companies, our W@H program is one of the best in the industry.

## LISTENING AND LEARNING: PERFORMANCE REVIEWS

Every year, merit employees, who make up 11% of our workforce, participate in a performance management process that helps support their career development goals. Career development and growth for merit employees is focused around four key activities:

- ◆ **Performance Planning**  
Performance Planning through which employees create performance objectives aligned to the goals of their manager, division and the overall corporation.
- ◆ **Individual Development Plans**  
Individual Development Plans are utilized by employees and managers to plan and track focused developmental activities in identified skills or behaviors.
- ◆ **Ongoing Check-In Conversations**  
Ongoing Check-In Conversations occur throughout the year between employees and their managers on the progress being made toward goals and employees' development.
- ◆ **Year-End Conversations**  
Year-End Conversations are a final check-in to review an employee's progress over the year toward goals and to ensure individual performance is aligned with behaviors in Delta's Rules of the Road.

Beyond formal performance management, feedback and coaching conversations occur regularly to ensure employees have the guidance and information they need to continue to grow.

# FOR OUR PEOPLE

## SURVEYS & ENGAGEMENT

A primary way we measure employee satisfaction is through a company-wide employee survey. Nearly 37,000 Delta employees—41%—participated in the 2019 Employee Survey. Of the total number of participants, 82% of employees gave Delta a positive rating.

Beyond this survey, Delta employees also are heard through division-specific engagement surveys provided annually on an employee's hire date and division-specific employee engagement groups. In addition, the Delta Board Council consists of a representative from every major noncontract operating division and ensures that employee voices are heard at the Board of Directors level. Each major noncontract operating division also has a formalized Employee Involvement Group (EIG) that partners with Delta leaders to make Delta better for employees and customers. Our BRGs and our internal social media platform SkyHub are also important engagement channels for employees and leaders.



## Training / Career Development

An important way we retain the brightest talent is by providing opportunities to grow within Delta. We continue to modernize our human resources tools and technology in order to streamline and enhance platforms that improve the employee experience.

### General Trainings:

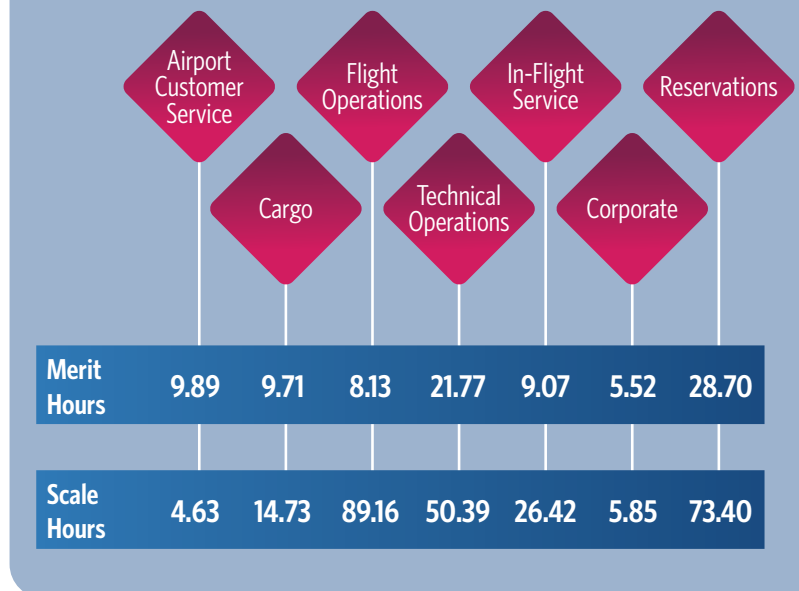
#### Compliance, New Hire, Mentoring/Coaching

We provide a range of talent development opportunities, including a broad range of modern development experiences, new leader training, mandatory compliance training, new hire cultural onboarding and general professional development. These development experiences are created for and by our own employees. We support employees with a formal mentoring program for employees at all levels and informal coaching, mentoring and performance support as needed. Our online learning database allows employees to view all resources that Delta offers in one place, from webinars to in-person workshops.

#### Foundational Leadership Program

In 2019, we introduced a refreshed version of our Foundational Leadership Program for new leaders at Delta. This program builds leaders' skills, drawing on Delta's Leadership Behaviors as a foundation. It also provides leaders with the resources needed to guide their teams in the achievement of our company mission.

### TRAINING HOURS PER EMPLOYEE BY DIVISION



EMPLOYEES  
SUPPORTING  
EMPLOYEES



Delta's employee-led groups contribute to a more inclusive and engaged climate across the organization's global footprint. Our Business Resource Groups (BRGs) and four employee involvement groups (EIGs) provide professional development, drive employee and community engagement, and serve as a source for new and innovative business solutions. The growth and influence of BRGs has been impressive and impactful in creating a more inclusive and engaged culture. In 2019, more than 20,000 employees were members of BRGs.

BRGs focus on professional development and employee engagement and are a source for new and innovative business solutions. These groups ensure that a diverse and inclusive voice remains an intrinsic component of the decision-making process. They also demonstrate Delta's shared values of treating one another with dignity and respect.

**Business Resource Groups**

Focus on professional development, employee engagement and source for new and innovative business solutions

- ABLE (Persons with Disabilities)
  - FUSION (Asian/Pacific)
  - SHE (Women)
  - WORKING FAMILIES
  - BOLD (Black community)
- GENGAGE (Multigenerational)
  - VETERANS
  - EQUAL (LGBTQ+)
  - GREEN UP (Sustainability)
  - ADELANTE (Hispanic/Latinx)

**Employee Involvement Groups**

- AIRPORT CUSTOMER SERVICE/CARGO
- IN-FLIGHT SERVICE
- RESERVATION SALES & CUSTOMER CARE
- TECHNICAL OPERATIONS

**Employee Support Groups**

Employees supporting one another through shared experiences

- WRENCHED HEARTS (Grieving parents)
- HOPE THRIVES (Cancer support)

**Delta Employee & Retiree Care Fund**

Delta employees also care deeply for one another, as seen through the work of two internal funds created by employees for employees. The Delta Employee & Retiree Care Fund supports individuals who suffer from severe financial hardship resulting from unforeseen and unavoidable crises such as natural disasters. This fund distributed \$3.7 million in grants to employees for hardships and disaster relief in 2019. The Delta Scholarship Fund helps employees and eligible family members achieve their dreams of furthering their education. The Fund has awarded more than \$10 million in scholarships since it launched in 2008, and 655 employees and dependents received scholarships worth \$1.85 million for the 2019-2020 school year.



**\$3.7M**  
IN GRANTS  
TO EMPLOYEES



**\$1.85M**  
AWARDED IN  
SCHOLARSHIPS



**655**  
EMPLOYEES  
RECEIVED  
SCHOLARSHIPS



## Human Capital Development Strategy

To continue our tradition of excellence, Delta follows a human capital development strategy that is rooted in our shared values of honesty, integrity, respect, perseverance and servant leadership. We hire people steeped in these values and reinforce them through an experiential onboarding process, continuous development and coaching opportunities, recognition for hard work and an industry-leading compensation philosophy. Additionally, Delta's Four Essential Behaviors (Unlock Potential, Go Beyond, Connect, Chart the Course) are used to select, develop and coach employees who reflect our transparent and ongoing approach to employee development.

We continue to update our strategies to keep pace with workplace trends. Today's job seekers want careers that are dynamic, with the opportunity to develop and take on new roles over time. With our goal of becoming one of the top service brands in any industry, we need the top talent to match.

Industry dynamics also drive recruitment efforts. In 2019, we were focused on attracting talent to bolster our growing operation—especially pilots and aircraft maintenance technicians. Additionally, we placed increased emphasis on building our employer brand within the Information Technology and Analytics community to drive increased innovation in our operation and drive a positive customer experience.

## New Hiring Experience

In 2019, our talent acquisition team launched a new hiring experience with improved search capabilities, a streamlined application process, and better, more frequent communications for internal and external candidates. We recognize that many of our candidates are also our customers and the process to apply for a job at Delta should evoke the same customer care that is experienced when traveling with us. The new experience can be viewed at [delta.com/careers](https://delta.com/careers). To strengthen diversity, we have shifted our recruiting strategy to build stronger partnerships with local and regional diverse professional organizations. We are also developing strategies to leverage BRGs as talent ambassadors, as well as increasing the number of diverse candidates in final interview slates. It is equally important to increase internal mobility for existing diverse employees. To do so, we are working with leaders and divisional functions to strengthen the pipeline of employees considered for promotions, lateral moves and professional development.

## A MORE DIVERSE STEM FUTURE



Our innovative culture will continue to be fueled by diverse STEM talent and an equitable work environment. We want to build a hiring pipeline for women in STEM and have partnered with Society of Women Engineers and Girls Who Code to support STEM education among the next generation. Strategic partnerships like this not only promote talent growth for Delta, but also help us help improve systemic underrepresentation issues across industries and further connect us with the communities we serve.

## Partnership with Training Programs

Preparing aspiring aviation professionals to take the helm from retiring employees is a priority. We have partnerships with more than 47 maintenance training programs across the U.S. to help identify, mentor and source the next generation of aviation maintenance technicians. Through these partnerships, we offered tours, job shadows and career guidance for the schools, as well as training opportunities for instructors. Where possible, we donated serviceable parts, engines and airframes to give students even more real-world maintenance experience working with jet aircraft components. In 2019, The Delta Air Lines Foundation issued a \$25,000 grant to the San Diego Miramar College to support its Aviation Maintenance Technician training program. The grants will allow the programs to enhance their curriculum development, projects and material support, increasing students' awareness, knowledge and skills of avionics, electrical and composite structures.

## Commitment to Veterans

Delta has long been committed to hiring veterans and reservists, employing over 12,000 veterans.



In 2019, job-seeker site indeed.com again recognized Delta as a top workplace for veterans. Delta was an early adopter of the Veteran Jobs Mission's goal to hire 1 million veterans and takes a multipronged approach of community outreach and strategic partnerships to hire veterans.

## Partners with Shared Values

Delta views the partners in its supply chain as an extension of the company, which is why our Supply Chain Management (SCM) professionals follow rigorous internal material standards for sourcing, procurement and selection of our suppliers and business partners. There are many links in our supply chain beyond procurement. These include logistics, distribution, materials management and transportation.

Delta's SCM organization has multiple units that partner with business divisions to formulate business and sourcing strategies to deliver sustainable results to the company. This program aims to ensure a continuous supply of cost-competitive, quality goods and services that meet responsibility requirements.

We seek Supply Chain partners that share our values of:

- |   |                             |
|---|-----------------------------|
| Integrity and Ethical Behavior              | Fact-Based Decision-Making  |
| Challenging the Status Quo                  | Enhancing Shareholder Value |
| Diversity                                   | Teamwork                    |
| Continuous Improvement                      | Innovation                  |
| Excellence in Performance                   |                             |
| Respect for People and the Value They Bring |                             |

We also recognize that our shared future is dependent upon our ability to protect the earth and our resources. We actively engage with NGOs, industry peers and other stakeholders to develop our strategic sourcing process to best address ESG issues within our supply chain. This includes a due-diligence policy to screen all key suppliers for potential environmental, social and governance (ESG) risk factors. As part of our Procurement Policy, we seek to understand and mitigate supplier risk when making sourcing decisions.

A key part of this policy includes assessing the following ESG risk factors:

### Environmental

- |                          |                         |
|--------------------------|-------------------------|
| Energy Use/Efficiency    | Environmental Breaches  |
| Waste Reduction          | Environmental Emissions |
| Deployment of Renewables | Carbon Footprint        |
| Hazardous Waste          |                         |

### Social

- |  |                           |
|--|---------------------------|
| Lost Injury Days                           | Community Investment      |
| Diversity Issues                           | Employee Labor Practices  |
| Absence Rate/Turnover                      | Customer Perception       |
| Corporate Governance                       | Reporting & Transparency  |
| Audit Processes                            | Notices of Violation      |
| Training & Development                     | Performance Management    |
| Shareholder Interests                      | Anti-Corruption Practices |
| Employee/Supplier/ Partner Health & Safety |                           |

A Supplier Code of Conduct is distributed to all vendors, who are required to read and agree to comply with all requirements. We also offer a Supplier Performance Management program to further ensure continuous improvement. The program includes the use of monthly performance scorecards and periodic business reviews that may include discussions of developing and maintaining sustainable business processes. In 2019 critical suppliers participated in business reviews and scorecarding activities. We believe taking ESG factors into account when we select suppliers adds shareholder value by reducing risks. We believe it also addresses customer desires to do business with a company that values ethical business practices.

## SUPPLIER DIVERSITY & INCLUSION

Our commitment to diversity extends beyond our internal hiring process into our supply chain, ensuring that our supplier base reflects the diversity of our customers. We have made a commitment to becoming a member of the Billion Dollar Roundtable, an exclusive group of corporate brands that spend a minimum of \$1 billion annually with certified diverse-owned businesses. To do this, we set annual spend targets with minority- and women-owned businesses, and we measure progress toward achieving these targets.

In 2019, we spent \$1.71 billion with small and certified minority, veteran, LGBTQ+ and women-owned businesses, a 24% increase over 2018. We've achieved this high level by identifying viable, diverse companies and coaching them on how to successfully compete for Delta business. We encourage our Tier I suppliers to build similar relationships with diverse businesses.

The Supplier Development Academy, a recent Delta initiative, illustrates our commitment to diversity:

- ◆ The Supplier Development Academy is a 12- to 18-month program designed to develop diverse supplier candidates into corporate-ready suppliers that are fully equipped to do business with Delta Air Lines and other global supply chains. As a company that is focused on its customers, Delta seeks to cultivate strategic business partners that reflect the rich diversity of the cultures and communities we serve. To accomplish this, we are committed to investing in suppliers with the potential to develop both the scale and the necessary capabilities to compete for contracts at Delta and elsewhere.
- ◆ The goal is to equip selected suppliers for long-term success by providing a significant base of resources, including educational components, access to Delta decision-makers, and mentoring support along the way. The pilot program—which was announced at the 2018 Star Awards in February—included six suppliers that were nominated by leaders in Supply Chain Management and the Delta Business Units.

## PROGRAM BENEFITS

The Supplier Development Academy offers an array of benefits, including:

### Assessments

Business assessments to identify specific gaps in capacity and development of a strategic plan.

### Education

A robust business curriculum focused on 12 key areas of business scalability and growth.

### Coaching

Monthly strategic coaching and quarterly business intensives to accelerate business performance.

### Access

Access to key Delta executives, Business Unit leaders and Prime suppliers.

### Capital Partners

Exposure to financial acumen from traditional and nontraditional funding sources.

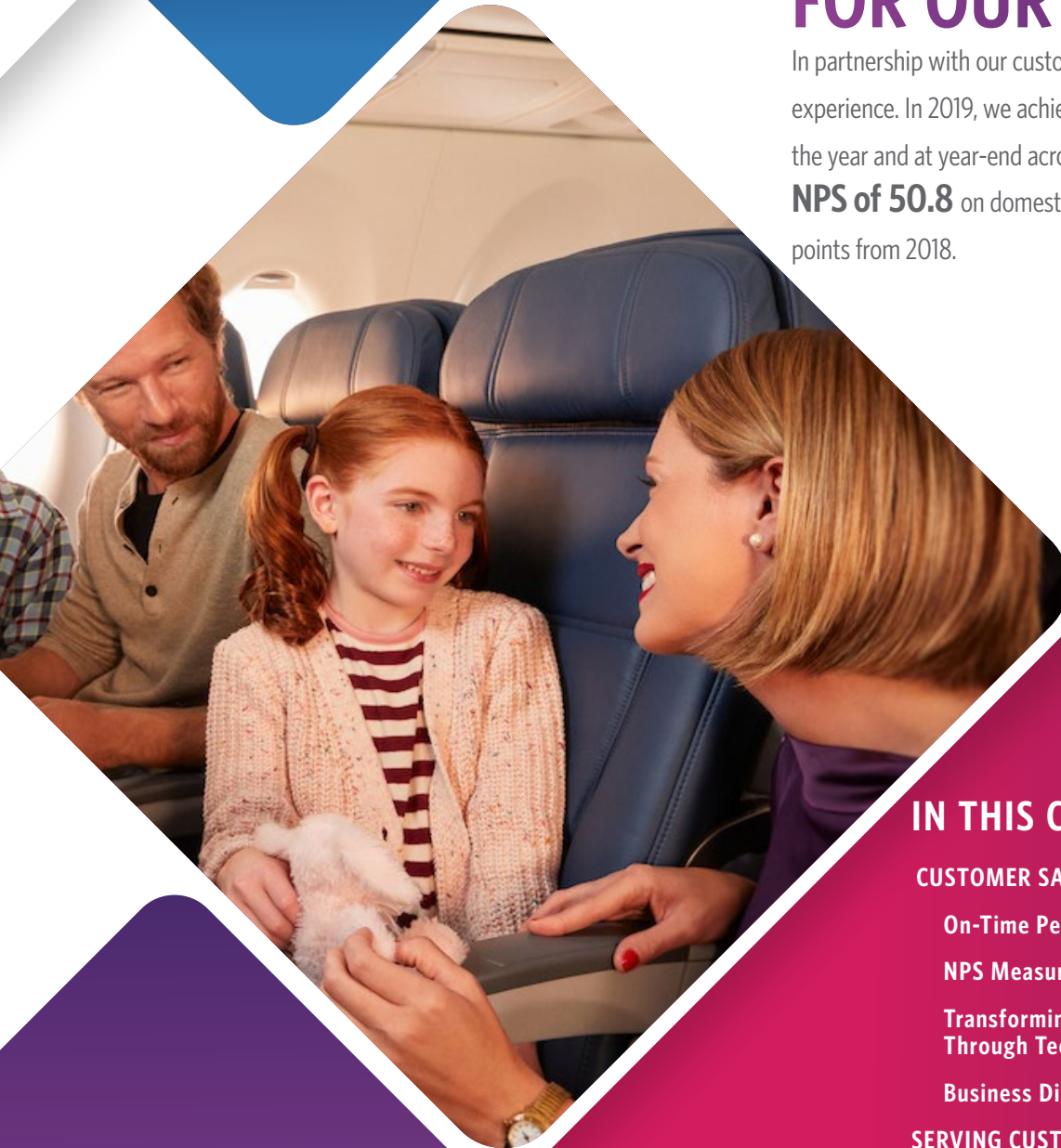




# KEEP CLIMBING...

## FOR OUR CUSTOMERS

In partnership with our customers, we're creating a stressless travel experience. In 2019, we achieved record NPS scores throughout the year and at year-end across all our regions, including a record **NPS of 50.8** on domestic flights—an increase of nearly 5 points from 2018.



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# CUSTOMER SATISFACTION



## BUILDING A BETTER CUSTOMER EXPERIENCE

Building lasting relationships with our customers is one of Delta's priorities. To do this, we strive each day to provide the safest, most reliable and convenient experience possible on every flight and through every interaction. This includes calls to our Customer Engagement Centers and customer inquiries through social media. Delta continues to enhance the travel experience through innovation, streamlined security procedures and an unrelenting focus on safety.

## EXPANSION IN SOUTH AMERICA

Delta has continued efforts to bring together the leading airlines of North and South America through its strategic alliance with LATAM Airlines Group S.A. Through the alliance, Delta seeks to improve alignment among brands and enable us to provide the best service and reliability for our shared customers. Once fully implemented, our strategic alliance with LATAM will offer significantly expanded travel options for customers.

## On-Time Performance

We recognize that we are only as good as our ability to get customers to their destinations reliably and on time. For this reason, we consider completions, or flights that arrive without cancellation, and on-time arrivals among the key measure of customer satisfaction performance. Our goals exceed DOT mandates. There are monthly and annual goals for these metrics for both Delta and Delta Connection partners, and award bonuses to our employees for meeting or exceeding these goals.



**281 DAYS**  
NO MAINLINE  
CANCELLATIONS

In 2019, we achieved a record 281 days without canceling any mainline flights, including 165 days with no system cancellations on the entire Delta network—a 15% increase from our record achieved in 2018. This was due in part to a 99% reduction in maintenance-related cancellations we've achieved over the past decade.



**180 DAYS**  
NO DELTA CONNECTION  
CANCELLATIONS

Delta Connection, which is our regional network, achieved 180 days of zero flight cancellations in 2019. The group achieved this level of performance through an intense focus on delivering reliable customer experience. When an individual Delta Connection carrier is unable to complete a flight due to a mechanical or other issue, often another carrier will step in and substitute that flight to ensure customers get to their destination with little or no disruption.



**84%**  
ON-TIME

Combined, the Delta network operation posted 84% of on-time flights across the network for the year.



## NPS MEASUREMENT

Delta takes the pulse of our customers using Net Promoter Scores (NPS), a standard tool for measuring customer satisfaction. Recognizing that customer satisfaction is driven by all aspects of the flight experience, we track satisfaction throughout a customer's journey. This allows us to make more direct connections between all aspects of a customer's experience and their likelihood to recommend Delta to others. In 2019, we achieved record NPS scores throughout the year and at year-end across all of our regions, including a record NPS of 50.8 on domestic flights—an increase of nearly 5 points from 2018.

### DOMESTIC NET PROMOTER SCORE



NPS improvements reflect our investment in customer service initiatives during 2019. Among the projects funded:

- ◆ Automatic flight check-ins on the Fly Delta App for quick and seamless travel from curb to gate
- ◆ A redesign of the international Main Cabin for a more premium travel experience
- ◆ Enhanced customer communications during international travel for a more informed customer experience
- ◆ Expansion of in-flight entertainment content for more entertainment throughout the flight
- ◆ In-flight entertainment availability upon boarding so customers can begin their favorite shows and movies upon being seated
- ◆ Guest Services Tool (GST)—an app for pilots that runs on their iPads
- ◆ The addition of an estimated-time-to-gate feature on the Fly Delta app
- ◆ Virtual queuing so customers know when their group is boarding at the gate
- ◆ We also tested initiatives including express beverage service, free Wi-Fi, and service recovery toolkits for in-flight crew. These projects are in addition to the more than \$12 billion that Delta is spending on airport redevelopment over the next decade.

# Transforming Travel THROUGH TECHNOLOGY



Delta is making investments in technology that are enhancing the customer experience in new ways. Thanks to recent advancements in biometric technology and verification, like facial and fingerprint scans, we are able to provide a higher level of accuracy, and thus a higher level of security, than paper boarding passes. It also frees up agents to better assist customers with needs, such as seat changes, prior to flight. The technology also gives customers less to keep track of as they move through the airport, with the goal of allowing them to travel faster and more seamlessly than ever.

Delta's partnered with the U.S. Customs and Border Protection (US CBP) and CLEAR for over four years on pilot programs to test biometric screening. As part of this program, Delta operates the only biometric terminal in the U.S. at Atlanta's Maynard H. Jackson International Terminal. This optional, end-to-end Delta biometrics experience enables all international passengers flying on Delta, Aeromexico, Air France-KLM and Virgin Atlantic to use facial recognition technology to:

-  Check in at self-service kiosks in the lobby
-  Drop checked baggage at lobby counters
-  Serve as identification at the TSA checkpoint
-  Board a flight at any gate in Terminal F
-  Go through CBP processing for international travelers entering the U.S.

## INNOVATION IN BAGGAGE HANDLING



Delta is proud to have the best record among U.S.-based global carriers for baggage performance, mishandling fewer than 0.02% of bags for every 10,000 customers in 2019. We're constantly striving to improve upon that performance through innovative new tools and technologies aimed at supporting the airline's ramp and baggage operations. In 2019, Delta's Baggage Operations and Control Center transitioned to a 24/7 operation, allowing for timelier customer responses across email and social media. We also invested \$10 million in 6,000 next-generation handheld scanners to replace older models. The Zebra TC77, which operates with advanced 4G LTE network capabilities and features enhanced Wi-Fi and cellular antenna hardware, is intended to significantly increase efficiency while delivering improved connectivity and reliability.



Based on initial testing, facial recognition saves up to **9 MINUTES** per flight.

# FOR OUR CUSTOMERS

Delta continues to make significant improvements to customers' in-flight technology experience, further closing the gap of what customers can expect on the ground and in the air. Some of the most notable improvements include expanding our high-speed, gate-to-gate Wi-Fi to over 62% of mainline aircraft; implementing Wi-Fi connection enhancements; providing a streamlined and responsive Wi-Fi portal design; and introducing Gogo day-pass transferability on Aeroméxico's Gogo-equipped aircraft.

Delta is also expanding and enhancing its onboard entertainment options by equipping more planes with live TV, allowing customers to stay connected to real-time news, content and sporting events. In early 2019, we introduced a new, proprietary wireless in-flight entertainment system invented by Delta on the A220 across all cabins. The wireless seatback entertainment system will allow for easier updates and repairs over the lifetime of the aircraft, as well as transfer content to the screen wirelessly, allowing for fewer wires and less weight on the aircraft.

We continue to generate new ideas through investments such as The Hangar, a global innovation center that taps into top university talent; Engage, an Atlanta-based accelerator that supports technology startups and of which Delta is a founding supporter; and Innovative Flight Experience weekends for employees meant to generate solutions from within our business. All of these efforts are helping Delta digitally transform to create a smoother travel experience for all our customers.



# BUSINESS DISRUPTIONS

A big part of maintaining customer trust and keeping satisfaction high is Delta's ability to recover from major events. Our Business Continuity program identifies threats and develops mitigation strategies for potentially major business disruptions that could impact our customers and our employees, like extreme weather, pandemics or security incidents. It promotes an integrated approach to all crisis preparedness through collaborative planning, training and frequent simulated exercises that promote close partnerships among air carriers, airports and government authorities. As a result, our customer satisfaction during disruptive events has improved 6 points year over year, based on data collected on every flight.

We have reinforced our readiness for these unforeseen challenges through our Irregular Operations (IROP) Steering Committee, consisting of senior leaders from each operational division. This group has developed a cross-divisional manual of agreed-upon actions to aid in recovery from a disruption.

**Key elements include:**



- 1 Dispatching additional flight crew resources to affected cities
- 2 Setting up cross-divisional communications coordinators
- 3 Establishing automated alerting for airport congestion
- 4 Predetermining overtime requirements
- 5 Establishing remote work resources to aid during high workload periods
- 6 Creating response checklists for key operational positions
- 7 Developing scorecards for evaluating teams' performance on certain mission-critical tasks during debriefings

## EXTREME WEATHER

Delta's advance planning, proactive communication and support in airports for impacted customers helps us maintain customer satisfaction. For example, when severe weather or other events disrupt operations, Delta may issue a travel waiver via email or text to give customers the chance to take alternate flights without paying a change fee when they are traveling from, through or to a market with a waiver.

To help improve our understanding and preparation of extreme weather, we provide our meteorologists and other teams with 24 hours of training every year. These trainings allow for cross-collaboration to improve operations. For instance, in 2019, the meteorology team partnered with the flight operations team to create a weather radar module for quarterly training.

We also introduced the Weather Impact Tool (WIT), an internal tool for all employees to view Delta's meteorology planning and IROP forecasts in a single place. With this tool, users can more efficiently all users this tool, they can more efficiently plan for possible weather constraints with longer lead times. This allows Delta's flight planning team to proactively cancel flights if warranted, as well as enabling stations to be prepared for when operations resume.

We extend access to these tools to our partners like Air France and KLM, who use the "threat plots" issued by Delta Meteorology to be aware of potentially hazardous weather conditions. Threat plots include forecasts for turbulence, volcanic ash clouds, hurricanes and significant space weather events. Delta Connection and joint venture partners also receive our IROP forecast from the new WIT.

We are also partnering with the International Air Transport Association (IATA) to build an industry database of automated turbulence reports. This database is intended to provide us with better visibility into areas of turbulence reported by other airlines. In 2019, we worked with the Federal Aviation Administration Weather Research Division to transition an automated turbulence forecast product from research into operations and have made the product available to the entire aviation industry.



On September 1, 2019, Dorian made landfall in the northern Bahamas Islands as a Category 5 hurricane, devastating Great Abaco Island, Grand Bahama Island and Treasure Cay. As Dorian's impact became known and relief efforts began, coordinating the humanitarian efforts was no easy feat, especially given the severe infrastructure damage at the airports. Delta and its Delta Connection partner Endeavor Air operated eight flights between Sunday, Sept. 8, and Thursday, Sept. 12, carrying more than 85,000 pounds of supplies and evacuating more than 500 survivors from Marsh Harbour, Great Abaco Island and Freeport, Grand Bahama Island, to Nassau.



Delta's Emergency Response program ensures personnel are prepared to respond to and assist customers, their families and fellow Delta employees following a critical incident anywhere in the world. An important part of Delta's Emergency Response program is the Delta Care Team. This all-volunteer group of employees—more than 2,600 team members strong—is trained to work with survivors and families impacted by an aircraft accident involving a Delta or partner aircraft. This highly diverse team is on standby 24/7, ready to deploy anywhere in the world. Their goal is to establish immediate and continual communications between Delta and the survivors and families affected by an accident or incident, and to respond to their needs both over the phone and in person.



## SERVING CUSTOMERS WITH DISABILITIES



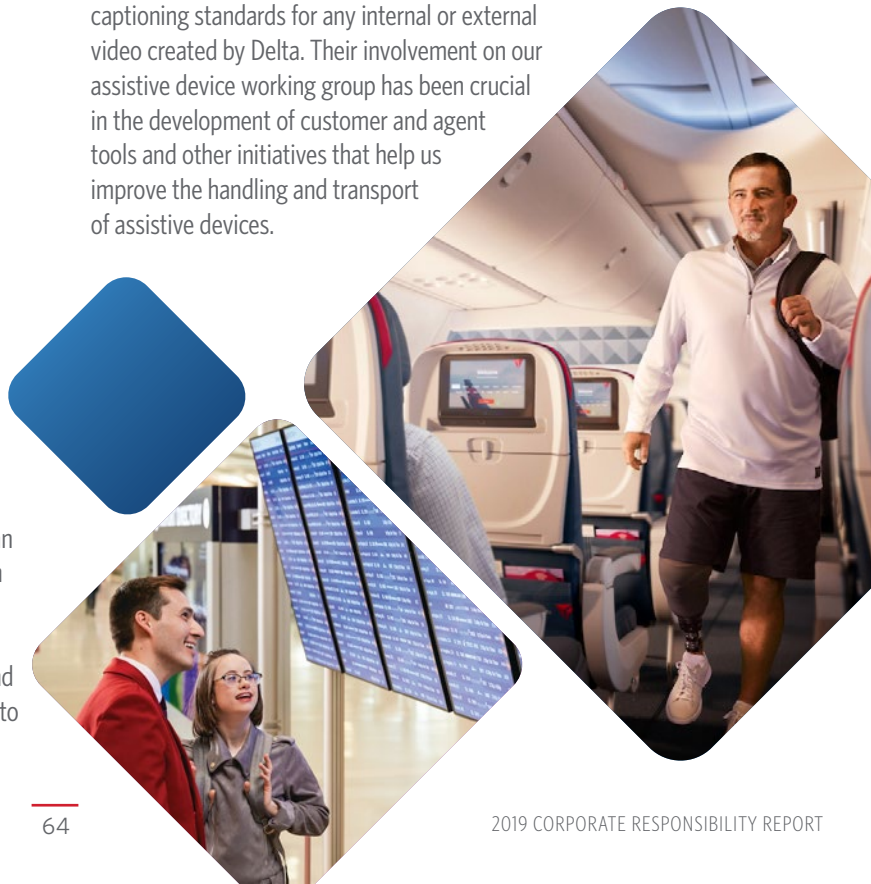
At Delta, we understand that in order to be truly inclusive and equitable, we must ensure accessibility for all. As such, we maintain a Disability Program office in our Corporate Safety, Security and Compliance division that leads Delta's efforts in creating inclusive travel experiences. At its foundation, this team is responsible for maintaining compliance with the legal requirements applicable in the various jurisdictions we serve and ensuring that Delta's nondiscrimination policy provides reasonable accommodations for our customers with disabilities. Beyond that, the team partners with service and operational groups across Delta to help identify best practices and implement policies and procedures to better serve customers with disabilities.

In 2019, Delta reported an industry-leading performance with the U.S. Department of Transportation's new reporting metric on damaged or delayed wheelchairs and scooters. We also are testing additional handling improvements for these assistive devices intended to further improve assistive device handling.

As part of our commitment to customers, we fly over 610 service and support animals everyday, adding up to nearly 223,000 per year. Lack of regulation regarding the training and documentation requirements for maintaining the validity of service and support animals, however, has led to abuse of these policies. Animals who have not gone through the rigorous training and certification to become service animals can pose a risk to customers and our employees. As a result, Delta policy was revised to limit service and support animals to those over four months of age and to prohibit emotional support animals from traveling on flights greater than eight hours. The policy was again refined in 2019 to remove the restriction on emotional support animals on flights longer than eight hours and to reaffirm our restriction on pit bulls and pit bull-type dogs. This updated policy followed an 84% increase in reported incidents involving service and support animals—such as urination, defecation, and biting—as compared to 2016 and 2017.

A key resource supporting accessible travel is our Advisory Board on Disability (ABD), a volunteer organization comprised of 14 customer-members with a variety of disability-related expertise. These members represent academic, business and healthcare backgrounds. They provided guidance on defining policies and procedures that best accommodate the legitimate needs of customers with disabilities, including service animal policies.

Beyond the travel experience, the ABD works across the organization to create inclusive standards in all departments, like partnering with Marketing to develop internal captioning standards for any internal or external video created by Delta. Their involvement on our assistive device working group has been crucial in the development of customer and agent tools and other initiatives that help us improve the handling and transport of assistive devices.





# CUSTOMER DATA PROTECTION

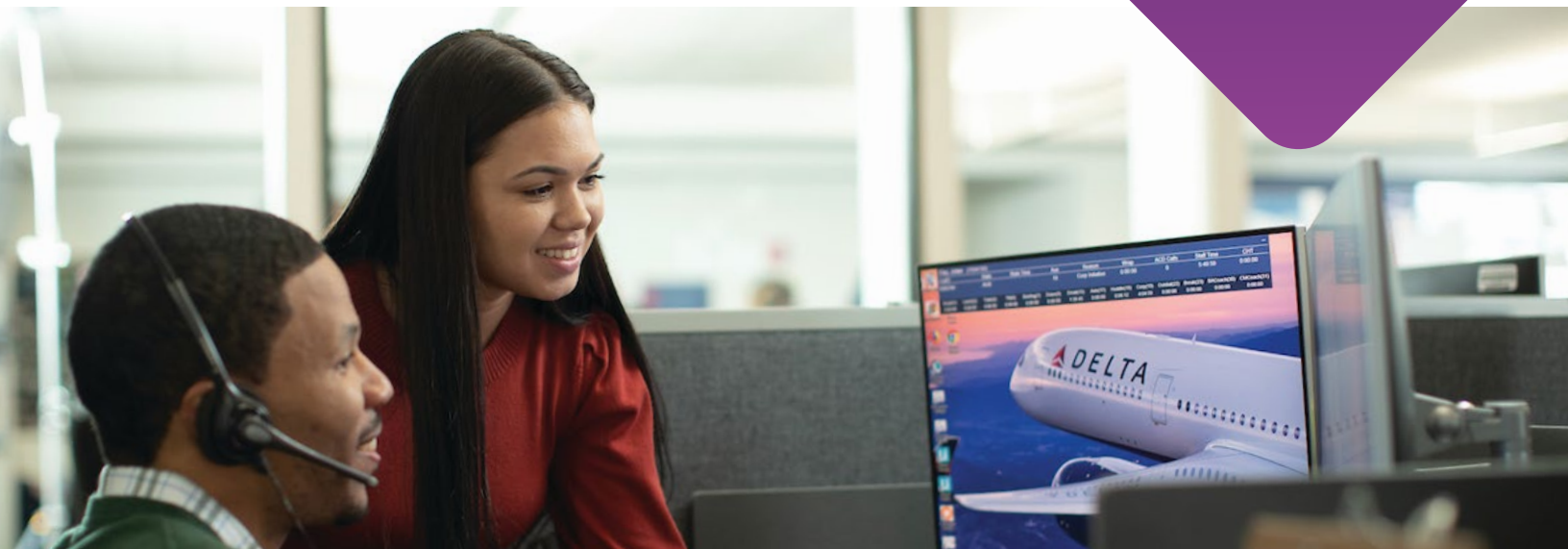
At the core of Delta's global commitment to data protection is our Privacy Policy. We strive to collect and process only the personal data that is necessary and have established physical, electronic and managerial safeguards to protect this information. These safeguards are regularly reviewed to protect against unauthorized access, disclosure and improper use of customer information, and to maintain the accuracy and integrity of that data. In the event of policy changes or a data breach, we aim to communicate with customers in a timely manner and assist those who may have been impacted by an incident.

We and other U.S. carriers are subject to laws regarding the protection privacy of customer and employee data that vary between the countries in which we operate. We continue to update our processes to adhere to domestic and international privacy and data protection laws and regulations. New and updated processes include controls for data minimization, stricter adherence to data retention policies, updates to employee and customer-facing applications, establishing "opt-in" features, and changes to access permissions for systems and applications processing personal data.



## DEFENDING AGAINST THREATS

Our escalation policy guides employees on what to do if they detect or suspect a security issue on a Delta computer system or if Delta Confidential or Restricted information has been compromised. In such circumstances, employees must immediately contact the Help Desk and notify management.



## PROTECTING CUSTOMER INFORMATION AND DATA

To improve the customer experience, the use and integration of technology is critical, which means that information security is essential to Delta. To carry out this mission, Delta adheres to the NIST-CyberSecurity Framework, which emphasizes identification, protection, detection, response and recovery. All Delta employees are expected to play their part in maintaining general information security and privacy as they handle corporate and customer information in their job functions.

Delta regularly assesses its information security program capabilities and tools to improve reliability, enhance capabilities, and to scan our environment for vulnerabilities and weaknesses. Our information technology owners remediate vulnerabilities identified within established timeframes and report to management on a weekly basis regarding the security risk posture of our information technology assets.

Delta also seeks the opinions of industry experts to evaluate the effectiveness of our information security program through such measures as conducting third-party penetration tests annually, as well as conducting red team and blue team exercises internally. In 2019, our internally conducted system security analysis (pen test) found Delta's ability to defend against security threats to be above industry standard.

We have established a dedicated Information Technology (IT) Risk team tasked with the goal of ensuring that risk remediation activities are carried out consistently, and that risk remediation controls are operating as intended and within established thresholds.

Enterprise-wide training is paramount to reducing risk and promoting a secure brand that is serious about protecting customers, employees and company information. All employees and contractors with access to Delta's information are required to complete annual training, which is updated as new technology, security and privacy issues emerge.

Our Information Security Awareness program includes an expert speaker series, and awareness and engagement events in conjunction with large corporate events such as Relay for Life and LEAD, our annual leadership meeting. The team also participates in National Cybersecurity Awareness Month in October and Data Privacy Day in January. Awareness campaigns throughout the year focus on hot topics such as phishing, antitampering, data classification, password protection and ensuring a secure workspace. Training and awareness activities serve not only to educate employees about how to protect Delta's information assets, but also to give employees and their families the tools they need to protect themselves in the digital world.

Delta's membership in information security-related organizations allows Delta to remain engaged with the broader aviation community, sharing best practices in security and benefiting from shared intelligence information. In 2019, to continue evolving and better our IT and data security we completed the following:

- The final deployment of a Data Loss Prevention tool
- Security Orchestration, Automation and Response (SOAR) capabilities through our new security information and event management (SIEM) platform
- A program to ensure data protection and encryption controls are in place for all customer data
- The Delta Information Security team introduced a security training module that allows us to customize training using content provided by the vendor and developed by Delta. We now offer online courses to relevant employees and contractors covering the following topics:

	<b>E-mail usage guidelines</b>
	<b>Information classification guidelines</b>
	<b>Internet access guidelines</b>
	<b>Overview of the information security function</b>
	<b>Password and user ID requirements</b>
	<b>Payment card industry data security standards</b>
	<b>Regulatory requirements</b>
	<b>Reporting a data security incident</b>
	<b>Sensitive security information</b>
	<b>Social engineering threats</b>
	<b>Secure application coding</b>

We released the Delta Information Acceptable Use Policy (AUP), a new policy around which our training is designed. We shared this new policy and the associated training modules with employees and contractors through video content. Additional enhancements to the program included role-based training modules designed specifically to enhance security training for individuals in certain roles within the company.

# COMMUNITY ENGAGEMENT

Since our founding, Delta's culture of giving back has served as a connection to the communities where we live, work and serve. We celebrated our culture of giving back in 2019 by announcing The Great Delta Give-Back, offering employees a paid day to volunteer at charitable organizations worldwide that are dearest to them. This initiative drove employees to serve more than 1,800 communities by reading to students, hosting events for sick children, building homes for those in need, mentoring young people and giving blood to save lives, among many other acts of service.

In addition to employee volunteering, every year Delta invests one percent of the previous year's net income into communities across the globe that align with our key pillars—Environment, Education, Health and Wellness and Military & Veterans. This commitment raises the bar for Delta's Community Engagement program, formalizing communities as one of our key stakeholders. Delta Air Lines and The Delta Air Lines Foundation contributed \$59 million to supporting global communities in 2019.



**1,800**  
COMMUNITIES  
SERVED



**\$59M**  
SUPPORTING  
COMMUNITIES



## Delta is an honoree of The Civic 50 by Points of Light

In June 2019, Delta was named an honoree of The Civic 50 by Points of Light, the world's largest organization dedicated to volunteer service, for the second year in a row. The award recognizes Delta as one of the most community-minded companies in the U.S.



# DELTA'S COMMUNITY IMPACT—AT A GLANCE

EDUCATION

 **30**  
JA CHAPTERS

Delta partners with Junior Achievement chapters across **4 continents** to teach students financial literacy, work readiness and entrepreneurship

 **30**  
PLAYGROUNDS

Delta employees have built KaBOOM! playgrounds across **14 cities** to give kids a safe place to play

 **22**  
YMCA CHAPTERS

Delta supports YMCA chapters **on 2 continents** through programming that includes swim lessons, tutoring and job shadows

 **250**  
READING BUDDIES AND TUTORS

Delta employees read and tutor students at **2 Atlanta Public Schools** in the South Atlanta Cluster and also provide basics like books, coats, food and glasses

WELLNESS

 **20**  
FOOD BANKS


Delta employees help repack **more than 2 million pounds of food** annually across the globe, including support of **18 Feeding America** food banks

 **21**  
CHILDREN'S HOSPITALS

Delta's global hospital support includes **15 Children's Miracle Network Hospitals**, plus other leading hospitals like **St. Jude Children's Research Hospital** and **Great Ormond Street Hospital** in London

 **6**  
RED CROSS ORGANIZATIONS

Delta's Red Cross support covers **disaster relief** efforts across the globe

 **13,064**  
PINTS OF BLOOD

Delta employees donated blood at **254 drives**, making **Delta #1** among American Red Cross corporate donors in **FY19**

 **273**  
HABITAT HOMES

Delta employees build homes annually—spanning **13 countries** since 1995—with Habitat for Humanity **12 homes** have been funded by Delta's on-board recycling and TechOps oil recycling programs

 **\$6.6M**  
RAISED  
IN 2019

Delta employees and customers set record fundraising amounts in 2019 for the American Cancer Society, American Heart Association, Breast Cancer Research Foundation and United Way **100% of Delta's senior leaders** contribute to the United Way's efforts to advance the common good in communities worldwide

MILITARY & VETERANS

 **\$735K**  
DONATION

Delta contributes to Toys for Tots annually and Delta employees **build 1,000 bikes** for kids every holiday season

 **12**  
USO CHAPTERS

Delta supports the **USO**, as well as the MI Freedom Center in DTW and the Armed Forces Service Centers in MIA and MSP

 **4**  
FISHER HOUSES

Delta has **funded Fisher House facilities** in LAX, NYC and SEA, which provide lodging for family members of injured loved ones receiving treatment at military and VA facilities

 **71**  
HEROES

Delta supports the **Congressional Medal of Honor Foundation** by providing living medal recipients with **Diamond Medallion status** and also funds educational programs including Direct to Kids, centered around promoting Medal of Honor values

 **127M**  
MILES

As part of a Veterans Month promotion each November, Delta and its customers **have donated miles** to Fisher House Foundation's Hero Miles Program and Luke's Wings **through the SkyWish Program**, which helps transport military family members of injured service members and veterans

 **\$375K**  
DONATION

Delta supports Folds of Honor with **75 educational scholarships** each year for the children and spouses of our fallen and disabled service members



# EDUCATION

Delta's education efforts aim to inspire the next generation of Delta employees, customers and shareholders, positioning them for bright futures in aviation and the general workforce. In keeping with this commitment, we invest in organizations that engage students in science, technology, engineering and math (STEM) programs and underscore the importance of financial literacy, economics and entrepreneurship. Equipping today's students with the skills and resources to thrive as tomorrow's leaders will forge a path to a better future.

- ◆ Delta partners with 30 Junior Achievement chapters across four continents to teach students financial literacy, work readiness and entrepreneurship. Delta is also a National Signature Partner of 3DE, a JA program for high school students that restructures their educational experience to prepare them for life beyond the classroom.
- ◆ Through our partnership with the National Flight Academy, more than 600 students from our community partners, military dependents of Delta employees spend six days aboard the world's only virtual land-locked aircraft carrier, located in Pensacola, Florida. Students role play as pilots, develop their skills in simulators and test their mental preparedness, communication and teamwork in immersive scenarios that inspire them to learn about aviation and STEM careers.



## PRESERVING A LEGACY



Despite a lapse in federal appropriations, the Martin Luther King, Jr. (MLK) National Historical Park remained open from January 19 through February 3, 2019 thanks to a grant from The Delta Air Lines Foundation and revenue generated by National Park Service recreation fees. The \$83,500 grant covered National Park Service operations for 16 days, including MLK weekend—when the National Park Service witnessed the highest-ever number of visitors to the site. The park also remained open during celebrations in Atlanta for *The Big Game*, allowing for cleanup, administration, maintenance and more at a time when the city experienced a large increase in tourism owing to the event. The park includes 35 acres in Atlanta's Sweet Auburn Historic District, which contains important sites associated with the life and legacy of the civil rights leader: the home in which he was born; Ebenezer Baptist Church, where he served as co-pastor; and the historic Fire Station No. 6, which served the community in MLK's youth.



**30**  
KABOOM!  
PLAYGROUNDS

In addition, Delta supports early education programs, recognizing that learning can be exhibited in many forms.

- ◆ Delta volunteers help build playgrounds across the country. Since our partnership began in 2013, Delta employees have built 30 KABOOM! Playgrounds across 14 markets to give kids a safe place to play. In 2019, Delta built playgrounds in Atlanta, Boston, Los Angeles and Seattle. Delta also partners with The Trust for Public Land and partnered with John Wesley Dobbs Elementary in Atlanta for a design workshop in which students visualized a playground that will be built in the future.
- ◆ Delta supports 22 YMCA chapters on three continents through programming that includes tutoring and job shadows enabled by dedicated efforts from Delta's RES and CARE teams. In 2019, Delta supported a sustainability-focused program in Atlanta by joining two local YMCA after-school programs to distribute Looptworks backpacks recycled from Delta uniforms.
- ◆ 2019 marked our third year in partnership with Atlanta Public Schools, which includes a \$500,000 contribution over five years to improve the quality of education and literacy rates at two elementary schools in the South Atlanta Cluster. The partnership includes ongoing reading and tutoring support from more than 250 Delta employees and helps cover essential student needs, such as books, vision screenings/glasses, coats and meals.

**22**  
YMCA  
CHAPTERS



**\$500K**  
APS  
CONTRIBUTION

## PROVIDING A LIFELINE

Delta is a corporate sponsor of Covenant House, which cares for homeless and trafficked youth in 31 cities across six countries. In 2019, Delta employees and leaders worked with Covenant House to open doors for vulnerable youth through corporate Sleep Outs. These events raised more than \$100,000 and provided mentorship and career readiness opportunities that have generated several Delta hires and a special partnership with Bombas, a sock company. Through this partnership, 300,000 Delta One customers received a free pair of Bombas dress socks in their in-flight amenity kit. For each pair given on board, another was donated on the ground to 14 Covenant House chapters. Socks—a simple wardrobe staple for many—are the most requested clothing item in homeless shelters, but they number the fewest donations.

**OVER**  
**\$100K**  
**RAISED**



# HEALTH & WELLNESS



**273**  
HABITAT  
HOMES



**6**  
RED CROSS  
ORGANIZATIONS



**20**  
FOOD  
BANKS



**21**  
CHILDREN'S  
HOSPITALS

Supporting healthier global communities, whether every day or when an unexpected disaster strikes, empowers individuals to get the most from every day. Delta's commitment to action and outreach is exemplified through corporate support and employee engagement opportunities.

Highlights from 2019 include:

- ◆ **273 Habitat Homes:** Since this partnership began in 1995, Delta employees have built 273 homes across 13 countries, including nine in 2019 with Habitat for Humanity. Twelve homes have been funded by Delta's on-board recycling and TechOps oil recycling programs. In 2019, Delta employees built six homes in Brazil, two homes in Atlanta and one in Los Angeles.
- ◆ **6 Red Cross Organizations:** Delta supports disaster relief efforts across the globe, serving as an American Red Cross Annual Disaster Giving Partner (ADGP) at the \$1M level annually. In 2019, Delta's disaster relief support included efforts to fight the Los Angeles wildfires and clean-up relief measures in the Midwest following severe flooding and in the Bahamas after Hurricane Dorian. In addition to a record donation of blood, Delta contributed an additional \$650,000 to the American Red Cross to fund specific disaster relief efforts in 2019. Delta also sponsored the American Red Cross's Sound the Alarm program, which sends volunteers to 100-plus high-risk cities across the U.S. to install more than 100,000 free smoke alarms as a means of preventing home fires.
- ◆ **20 Food Banks:** Delta employees help repack more than 2 million pounds of food annually across the globe, which includes support for 18 Feeding America food banks. Delta employees sorted and packed more than 300,000 pounds of food during Hunger Action Month (September), which equated to more than 187,000 meals.
- ◆ **21 children's hospitals:** Delta supports 21 children's organizations in the U.S. and the U.K., 15 of which are Children's Miracle Network Hospitals. Other children's hospitals supported by Delta include Great Ormond Street Hospital, located in the U.K., and St. Jude Children's Research Hospital, located in Memphis, Tennessee.

# FOR OUR CUSTOMERS

Delta employees and customers raise millions of dollars for organizations actively working to promote wellness, combat disease and fight hunger:

- ◆ Since 2005, Delta employees and customers have raised an unprecedented \$16.8 million for the Breast Cancer Research Foundation (BCRF). Delta celebrated the 15th anniversary of its October “Breast Cancer One” survivor flight, which both kicks off and serves as the keystone event of our month-long campaign to generate awareness of and raise money for BCRF. The Pink Plane carried 140 employee breast cancer survivors from Atlanta to San Diego to celebrate their victories, share inspiring stories of courage and raise funds for breast cancer research.
- ◆ Employees raised \$2.2 million in 2019 in support of the American Cancer Society through events such as Relay for Life, the Delta Jet Drag and Hope Ball. Delta has supported the American Cancer Society for 17 years and has contributed more than \$17 million to support the organization’s lifesaving initiatives, including medical research, education and patient programs.
- ◆ Delta employees surpassed the 2019 United Way fundraising goal by raising more than \$1.6 million. We have a 100% giving participation rate from senior leaders across the company, supporting our long-standing partner of more than 30 years.

## \$16.8M BREAST CANCER RESEARCH FOUNDATION



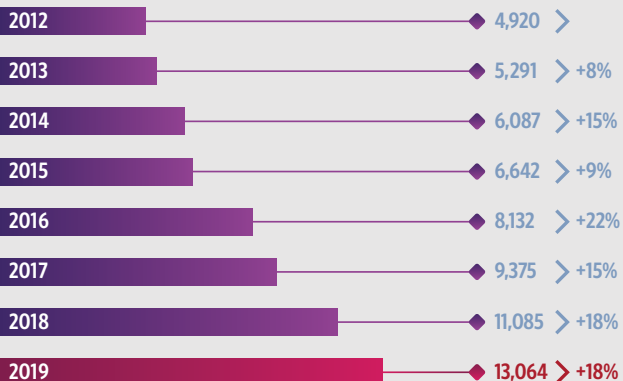
## \$2.2M AMERICAN CANCER SOCIETY



## \$1.6M UNITED WAY



### CORPORATE BLOOD DONATION (in pints)



# SAVING LIVES

Delta employees, retirees and customers donated a record 13,064 pints of blood at Delta-hosted American Red Cross blood drives across the system for the 2019 fiscal year, which equates to up to 40,000 lives saved. This donation record—an 18% increase from Delta’s previous donation year—made Delta the number-one corporate blood donor in the U.S. for the second year in a row. This marked the most successful donation year since the airline’s partnership with the humanitarian organization began in 1941, when Delta employees donated blood during World War II.



## MILITARY & VETERANS

Delta is firmly committed to honoring our U.S. military and veterans—those who protect freedom around the world and allow generations to create change for good. We partner with civic and nonprofit organizations that support military service members and veterans.

- ◆ Delta is proud to be the Airline Partner of Toys for Tots and a National Corporate Sponsor of the Marine Toys for Tots Literacy Program. In 2019, Delta contributed \$725,000 to U.S. Marine Corps Reserve Toys for Tots. In Atlanta, TechOps employees purchased and built 1,175 bikes and collected more than 15,000 toys for local youth.
- ◆ Delta supports 12 USO Chapters, as well as the Michigan Freedom Center in the Detroit Metropolitan Airport and the Armed Forces Service Centers in Miami International Airport and Minneapolis-St. Paul International Airport.
- ◆ As part of a Veterans Month promotion each November, Delta and its customers have donated 127 million miles to Fisher House Foundation's Hero Miles Program and Luke's Wings through the SkyWish Program, which helps transport family members of injured service members and veterans.
- ◆ Delta is a principal funder of four Fisher House facilities, a network of comfort homes in which families of military personnel can stay at no cost while their loved ones receive medical treatment. Delta has funded Fisher House facilities in Los Angeles, New York City and Seattle.
- ◆ As a national sponsor of the Congressional Medal of Honor Foundation, Delta honors the legacy of the living Medal of Honor recipients with our highest SkyMiles Status, Diamond Medallion.
- ◆ Delta serves as a "friend of the fold" in support of the Folds of Honor Foundation, helping the organization provide 75 educational scholarships to the children and spouses of fallen and disabled service members.



# APPENDIX



## IN THIS CHAPTER

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## ABOUT THIS REPORT

Delta's 2019 Corporate Responsibility Report (CRR) is our third report aligned with the Global Reporting Initiative (GRI) Standards framework.

The 2019 CRR utilizes our most recent (2019) biannual GRI Materiality Assessment priority topics. More information on our Materiality Assessment process and material topics can be found on pages 75 to 76. The 2019 CRR is a snapshot of our ESG efforts that covers the period of January 1, 2019, to December 31, 2019, and updates our previous report, published in 2018. For all ESG information defined as material in our 2018 Materiality Assessment, metrics are presented for the current year and for a minimum of three previous years. The report has been prepared in accordance with GRI Standards: comprehensive application level. This report also provides additional information and data not specified by GRI that Delta and its stakeholders deem relevant to business operations. A complete GRI Standards Content Index can be found beginning on page 81.

### 2019 CRR EXTERNAL ASSURANCE

We conduct assurance to verify our primary environmental impact—carbon emissions. An external assurance statement for emissions can be found on page 80. Ruby Canyon Engineering, Inc. conducts our carbon emissions verification and provides a reasonable level of assurance on our Statement of Greenhouse Gas (GHG) Emissions for reporting. Verified emissions data back to 2005 is publicly available on The Climate Registry website, at [www.cris4.org](http://www.cris4.org). Note that Delta's annual GRI reporting time line and annual emissions verification and reporting timelines do not coincide. For this reason, our annual verification of emissions data trails our CRR GRI report by one year. As a result, annual emissions for the 2019 CRR reporting year will be verified after the CRR has been published. Furthermore, due to internal timeline reporting differences, any discrepancies from past CRR reporting to final verification will be noted in the external verification statement and in relevant tables.

### ESG SUSTAINABILITY CONTACT

Please send comments or questions about the 2019 CRR to [SUSTAINABILITY@DELTA.COM](mailto:SUSTAINABILITY@DELTA.COM) or in writing to:

DELTA AIR LINES, INC.  
ATTN: GARETH JOYCE, CHIEF SUSTAINABILITY OFFICER  
DEPARTMENT 423  
1020 DELTA BLVD.  
ATLANTA, GA 30354



### MATERIALITY

Materiality is a key component of Delta's annual corporate environmental, social and governance (ESG) reporting strategy because it allows us to strategically address and provide information about our most relevant ESG topics, as defined by our seven stakeholder groups:

- Investors
- Customers
- Employees
- Suppliers
- Communities
- Governments & Nongovernmental Organizations
- Partner Airlines/Industry Peers

At Delta, we use our annual CRR to transparently communicate how we view, prioritize and approach the identified ESG sustainability topics. We conduct materiality assessments on a biennial basis. Our 2019 assessment initially evaluated and examined more than 37 different topics, which were then narrowed down to 10 priority reporting topic areas (covered in four chapters). These priority topic areas helped to further define the information that we reported on in 2019.

### MATERIALITY ASSESSMENT PROCESS

To evaluate and determine which priority topics are key to operating a world class airline, we directly engaged our seven stakeholder groups through a questionnaire process. This type of direct engagement allows us to better understand the topics that are important to our stakeholders, as well as provide exceptional service in an evolving business environment. Although our stakeholder engagement activities prior to 2017 had historically focused on customer service, satisfaction and support, the 2015 and 2017 materiality engagement processes allowed us to build on past efforts and to further define our priority topics.

## METHODOLOGY

Drawing on GRI guidance, we utilized a four-step approach. The process sought to IDENTIFY possible topics, PRIORITIZE topics, VALIDATE results and finally APPLY & ALIGN the list to our CRR reporting strategy and to the United Nations Sustainable Development Goals (UNSDGs).

### 1

#### IDENTIFICATION

Following cross-industry and industry research, a coverage universe of 49 potential material topics was established. From this universal list, topics were then narrowed to 37 of the most relevant airline-specific topics.

### 2

#### PRIORITIZATION

Based on the narrowed list of 37 topics, a survey was developed that asked stakeholders to rank the importance of each topic relative to the others. We disseminated two versions of the survey—one to internal stakeholders and the other to external stakeholders. Both internal and external survey results were then aggregated and analyzed to create an initial topic ranking and matrix.

### 3

#### VALIDATION

Delta's CRR reporting committee reviewed and discussed the matrix and prioritization of the 37 material issues. Based on this discussion, a final ranking and matrix were created.

### 4

#### APPLICATION & ALIGNMENT

The material topic list was mapped and applied to GRI comprehensive disclosures and aligned with the UNSDGs. Translating matrix results into priority reporting topics produced a list of the top 10 material topics. Although the top 10 topics list receives the most coverage in our CRR, the final 37-topic list informed the 2019 report in its entirety.

## MATERIAL ISSUES

1	Flight Safety	11	Ethical Conduct
2	Customer Satisfaction	12	Customer Nondiscrimination
3	Customer Data Privacy and Protection	13	Emergency Preparedness
4	Employee Safety	14	Passenger Rights
5	Innovation	15	Human Trafficking
6	Aircraft Fuel Efficiency and GHG Emissions	16	Employee Engagement and Satisfaction
7	Climate Change Management	17	Diversity and Inclusion
8	Corporate Culture	18	Sustainable Aviation Fuels
9	Financial Performance and Resiliency	19	Travelers with Disabilities
10	Customer Health and Safety	20	Disaster Response

## STAKEHOLDER ENGAGEMENT

We believe regular engagement and dialogue with our seven defined stakeholder groups through both formal and informal processes allows us to innovate and proactively address emerging ESG needs and risks. In addition to ongoing internal stakeholder engagement efforts and commitments, we regularly engage with external stakeholders on trending and emerging issues that matter to them. One way we do this is by responding to inquiries and requests for information related to our ESG sustainability practices.

In addition to understanding that direct and indirect stakeholder engagements allow us to innovate and evolve our ESG efforts, we realize that increased transparency helps us effectively improve our business over the long-term. The external charters and associations Delta is actively engaged with include:

- Global Reporting Initiative (GRI)
- CDP (formerly Carbon Disclosure Project)
- The Climate Registry
- Dow Jones Sustainability Index (DJSI)
- FTSE4Good Index
- Human Rights Campaign Corporate Equality Index
- International Air Transport Association (IATA)
- A4A

**FINANCIAL PERFORMANCE**

We primarily report on our financial performance through our Annual Report (Form 10-K), Quarterly Reports (Form 10-Q) and other filings with the SEC, all of which are available on our relations website, [ir.delta.com](http://ir.delta.com), and the SEC’s website, [www.sec.gov](http://www.sec.gov). Financial performance data in this report focuses on economic performance as it relates to environmental, social and governance (ESG) issues. The organizational entities covered in this CRR are the same as presented in our Annual Report (From 10-K).

**GOVERNANCE**

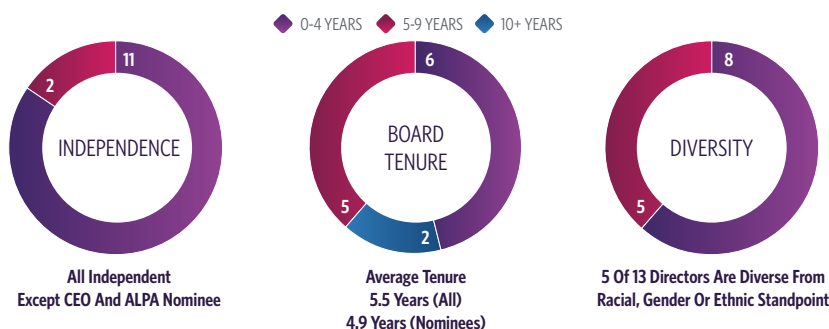
At Delta, we are proud of our history of good corporate governance, beginning with Delta’s board, which sets the tone for the culture, values and strategy of the company. Delta has a history of a strong, independent and active Board, composed of seasoned members with diversity of experiences. The chart to the right represents information as of April 30, 2020.

More information about our board members can be found on our investor relations website at <https://ir.delta.com/governance/#board-directors>. Our investor relations website also contains all documents we file with the SEC, including our annual reports, quarterly reports and proxy statements for our annual meetings. These filing contain detailed information about our activities, including financial performance, business strategy and executive compensation.

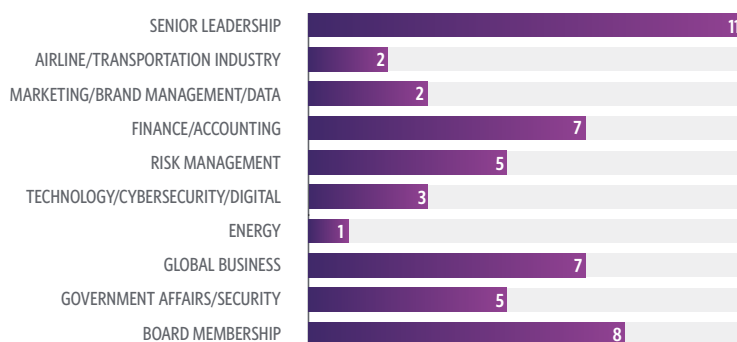
**GOVERNANCE PRACTICE HIGHLIGHTS**

The Board is committed to sound corporate governance practices in line with evolving best practices. These practices include:

- Independent, non-executive chair
- Election of all directors annually
- Ongoing succession and refreshment - 8 of 12 directors first elected in 2014 to the present
- Majority voting for directors in uncontested elections
- Proxy access
- Special meeting call by holders of 20% of outstanding common stock
- Outside directors do not stand for re-election after age 72
- Robust self-evaluations of Board and Board committee
- Regular comprehensive succession planning for management
- Policies for Anti-hedging and anti-pledging of Delta stock by all management, employees and Board
- Prohibition against ownership of airline competitors’ stock by the Board and officers
- Meaningful stock ownership and retention guidelines for Board and executive officers
- No shareholder rights plan (poison pill) or super-majority voting
- No employment agreements or supplemental executive retirement plans for officers



**SKILLS INDEPENDENT DIRECTORS COLLECTIVELY POSSESS**



**BOARD AND COMMITTEE STRUCTURE**

Because we believe operating pursuant to sound governance practices benefits the long-term interests of our shareholders, for many years we have chosen to elect an independent, non-executive Chairman of the Board separate from our Chief Executive Officer. The non-executive Chairman of the Board plays an important governance leadership role, working with our Chief Executive Officer to coordinate the Board’s oversight of management

The Board of Directors has established five committees to assist in discharging its responsibilities:

- Audit
- Corporate Governance
- Finance
- Personnel & Compensation
- Safety & Security

Through its committees, the Board regularly monitors and oversees a wide range of matters relating to financial, social and environmental concerns. A complete list of the responsibilities of each committee can be found in the committee charters, which are available in the corporate governance section of our website at [ir.delta.com/governance/](http://ir.delta.com/governance/). All members of the Audit, Corporate Governance, Finance and Personnel & Compensation Committees are non-employee directors who are independent, as defined in the New York Stock Exchange (NYSE) listing standards and Delta’s director independence standards. The members of the Audit Committee and the Personnel & Compensation Committee also satisfy the additional independence requirements set forth in rules under the Securities Exchange Act of 1934 Act.



## BOARD EDUCATION & COMMUNICATION

The Board recognizes the importance of continuing education. All members are encouraged to take advantage of education opportunities at Delta's expense. Board members are also regularly engaged in informal opportunities to develop a deeper understanding of issues relevant to Delta and the airline industry. Additionally, the Board retains oversight of stakeholder concerns through regular communication processes with management. Among the many topics on which the Board receives regular reports and updates from management are ESG matters. In particular, the Corporate Governance Committee of the Board receives updates on the company's environmental sustainability strategy and accomplishments, political contributions and charitable activities. The Personnel & Compensation Committee has regular oversight over human capital management, including receiving regular reports on succession planning. The Audit Committee receives regular reports on enterprise risk management matters and relevant matters reported to the company's helpline.

## POLITICAL CONTRIBUTIONS & LOBBYING TRANSPARENCY

In 2019, DeltaPAC gave \$1,192,500 to federal-level candidates, committees and party committees. In 2019, corporate spending for federal lobbying expenses totaled \$3,287,092 and state-level corporate political contributions totaled \$476,217. Our report on political contributions is available on our investor relations website at <https://ir.delta.com/governance>.

## RISK MANAGEMENT

The global and highly competitive nature of our industry presents many risk. Financial and operational risk factor, include the following:

- The rapid spread of the COVID-19 virus and measures implemented to combat it have had, and will continue to have, a material adverse effect on our business. Moreover, the longer the pandemic persists, the more material the ultimate effects are likely to be. It is likely that there will be future negative effects that we cannot presently predict, including near term effects.
- We are at risk of losses and adverse publicity stemming from a serious accident involving our aircraft or aircraft of our airline partners.
- Breaches or lapses in the security of our technology systems and the data we store could compromise passenger or employee information and expose us to liability, possibly having a material adverse effect on our business.
- Disruptions of our information technology infrastructure could interfere with our operations, possibly having a material adverse effect on our business.
- Failure of our technology to perform effectively could have a material adverse effect on our business.
- Our significant investments in airlines in other parts of the world and the commercial relationships that we have with those carriers may not produce the returns or results we expect.
- We have a significant amount of fixed obligations and have incurred significant new debt in a short period in response to the COVID-19 pandemic. Insufficient liquidity may have a material adverse effect on our financial condition and business.

- Agreements governing our debt, including credit agreements, include financial and other covenants that impose various restrictions on our business. Failure to comply with these covenants could result in events of default.
- Employee strikes and other labor-related disruptions may have a material adverse effect on our operations.
- Our results can fluctuate due to the effects of weather, natural disasters and seasonality.
- An extended disruption in services provided by third parties, including third-party regional carriers, could have a material adverse effect on our results of operations.
- Our business and results of operations are dependent on the price of aircraft fuel. High fuel costs or cost increases, including in the cost of crude oil, could have a material adverse effect on our operating results.
- Significant extended disruptions in the supply of aircraft fuel could have a material adverse effect on our operations and operating results.
- An environmental or other incident associated with the operation of the Monroe refinery could have a material adverse effect on our consolidated financial results if insurance is unable to cover a significant liability. In addition, such an incident could damage our reputation.
- The operation of the refinery by Monroe is subject to significant environmental regulation. Failure to comply with environmental regulations or the enactment of additional regulation could have a material adverse effect on our consolidated financial results.
- If we lose senior management and other key employees and they are not replaced by individuals with comparable skills, our operating results could be materially adversely affected.
- Our reputation and brand could be damaged if we are exposed to significant adverse publicity.
- Terrorist attacks, geopolitical conflict or security events may adversely affect our business, financial condition and operating results.
- The global airline industry is highly competitive and, if we cannot successfully compete in the marketplace, our business, financial condition and operating results will be materially adversely affected.
- Extended interruptions or disruptions in service at major airports in which we operate or the extended grounding of a type of aircraft or engine we operate could have a material adverse effect on our operations.
- The airline industry is subject to extensive government regulation, and new regulations may increase our operating costs.
- The airline industry is subject to many forms of environmental regulation, including increased regulation to reduce emissions. Failure to comply with environmental regulations or the enactment of additional regulation could have a material adverse effect on our financial results.
- Because of the global nature of our business, unfavorable global economic conditions or volatility in currency exchange rates could have a material adverse effect on our business, financial condition and operating results.
- Economic conditions following the United Kingdom's exit from the European Union could have a material adverse effect on our business.

## OVERSIGHT OF RISK MANAGEMENT

The Board of Directors has ultimate responsibility to oversee Delta's enterprise risk management program (ERM). Headed by the Vice President—Corporate Audit & Enterprise Risk Management, the ERM program instills a heightened awareness of risk management throughout Delta, identifies and categorizes risks and monitors the progress of enterprise risk mitigation plans. The role of ERM is to provide a risk management framework with cross functional alignment to enable risk informed decision-making through identification and categorization of risks and monitoring the progress of enterprise risk mitigation plans. The Board discusses risk throughout the year, particularly when reviewing operating and strategic plans and when considering specific actions for approval. Depending on the nature of the risk, the responsibility for oversight of selected risks may be delegated to appropriate committees of the Board, with material findings reported to and discussed with the full Board.

Delta's ERM process is a journey of continuous improvement and iteration to meet the evolving needs of our business. Leaders of the business divisions, working closely with the ERM leader, have responsibility for risk identification, development of business risk mitigation plans, and monitoring and reporting progress of their implementation. The corporate safety and security department oversees the risk management process for risks related to customer, employee, aircraft and airport safety and security matters. A senior management level, cross-divisional council, the Delta Risk Council (DRC), meets quarterly and includes the Chief Financial Officer, Chief Information Officer, Chief Sustainability Officer, Chief Legal Officer, Controller, Chief Information Security Officer, Chief Compliance Officer and Vice President—Corporate Audit & Enterprise Risk Management, among others. The DRC is responsible for overseeing all of the company business and safety and security risks, including the following: monitoring risk tolerance levels; defining organizational responsibilities for risk management; identifying significant risks to Delta; and risk mitigation and management strategies based on Delta's risk tolerance levels as well as monitoring the business to determine that risk mitigation activities are in place and operating. As appropriate, various officers and employees attend meetings of the DRC and follow up on issues addressed within the DRC.

## SUBSIDIARY REPORTING

Delta Air Lines subsidiaries are not subject to Delta Air Lines environmental policy, procedures or reporting requirements. Given this, details of subsidiary environmental performance, governance and regulatory compliance are not included in this report. Delta Connection emissions are included in this report.



VERIFICATION

We conduct assurance to verify our primary environmental impact—carbon emissions. An external assurance statement for emissions can be found on below. Ruby Canyon Engineering, Inc. conducts our carbon emissions verification and provides a reasonable level of assurance on our Statement of Greenhouse Gas (GHG) Emissions for reporting. Verified emissions data back to 2005 is publicly available on The Climate Registry website, at [www.cris4.org](http://www.cris4.org). Note that Delta’s annual GRI reporting time line and annual emissions verification and reporting timelines do not coincide. For this reason, our annual verification of emissions data trails our CRR GRI report by one year. As a result, annual emissions for the 2019 CRR reporting year will be verified after the CRR has been published. Furthermore, due to internal timeline reporting differences, any discrepancies from past CRR reporting to final verification will be noted in the external verification statement and in relevant tables.

4.0 Verification Results

Delta provided sufficient evidence and documentation of its emissions calculations, data collection procedures, and monitoring and quality control procedures for its facilities. The verification process focused on verifying the emissions calculations and the source data used by Delta to quantify its GHG emissions in accordance with The Climate Registry’s General Reporting Protocol. The following is a summary of the verification results. Tables 2 and 3 define the GHG emissions verified for 2018.

During the verification process, RCE made requests for additional documentation, clarifications, and corrective actions as necessary to complete the verification. Delta sufficiently addressed all corrective actions. The details of these requests are documented in RCE’s List of Findings provided to Delta.

5.0 Conclusion

RCE conducted a risk-based analysis of Delta’s GHG emissions inventory and a strategic review of the inventory data and calculations. Based upon the processes and procedures and the evidence collected, RCE concludes that the GHG assertion is a fair representation of the GHG emissions for 2018 and can be considered:

- In conformance with The Climate Registry’s General Reporting Protocol Version 2.1,
- Without material discrepancy in Scope 1, Scope 2 location-based, Scope 2 market-based, or Scope 3 emissions, and
- Scope 1 and 2 emissions verified to a reasonable level of assurance and Scope 3 emissions verified to a limited level of assurance.

Table 2. Total North American Entity Emissions by Emission Type Under Operational Control

Emissions Verified	CO <sub>2</sub> e (metric tons)
Stationary Combustion	68,544.65
Mobile Combustion	24,582,345.33
Fugitive	4,238.47
Scope 1 Total	24,655,128.45
Applied Offsets	-3,293,160.00
Net Scope 1 Total	21,361,968.45
Purchased Electricity – Location-based	267,489.73
Purchased Heating – Location-based	31,026.42
Scope 2 Location-Based Total	298,516.15
Purchased Electricity – Market-based	267,489.73
Purchased Heating – Market-based	31,026.42
Scope 2 Market-Based Total	298,516.15

\*Individual categories may not sum to total due to rounding. Please note that Delta applied 3,293,160 retired offsets to Scope 1 emissions total resulting in a net total of 33,701,240 tCO<sub>2</sub>e for combined North American and Worldwide Scope 1 emissions.

Table 3. Total Worldwide Entity Emissions by Emission Type Under Operational Control (including North America)

Emissions Verified	CO <sub>2</sub> e (metric tons)
Stationary Combustion	68,577.02
Mobile Combustion	36,921,387.25
Fugitive	4,436.45
Scope 1 Total	36,994,400.72
Applied Offsets	-3,293,160
Net Scope 1 Total	33,701,240.72
Purchased Electricity – Location-based	273,459.91
Purchased Heating – Location-based	33,267.19
Scope 2 Location-Based Total	306,727.09
Purchased Electricity – Market-based	273,459.91
Purchased Heating – Market-based	33,267.19
Scope 2 Market-Based Total	306,727.09
Fuel and Energy Related Activities	3,677,436.76
Scope 3 Total	3,677,436.76

\*Individual categories may not sum to total due to rounding. Please note that Delta applied 3,293,160 retired offsets to Scope 1 emissions total resulting in a net total of 33,701,240 tCO<sub>2</sub>e for combined North American and Worldwide Scope 1 emissions.

Lead Verifier Signature

*Jessica Stavole-Carter*  
Jessica Stavole-Carter

Independent Peer Reviewer Signature

*Nina Pinette*  
Nina Pinette



## GRI INDEX

DISCLOSURE NUMBER	DISCLOSURE TITLE	2019 RESPONSE
<b>GRI 102: General Disclosures</b>		
<b>Organizational Profile</b>		
102-1	Name of the organization	Delta Air Lines, Inc.
102-2	Activities, brands, products, and services	Delta By the Numbers Delta 2019 10-K, pages 2-6
102-3	Location of headquarters	Delta By the Numbers Delta 2019 10-K, page 2
102-4	Location of operations	Delta By the Numbers Delta 2019 10-K, pages 2-3
102-5	Ownership and legal form	Delta Air Lines, Inc. is a publicly held corporation incorporated in the state of Delaware. Our shares trade on the New York Stock Exchange.
102-6	Markets served	Delta By the Numbers Delta 2019 10-K, pages 2-6
102-7	Scale of the organization	Delta By the Numbers
102-8	Information on employees and other workers	For Our People—Workforce Profile
102-9	Supply chain	For Our People—Partners with Shared Values
102-10	Significant changes to the organization and its supply chain	There have been no significant changes during the reporting period.
102-11	Precautionary principle or approach	Delta has not formally adopted use of the precautionary principle. For Delta, adoption of the principle would apply primarily to potential harm related to use of fossil fuels and carbon emissions. While the principle is not formally used, we have an established enterprise risk management program and a Climate Change Policy; and we are actively engaged with the airline industry regarding mitigation efforts.
102-12	External initiatives	Appendix—Stakeholder Engagement
102-13	Membership of associations	Appendix—Stakeholder Engagement
<b>Strategy</b>		
102-14	Statement from senior decision maker	A Message from Ed
102-15	Key impacts, risks, and opportunities	Delta 2019 10-K, pages 13-20 For Our Planet—Climate Risk Appendix—Risk Management
<b>Ethics and Integrity</b>		
102-16	Values, principles, standards, and norms of behavior	For Our People—The Delta Difference
102-17	Mechanisms for advice and concerns about ethics	For Our People—The Delta Difference
<b>Governance</b>		
102-18	Governance structure	<a href="#">Corporate Governance Principles</a>
102-19	Delegating authority	Appendix—Governance
102-20	Executive-level responsibility for economic, environmental, and social topics	Appendix—Sustainability Governance and Management Strategy
102-21	Consulting stakeholders on economic, environmental, and social topics	Appendix—Materiality and Materiality Assessment Process Delta 2020 Proxy, pages 10-11
102-22	Composition of the highest governance body and its committees	<a href="#">Board of Directors</a>
102-23	Chair of the highest governance body	Delta 2020 Proxy, page 14
102-24	Nominating and selecting the highest governance body	<a href="#">Corporate Governance Principles</a>
102-25	Conflicts of interest	<a href="#">Delta Code of Ethics and Business Conduct</a>
102-26	Role of highest governance body in setting purpose, values, and strategy	Appendix—Governance

## GRI INDEX

DISCLOSURE NUMBER	DISCLOSURE TITLE	2019 RESPONSE
102-27	Collective knowledge of highest governance body	Appendix—Governance
102-28	Evaluating the highest governance body's performance	The Board of Directors and each of its committees conducts an annual self-evaluation. This evaluation includes a performance review relative to the governance of economic, financial, operational, environmental and social topics. The specific input process varies from year to year in order to promote critical and productive self-evaluation. After self-evaluation, the Board and each committee review the results and appropriate actions are taken to address any areas of concern.
102-30	Effectiveness of risk management processes	Appendix—Governance Delta 2020 Proxy, page 17
102-31	Review of economic, environmental, and social topics	Appendix—Governance Delta 2020 Proxy, pages 11-12
102-32	Highest governance body's role in sustainability reporting	Appendix—Sustainability Governance and Management Strategy
102-33	Communicating critical concerns	Stockholders and other interested parties may communicate with Delta's nonmanagement directors via e-mail at <a href="mailto:nonmgmt.directors@delta.com">nonmgmt.directors@delta.com</a> . Communications with nonmanagement directors may also be mailed to: c/o Law Department, 981 Attn: Chief Legal Officer 1030 Delta Boulevard Atlanta, GA 30354
102-35	Remuneration policies	Delta 2020 Proxy, pages 20-48
102-36	Process for determining remuneration	Delta 2020 Proxy, pages 20-48 For Our People—Putting Our People First
102-37	Stakeholders' involvement in remuneration	Delta 2020 Proxy, page 20
102-38	Annual total compensation ratio	Delta 2020 Proxy, page 46
102-39	Percentage increase in annual total compensation ratio	Delta 2020 Proxy, page 46
<b>Stakeholder Engagement</b>		
102-40	List of stakeholder groups	Appendix—Stakeholder Engagement
102-41	Collective bargaining agreements	Delta 2019 10-K, page 11
102-42	Identifying and selecting stakeholders	Appendix—Stakeholder Engagement
102-43	Approach to stakeholder engagement	Appendix—Stakeholder Engagement
102-44	Key topics and concerns raised	Appendix—Stakeholder Engagement
<b>Reporting Practices</b>		
102-45	Entities included in the consolidated financial statements	Delta 2019 10-K, pages 53-55
102-46	Defining report content and topic boundaries	Appendix—About This Report
102-47	List of material topics	Appendix—About This Report
102-48	Restatements of information	There have been no restatements in this reporting period.
102-49	Changes in reporting	Appendix—About This Report
102-50	Reporting period	Appendix—About This Report
102-51	Date of most recent report	Appendix—About This Report
102-52	Reporting cycle	Appendix—About This Report
102-53	Contact point for questions regarding the report	Appendix—About This Report
102-54	Claims of reporting in accordance with the GRI Standards	Appendix—About This Report
102-55	GRI content index	Appendix- About This Report

## GRI INDEX

DISCLOSURE NUMBER	DISCLOSURE TITLE	2019 RESPONSE
<b>Topic-Specific Standards</b>		
<b>GRI 205: Anti-Corruption</b>		
103-1	Explanation of the material topic and its boundary	<a href="#">Delta Code of Ethics &amp; Business Conduct</a> For Our People—The Delta Difference
103-2	The management approach and its components	<a href="#">Delta Code of Ethics &amp; Business Conduct</a> For Our People—The Delta Difference
103-3	Evaluation of the management approach	<a href="#">Delta Code of Ethics &amp; Business Conduct</a>
205-1	Operations assessed for risks related to corruption	Enterprise-wide assessment for corruption-related risks.
205-2	Communication and training about anti-corruption policies and procedures	For Our People—The Delta Difference
205-3	Confirmed incidents of corruption and actions taken	There were no incidents of corruption during 2019.
<b>GRI 206: Anti-Competitive Behavior</b>		
103-1	Explanation of the material topic and its boundary	<a href="#">Delta Code of Ethics &amp; Business Conduct</a> For Our People—The Delta Difference
103-2	The management approach and its components	<a href="#">Delta Code of Ethics &amp; Business Conduct</a> For Our People—The Delta Difference
103-3	Evaluation of the management approach	<a href="#">Delta Code of Ethics &amp; Business Conduct</a> For Our People—The Delta Difference
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Delta 2019 10-K, page 24
<b>GRI 302: Energy</b>		
103-1	Explanation of the material topic and its boundary	For Our Planet—Environmental Sustainability—Climate Change, Emissions & Air Fleet
103-2	The management approach and its components	For Our Planet—Environmental Sustainability—Climate Change, Emissions & Air Fleet
103-3	Evaluation of the management approach	For Our Planet—Environmental Sustainability—Climate Change, Emissions & Air Fleet
302-1	Energy consumption within the organization	For Our Planet—Environmental Sustainability—Climate Change, Emissions & Air Fleet
302-2	Energy consumption outside the organization	For Our Planet—Environmental Sustainability—Climate Change, Emissions & Air Fleet
302-3	Energy intensity	For Our Planet—Environmental Sustainability—Climate Change, Emissions & Air Fleet
302-4	Reduction of energy consumption	For Our Planet—Environmental Sustainability—Climate Change, Emissions & Air Fleet
302-5	Reductions in energy requirements of products and services	For Our Planet—Environmental Sustainability—Climate Change, Emissions & Air Fleet
<b>GRI 305: Emissions</b>		
103-1	Explanation of the material topic and its boundary	For Our Planet—Environmental Sustainability—Climate Change, Emissions & Air Fleet <a href="#">Delta's Carbon Emissions Policy</a>
103-2	The management approach and its components	For Our Planet—Environmental Sustainability—Climate Change, Emissions & Air Fleet <a href="#">Delta's Carbon Emissions Policy</a>
103-3	Evaluation of the management approach	For Our Planet—Environmental Sustainability—Climate Change, Emissions & Air Fleet <a href="#">Delta's Carbon Emissions Policy</a>
305-1	Direct (Scope 1) GHG emissions	For Our Planet—Environmental Sustainability—Climate Change, Emissions & Air Fleet
305-2	Energy indirect (Scope 2) GHG emissions	For Our Planet—Environmental Sustainability—Climate Change, Emissions & Air Fleet
305-3	Other indirect (Scope 3) GHG emissions	For Our Planet—Environmental Sustainability—Climate Change, Emissions & Air Fleet
305-4	GHG emissions intensity	For Our Planet—Environmental Sustainability—Climate Change, Emissions & Air Fleet
305-5	Reduction of GHG emissions	For Our Planet—Environmental Sustainability—Climate Change, Emissions & Air Fleet
305-6	Emissions of ozone-depleting substances (ODS)	For Our Planet—Environmental Compliance
305-7	Nitrogen oxides (NO <sub>x</sub> ), sulfur oxides (SO <sub>x</sub> ), and other significant air emissions	For Our Planet—Environmental Compliance

## GRI INDEX

DISCLOSURE NUMBER	DISCLOSURE TITLE	2019 RESPONSE
<b>GRI 306: Effluents and Waste</b>		
103-1	Explanation of the material topic and its Boundary	For Our Planet—Environmental Compliance
103-2	The management approach and its components	For Our Planet—Environmental Compliance
103-3	Evaluation of the management approach	For Our Planet—Environmental Compliance
306-1	Water discharge by quality and destination	For Our Planet—Waste Management
306-2	Waste by type and disposal method	For Our Planet—Waste Management
306-3	Significant spills	For Our Planet—Managing and Mitigating Spills
306-4	Transport of hazardous waste	For Our Planet—Waste Management
306-5	Water bodies affected by water discharges and/or runoff	Delta does not significantly discharge into water bodies.
<b>GRI 307: Environmental Compliance</b>		
103-1	Explanation of the material topic and its Boundary	For Our Planet—Environmental Compliance <a href="#">Delta's Environmental Policy</a>
103-2	The management approach and its components	For Our Planet—Environmental Compliance <a href="#">Delta's Environmental Policy</a>
103-3	Evaluation of the management approach	For Our Planet—Environmental Compliance <a href="#">Delta's Environmental Policy</a>
307-1	Noncompliance with environmental laws and regulations	For Our Planet—Environmental Compliance <a href="#">Delta's Environmental Policy</a>
<b>GRI 401: Employment</b>		
103-1	Explanation of the material topic and its Boundary	Safety—Safety Leadership & Culture For Our People—Health Benefits <a href="#">Delta's Rules of the Road</a>
103-2	The management approach and its components	Safety—Safety Leadership & Culture For Our People—Health Benefits <a href="#">Delta's Rules of the Road</a>
103-3	Evaluation of the management approach	Safety—Safety Leadership & Culture For Our People—Health Benefits <a href="#">Delta's Rules of the Road</a>
401-1	New employee hires and employee turnover	For Our People—Workforce Profile
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	For Our People—Health Benefits
401-3	Parental leave	Delta does not track this information.
<b>GRI 403: Occupational Health and Safety</b>		
103-1	Explanation of the material topic and its Boundary	Safety <a href="#">The Way We Fly</a>
103-2	The management approach and its components	Safety <a href="#">The Way We Fly</a>
103-3	Evaluation of the management approach	Safety <a href="#">The Way We Fly</a>
403-1	Workers' representation in formal joint management-worker health and safety committees	Safety—Safety Leadership & Culture
403-2	Types of injury and rates of injury, occupational diseases, lost days, absenteeism, and number of work-related fatalities	Safety—Safety Leadership & Culture
403-3	Workers with high incidence or high risk of diseases related to their occupation	Delta is unaware of any high risk for diseases related to our employees' occupation.
403-4	Health and safety topics covered in formal agreements with trade unions	Safety—Safety Leadership & Culture

## GRI INDEX

DISCLOSURE NUMBER	DISCLOSURE TITLE	2019 RESPONSE
<b>GRI 404: Training and Education</b>		
103-1	Explanation of the material topic and its Boundary	For Our People—Putting Our People First—Training/Career Development <a href="#">They Way We Fly</a>
103-2	The management approach and its components	For Our People—Putting Our People First—Training/Career Development <a href="#">They Way We Fly</a>
103-3	Evaluation of the management approach	For Our People—Putting Our People First— Training/Career Development <a href="#">They Way We Fly</a>
404-1	Average hours of training per year per employee	For Our People—Putting Our People First—Training/Career Development
404-2	Programs for upgrading employee skills and transition assistance programs	For Our People—Putting Our People First—Training/Career Development
404-3	Percentage of employees receiving regular performance and career development reviews	For Our People—Putting Our People First—Training/Career Development
<b>GRI 405: Diversity and Equal Opportunity</b>		
103-1	Explanation of the material topic and its Boundary	For Our People—Diversity, Inclusion & Equity
103-2	The management approach and its components	For Our People—Diversity, Inclusion & Equity
103-3	Evaluation of the management approach	For Our People—Diversity, Inclusion & Equity
405-1	Diversity of governance bodies and employees	For Our People—Workforce Profile Delta 2020 Proxy, page 13
405-2	Ratio of basic salary and remuneration of women to men	For Our People—Diversity, Inclusion & Equity
<b>GRI 416: Customer Health and Safety</b>		
103-1	Explanation of the material topic and its Boundary	Safety For Our Customers—Customer Satisfaction
103-2	The management approach and its components	Safety For Our Customers—Customer Satisfaction
103-3	Evaluation of the management approach	Safety For Our Customers—Customer Satisfaction
416-1	Assessment of the health and safety impact of product and service categories	Safety
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	There were no incidents reported in 2019.
<b>GRI 418: Customer Privacy</b>		
103-1	Explanation of the material topic and its Boundary	For Our Customers—Customer Data Protection For Our Customers—Transforming Travel Through Technology <a href="#">Delta Air Lines, Inc. Privacy Policy</a>
103-2	The management approach and its components	For Our Customers—Customer Data Protection For Our Customers—Transforming Travel Through Technology <a href="#">Delta Air Lines, Inc. Privacy Policy</a>
103-3	Evaluation of the management approach	For Our Customers—Customer Data Protection For Our Customers—Transforming Travel Through Technology <a href="#">Delta Air Lines, Inc. Privacy Policy</a>
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Confidentiality constraints prohibit Delta from reporting this information.
<b>GRI 419: Socioeconomic Compliance</b>		
103-1	Explanation of the material topic and its Boundary	For Our People—Culture
103-2	The management approach and its components	For Our People—Culture
103-3	Evaluation of the management approach	For Our People—Culture
419-1	Non-compliance with laws and regulations in the social and economic area	Delta 2019 10-K, page 24

## SUSTAINABILITY ACCOUNTING STANDARDS BOARD INDEX

TOPIC	METRIC	CODE	RESPONSE
<b>Activity Metrics</b>	Available seat kilometers (ASK)	TR-AL-000.A	275,379 million (Available Seat Miles)
	Passenger load factor	TR-AL-000.B	86.3%
	Revenue passenger kilometers (RPK)	TR-AL-000.C	237,727 million (Revenue Passenger Miles)
	Revenue ton kilometers (RTK)	TR-AL-000.D	41,171 million
	Number of departures	TR-AL-000.E	More than 15,000 flights per day
	Average age of fleet	TR-AL-000.F	14.9
TOPIC	METRIC	CODE	RESPONSE
<b>Greenhouse Gas Emissions</b>	Gross global Scope 1 emissions	TR-AL-110a.1	38,161,781 MT CO <sub>2</sub> e (see For Our Planet - Emissions Inventory)
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	TR-AL-110a.2	For Our Planet— Environmental Sustainability— Climate Change, Emissions & Air Fleet
	(1) Total fuel consumed	TR-AL-110a.3	35,759,375 MT CO <sub>2</sub> e (mainline) (see For Our Planet - Emissions Inventory)
	(2) Percentage alternative fuel	TR-AL-110a.3	0% (only used in 13 aircraft delivery flights; see page 32)
	(3) Percentage sustainable fuel	TR-AL-110a.3	0% (only used in 13 aircraft delivery flights; see page 32)
<b>Labor Practices</b>	Percentage of active workforce covered under collective bargaining agreements	TR-AL-310a.1	Approximately 16%
	(1) Number of work stoppages	TR-AL-310a.2	0
	(2) Total days idle	TR-AL-310a.2	0
<b>Competitive Behavior</b>	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	TR-AL-520a.1	N/A
<b>Accident &amp; Safety Management</b>	Description of implementation and outcomes of a Safety Management System	TR-AL-540a.1	Safety
	Number of aviation accidents	TR-AL-540a.2	4 per 1,138,768 flights
	Number of governmental enforcement actions of aviation safety regulations	TR-AL-540a.3	0

## TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

DISCLOSURE FOCUS AREA	RECOMMEND DISCLOSURE	SOURCE
<b>Governance</b>		
Disclose the organization's governance concerning climate-related risks and opportunities.	a) Describe the board's oversight of climate-related risks and opportunities.	For Our Planet—Sustainability Governance and Management Strategy
	b) Describe management's role in assessing and managing climate-related risks.	For Our Planet—Sustainability Governance and Management Strategy
<b>Strategy</b>		
Disclose the actual and potential impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	a) Describe the climate-related risks and opportunities the organization has identified over the short-, medium-, and long-term.	For Our Planet—Climate Risk
	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	For Our Planet—Climate Risk
	c) Describe the potential impact of different scenarios, including a 2°C scenario, on the organization's businesses, strategy, and financial planning.	For Our Planet—Climate Risk
<b>Risk Management</b>		
Disclose how the organization identifies, assesses and manages climate-related risks.	a) Describe the organization's processes for identifying and assessing climate-related risks.	For Our Planet—Climate Risk
	b) Describe the organization's processes for managing climate-related risks.	For Our Planet—Climate Risk
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	For Our Planet—Climate Risk
<b>Metrics and Targets</b>		
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities.	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in keeping with its strategy and risk management process.	For Our Planet—Metrics: Transparency and Reporting
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	For Our Planet—Metrics: Transparency and Reporting
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	For Our Planet—Metrics: Transparency and Reporting

\*Due to the current reporting year (2019), verification of emissions data trails the publication of Delta's annual GRI report; verified emissions data is for 2018. 2019 emissions data will be verified by the end of 2020 and publicly available at [cris4.org](https://www.cris4.org)

Delta responds annually to the CDP Climate Change questionnaire. Responses to TCFD disclosure framework are also available in our CDP response, available on [cdp.net](https://www.cdp.net) and [delta.com/sustainability](https://www.delta.com/sustainability)  
2019 CDP score: A-

## Cautionary Language Regarding Forward-Looking Statements

The statements in this report that are not historical facts, including statements regarding our estimates, expectations, beliefs, intentions, projections, goals, aspirations, commitments or strategies for the future, should be considered "forward-looking statements" under the Securities Act of 1933, as amended, the Securities Exchange Act of 1934, as amended, and the Private Securities Litigation Reform Act of 1995. Such statements are not guarantees or promised outcomes and should not be construed as such. All forward-looking statements involve a number of risks and uncertainties that could cause actual results to differ materially from the estimates, expectations, beliefs, intentions, projections and strategies reflected in or suggested by the forward-looking statements. These risks and uncertainties include, but are not limited to, the material adverse effect that the COVID-19 pandemic is having on our business; the impact of incurring significant debt in response to the pandemic; the possible effects of accidents involving our aircraft; breaches or security lapses in our information technology systems; disruptions in our information technology infrastructure; our dependence on technology in our operations; the performance of our significant investments in, and commercial relationships with, airlines in other parts of the world; failure to comply with the financial and other covenants in our financing agreements; labor issues; the effects of weather, natural disasters and seasonality on our business; the effects of an extended disruption in services provided by third parties; the cost of aircraft fuel; the availability of aircraft fuel; failure or inability of insurance to cover a significant liability at Monroe's Trainer refinery; the impact of environmental regulation on the Trainer refinery, including costs related to renewable fuel standard regulations; our ability to retain senior management and key employees; damage to our reputation and brand if we are exposed to significant adverse publicity; the effects of terrorist attacks or geopolitical conflict; competitive conditions in the airline industry; interruptions or disruptions in service at major airports at which we operate; the effects of extensive government regulation on our business; the impact of environmental regulation on our business; the sensitivity of the airline industry to prolonged periods of stagnant or weak economic conditions; and uncertainty in economic conditions and regulatory environment in the United Kingdom related to the exit of the United Kingdom from the European Union.

Additional information concerning risks and uncertainties that could cause differences between actual results and forward-looking statements is contained in our Securities and Exchange Commission filings, including our Annual Report on Form 10-K for the fiscal year ended December 31, 2019 and our Quarterly Report on Form 10-Q for the quarterly period ended June 30, 2020. Caution should be taken not to place undue reliance on our forward-looking statements, which represent our views only as of July 31, 2020, and which we have no current intention to update except to the extent required by law.



1030 DELTA BLVD., ATLANTA, GA 30354