



 **DELTA**

2023 ESG Report

**Travel can
change
the world.
For good.**

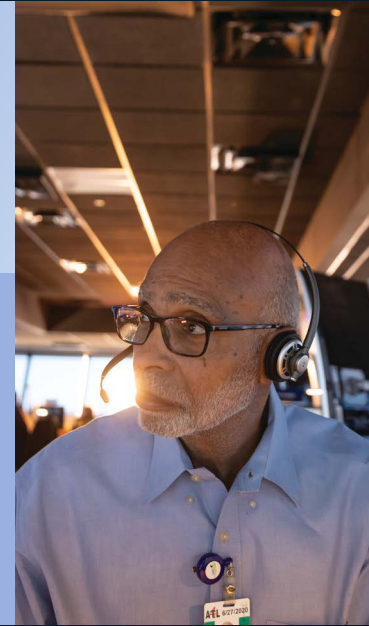
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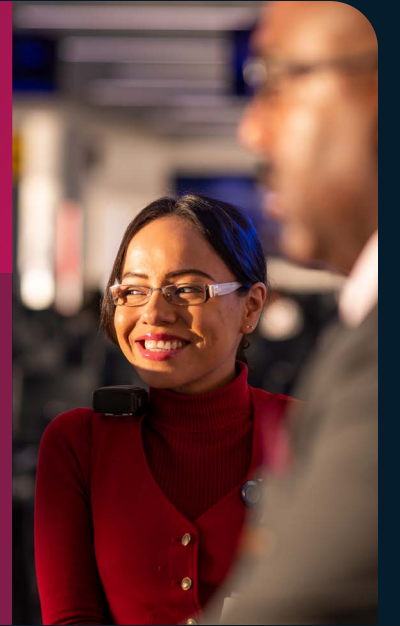
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Introduction

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A Message From Ed Bastian

In 2023, the people of Delta Air Lines led the industry, strengthening our trusted global brand by consistently delivering operational excellence, unmatched financial performance and the welcoming, caring and elevated service our customers deserve. Once again, Delta's longstanding values of always putting people first set us apart from the competition.



The excellence, dedication and professionalism of our 100,000-strong team was recognized as Delta ranked No. 11 on Fortune's World's Most Admired Companies and No. 12 on TIME Magazine's World's Best Companies; was selected the world's best airline by Air Transport World; and was named the No. 1 airline by Business Travel News for the 13th year in a row, among many other awards.

As we continue to transform the travel experience, we will stay true to the people-oriented values that drive everything we do. That includes:

Safety

Delta safely transported more than 190 million customers in 2023 – fulfilling our fundamental obligation to our customers, our colleagues and the communities we are privileged to serve. During the year, we introduced The Way We Fly, a refreshed Code of Ethics and Business Conduct that reinforces and updates our safety expectations and standards for our employees and business partners. It includes a strong focus on the importance of safety leadership as well as accountability for every member of the Delta team. Our employees are always empowered to take necessary steps to address a safety issue – something I remind them of regularly.

People and Culture

Our people are core to our success, which is why we've strategically invested in attracting, retaining and developing employees who go the extra mile. Our Skills-First approach to talent prioritizes experience and skills over traditional education

requirements, giving us more options for recruitment across diverse talent pools. And we continue to focus on creating more equitable outcomes for our workforce by supporting our employees' financial wellness – including an Emergency Savings Program that provides a contribution up to \$1,000 for those who complete a financial education and coaching program – and a leading profit-sharing program that distributed \$1.4 billion of Delta's 2023 profits to our people.

Climate and Environment

We must begin the hard work now to deliver more sustainable travel experiences – it's imperative for our planet, our communities and our business. Our long-term strategy to achieve net-zero GHG emissions by 2050 is focused on transitioning to a more fuel-efficient fleet; increasing the use of sustainable aviation fuel (SAF); and reducing fuel use and emissions with enhancements and optimization of our operations. We're also harnessing innovation to power our journey. In 2023, we launched the Delta Sustainable Skies Lab to advance research, design and testing for a more sustainable future of air travel.

Community

Since its inception, Delta has supported the communities where we live, work and serve. In 2023, we provided \$60 million in charitable giving, exceeding our commitment to contribute 1% of the company's net income to communities worldwide. While sharing our profits is important, I'm even more proud of the efforts of Delta employees worldwide who donated their time and expertise on a wide range

of worthwhile endeavors, from volunteering with local food banks to planting trees, to building KABOOM! Playgrounds and Habitat for Humanity homes. Day after day, Delta people proudly and passionately show up to support nonprofit causes and community partners.

More details on these and other priorities are available throughout this report.

Next year, Delta will be celebrating its 100th anniversary. Born as a crop-dusting business flying tiny prop planes in Macon, Georgia, the company's founders would be awestruck to see the global airline Delta is today, whisking millions of travelers around the world in safety and comfort.

But amid all the changes the company has experienced over the decades, our focus on values – always putting people first, no matter what – has never wavered. That's why I am confident that the next 100 years will be even more exciting for our customers, our employees, our investors and our communities.

I welcome you to join us on our journey into Delta's next century.

ED BASTIAN

Chief Executive Officer
Delta Air Lines

2023 ESG Highlights

Our People Are Core to Our Success



INDUSTRY-LEADING PROFIT SHARING

\$1.4B

Paid to employees from 2023 profits (inclusive of 401(k) contributions and payroll taxes)

\$8B+

Shared with employees since 2015 through industry-leading profit-sharing program

CONTINUED MOMENTUM IN FINANCIAL WELLNESS

Launched the Delta Emergency Savings Program

To help employees prepare for life's unexpected moments and jumpstart their financial wellness journeys by contributing up to \$1,000 to eligible employees who complete financial coaching, education and savings requirements

\$19/hour

Delta continues to invest in our people by increasing the starting rate to at least \$19 per hour for domestic roles

EXPANDING EQUITABLE OUTCOMES

82%

Of all job openings filled externally in 2023 did not require a college degree

35%

Of corporate and management openings in 2023 were filled with talent in frontline roles (exceeding our long-term goal of 25%)

50%

Of the top 600 leaders at Delta (officers and directors) were women or racially/ethnically diverse



[READ MORE ON PEOPLE →](#)

Supporting the Communities Where We Live, Work and Serve



\$60M

In charitable giving, exceeding our goal to contribute at least 1% of the company's profits to communities worldwide

\$18M

Raised by Delta employees and customers for major fundraisers in 2023, including the American Cancer Society, American Heart Association, Breast Cancer Research Foundation, Children's Healthcare of Atlanta, Covenant House, Delta Care and Scholarship Fund and United Way

Continued to partner with KABOOM!

To address playspace inequity by building 37 community-specific playgrounds in underserved minority communities, benefiting more than 48,000 kids since 2013



[READ MORE ON COMMUNITY ENGAGEMENT →](#)

Best-in-Class Governance Practices



58%

Of Board members are diverse by race, gender and/or ethnicity

Best-in-class governance practices

Reflected in our Board structure and allocation of oversight responsibilities among Board committees on issues including safety, cybersecurity, environmental sustainability and enterprise risk management

Maintain strong shareholder rights and engagement practices



[READ MORE ON GOVERNANCE →](#)

2023 ESG Highlights

Connecting People to a More Sustainable Future of Travel



EFFICIENT AIRCRAFT OPERATIONS

21M

Gallons of cumulative annual fuel savings compared to 2019 through initiatives like enhanced routing for selected flights and reductions to catering service weight and potable water on board

5.5%

Improvement in fleet-wide fuel efficiency since 2019

CLEANER FUEL

3.5M

Gallons of sustainable aviation fuel (SAF) delivered, more than double the amount in 2022

Helped establish Minnesota SAF Hub

A first-of-its-kind coalition leveraging collaboration across the value chain to scale SAF at the Minneapolis-Saint Paul International Airport

REVOLUTIONARY FLEET

43

Next-generation aircraft received as of year-end 2023, achieving, on average, 28% greater fuel efficiency per seat mile than aircraft retired since 2019

Joined the Sustainable Flight Demonstrator Project

To help develop a new aircraft design with the aim of reducing fuel burn and emissions

THE TRAVEL EXPERIENCE

Began onboard testing of new paper cups

Aiming to help eliminate nearly 7 million pounds of single-use plastics on board annually

GROUND OPERATIONS AND FACILITIES

31%

Of our critical ground service equipment (GSE) fleet is electrified, thanks to our deployment of 1,647 new electric units since 2020

SUPPLY CHAIN

Founding member of EcoVadis Sustainable Airlines Initiative

Which aims to improve ethical, social and environmental business standards across the industry's value chain

Medium-Term Science Based Targets initiative-validated target

Reduce jet fuel-related greenhouse gas (GHG) emissions intensity 45% by 2035 (from a 2019 baseline)

PROGRESS

3.2%

Reduction in our jet fuel-related GHG emissions per revenue ton kilometer in 2023 (relative to our 2019 baseline)

[READ MORE ON CLIMATE AND ENVIRONMENT](#) →

Awards and Recognition

Employee and Employer Awards



RANKED 11
World's Most Admired Companies
Fortune



World's Best Companies
TIME



RANKED 5
Best Large Employers
Forbes



100 Best Places to Work for 2024
Fortune



RANKED 13 OF 100
2024 Best Places to Work
Glassdoor



8TH YEAR IN A ROW
2023 Best Places to Work
Disability Equality Index



America's Best Employers for Women and Best Employers for Diversity
Forbes



Visit the Delta 2023 ESG Report site for more information About Delta

Safety and Customer Service Awards



#1 RANKED AIRLINE
for First/Business and Premium Economy Class Customer Satisfaction
J.D. Power¹



2024 Airline of the Year
Air Transport World



5TH YEAR IN A ROW
Best U.S. Airline
The Points Guy



13TH YEAR IN A ROW
2023 Annual Airline Survey's #1 Airline
Business Travel News



Best Customer Service
Newsweek



Most Innovative Companies of 2024
Fast Company



Best Travel Rewards for SkyMiles (2023-2024)
U.S. News



3RD YEAR IN A ROW
Platinum Award for Operational Excellence
Cirium

1. For J.D. Power 2024 award information, visit [jdpower.com/awards](https://www.jdpower.com/awards).

About this Report

The [2023 ESG Report](#) is a summary of Delta’s environmental, social and governance (ESG) approach, activities and performance from January 1 to December 31, 2023, unless otherwise stated. As many of our efforts extend beyond this timeframe, progress made during the first quarter of 2024 on long-term strategies and initiatives is included in this report as well. All references to “Delta,” “we,” “us” and “ours” are references to Delta Air Lines, Inc.

This report aligns with the reporting standards of the Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-related Financial Disclosures (TCFD).

Our report reflects information regarding our airline operations, which is our core business. Monroe Energy, LLC (Monroe) is a wholly owned subsidiary of ours that operates the Trainer Refinery and related pipelines and terminal assets that supply jet fuel to our airline operations in the Northeastern United States. Monroe is operated separately, and, as such, information about Monroe is not reflected in this report. Consistent with the GHG Protocol, this report includes greenhouse gas (GHG) emissions from business activities under Delta’s operational control.¹ Monroe files GHG emissions reports annually with the U.S. Environmental Protection Agency, which are publicly available. The publicly available Monroe GHG emissions report can be viewed [here](#). We discuss Delta’s climate lobbying activities, including those by or on behalf of Monroe, in the [Climate and Environment](#) section and of this report and our website [here](#).

Delta’s ESG Priorities

At Delta, we are committed to transparently communicating how we identify, prioritize and approach the ESG topics that are most relevant to our business, customers, employees and investors. We use a range of formal and informal engagement methods – including ESG-focused materiality analyses, ongoing dialogue with key stakeholders and our Enterprise Risk Management process – to proactively identify and address both existing and emerging ESG opportunities and risks. We use the findings from our engagement to inform what we disclose about our short-, medium- and long-term strategies and milestones, as well as our public disclosures on ESG topics.

We continue to refine our approach to understanding priority ESG topics in alignment with evolving best practices, voluntary guidance and the regulatory landscape. In 2023, we updated our ESG-focused materiality assessment to reflect changes in our understanding of the ESG topics that represent key impacts and evolving stakeholder priorities. This assessment was based on scientific findings, business and policy trends, dialogues with internal and external stakeholders, employee and customer surveys and data on potential financial impacts.

We used these inputs to identify the most relevant topics for our company and stakeholders from an

ESG perspective, which is a different standard than that used in our financial disclosures and distinct from the concept of materiality as defined under the rules and regulations of the U.S. Securities and Exchange Commission (SEC) and related case law.

As a result, the information described as material for purposes of this report – such as our strategies and milestones – may not be material for other purposes, including in connection with our SEC filings.

The outcome of our 2023 assessment generally confirmed the findings of our 2021 assessment and are listed below.



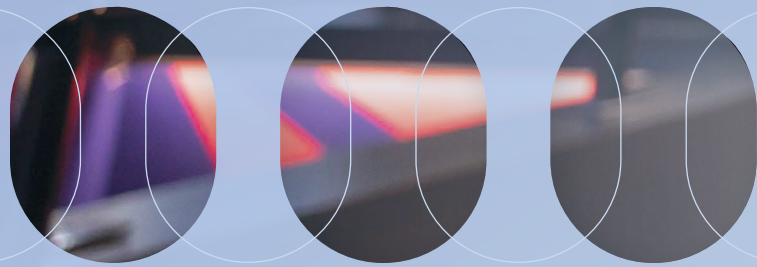
● Environmental | ● Social | ● Governance

1. The GHG Protocol establishes comprehensive global standardized frameworks to measure and manage GHG emissions from private and public sector operations, value chains and mitigation actions.
 2. Based on assessment of financial risks and opportunities; not specified in employee/customer survey.

Safety

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At Delta, we put Safety First, Always. Providing safe and secure operations is our fundamental obligation to our customers, our colleagues and the communities we are privileged to serve. As an airline, operating safely and securely is the non-negotiable foundation of our everyday work. We are proud to have transported more than 190 million customers safely in 2023.



Safe, reliable operations led by caring people – that’s how we earn our customers’ trust every day.”



MIKE SPANOS
Chief Operating Officer



Safety Governance

Our longstanding commitment to strong safety governance is grounded in our Safety Policy and our Safety Management System (SMS). The Safety & Security Committee of Delta’s Board of Directors meets five times per year and receives regular reports on our safety management and performance. As the SMS Accountable Executive, our Chief Executive Officer (CEO) retains ultimate responsibility for the SMS and Delta’s safety performance.

Our CEO and the Delta Leadership Committee are committed to providing the necessary resources to implement our SMS effectively. We host internal safety roundtables led by senior divisional leaders on a quarterly basis to review the health of the SMS and effectiveness in each area of the company. Each operating division has a safety assurance group that meets monthly to identify and manage safety risks. Additionally, the heads of each division meet weekly to review and discuss the most recent safety-related activity and performance information.

Safety Management System

Delta’s SMS is our comprehensive approach to occupational and operational safety, focused on identifying hazards, assessing and mitigating risk, monitoring our safety performance and promoting a positive safety culture.

In 2017, Delta was among the first airlines to receive U.S. Federal Aviation Administration (FAA) validation for our SMS, and we continue to enhance our approach as best practices evolve. In September 2023, Delta signed the [International Air Transport Association \(IATA\) Safety Leadership Charter](#), which includes eight guiding principles.

In late 2023, we added Safety Leadership as another element of Delta’s SMS to reinforce our positive safety culture. Safety Leadership is a set of behaviors demonstrated by individual actions that drive Delta’s safety culture and that are promoted by all employees. Regardless of their title or role, Safety Leadership requires Delta employees to embody the following behaviors: integrity, clear communication, accountability, listening and care. By embracing these characteristics, we illustrate our commitment to the safety of our people and customers and to making safety our number one value.



Safety Culture

The Way We Fly – our refreshed Code of Ethics and Business Conduct – reinforces our safety expectations and standards for employees and business partners around the world. Delta is committed to the principles of Just Culture, where employees and partners are empowered to report hazards and mistakes, leaders are accountable for responding in a fair manner and we are all committed to continuous improvement.

Integral to fulfilling our safety commitment is the timely flow of information from employees concerning safety, security and compliance issues so that appropriate preventive and corrective measures may be taken. To achieve this, Delta has implemented voluntary hazard reporting programs

that encourage the confidential reporting of all incidents and occurrences that could possibly affect the safe operation of our airline. Reports are fairly and fully investigated, and Delta will not take disciplinary action against an employee for reporting safety and security hazards, concerns or incidents, including those in which an error occurs while the employee is acting in good faith.

We understand that people sometimes make mistakes while trying to do the right thing. Just Culture focuses on learning from errors rather than placing blame. In 2023, Delta received over 100,000 reports from employees, which provided insights enabling Delta to proactively manage risk.

DELTA'S ENHANCED DEICING PROGRAM

Our team of deicers play a critical role in keeping our customers and employees safe in the coldest of conditions. If the winter months are their regular season, summer is time for boot camp – getting trained and ready for the winter ahead. Nearly 300 Delta employees from around the operation – from Alaska to Florida – converge at Minneapolis-Saint Paul International Airport every summer to learn the latest techniques and protocols for deicing aircraft.

Managing Safety Risks Through Hazard Identification and Change Management

As part of our SMS, we use Safety Risk Management (SRM), a process where we proactively identify various hazards in our operation that could lead to an accident or incident and put in place controls to mitigate those risks. For example, we use SRM for:

- Implementation of new systems, such as a new aircraft type
- Revision of existing systems, such as procedural or manual changes
- Development of new procedures, such as adding new airports to our network
- Identification of new hazards or ineffective risk controls through proactive analysis of our safety data

At Delta we consider SRM an essential element of change management and it is routinely applied as changes occur around the airline.

For example, we initiated SRM when we introduced **FlightPulse**, a real-time performance review tool that lets pilots see hazard-related risks and make adjustments mid-flight. Through this pre- and post-flight tool, pilots can compare data associated with their flights to assess how they are performing compared to peers and standard operating procedures. Pilots can also use FlightPulse in-flight to see top risks for any given location – including weather, historical trend data, regulatory considerations and more – so they can make necessary adjustments mid-flight. Assembling a team of stakeholders, we completed an evaluation of FlightPulse to identify potential hazards of using the tool and conducted a risk assessment of each hazard to determine the level of controls and mitigations required



to reduce risk to an acceptable level. We continue to monitor controls on the use of FlightPulse to ensure effectiveness. Delta is the first U.S. airline to provide this type of resource to its pilots.

We also integrated the core tenets of our SMS to enhance our aircraft deicing program as part of our ongoing change management efforts. In 2023, we conducted a risk assessment of our deicing practices using risk data collected the previous year. We identified communication – how our employees and business functions align on deicing procedures – as an area for potential improvement. As a result, we introduced a standards program for deicers that includes conducting proficiency checks at the beginning of the season, to measure effectiveness of training, as well as midway and at the end of season, to ensure that deicers retain information and maintain best practices. These proficiency checks are offered in person and remotely through a virtual reality training platform. By continuously checking the effectiveness of and compliance with procedures, policies and training, Delta is minimizing the potential for an unsafe condition before dispatching an aircraft.

Safety Assessments and Audits

We conduct routine audits of compliance and effectiveness of our SMS and safety and operational procedures through our Internal Evaluation Program. These process audits play a crucial role in maintaining the health of operationally critical policies and procedures. We also conduct regular quality assurance audits at domestic and international locations to evaluate ground and maintenance operations. Audit results are incorporated into the SMS and reviewed by leaders every month.

In addition, Delta also receives independent, third-party safety audits through the FAA, IATA's Operational Safety Audit program and the U.S. Department of Defense.

SAFETY PROGRAMS AND INDUSTRY GROUPS IN WHICH DELTA SERVES AS AN ACTIVE PARTICIPANT, LEADER OR MEMBER:

FAA's Aviation Safety Information Analysis and Sharing (ASIAS) system

Flight Safety Foundation (FSF)

Commercial Aviation Safety Team (CAST)

National Safety Council (NSC)

International Society of Air Safety Investigators (ISASI)

Aviation Safety Action Program (ASAP) – Confidential Employee Safety Reporting

Flight Operational Quality Assurance (FOQA) Program – Flight Data Monitoring

International Air Transportation Association (IATA) – Safety Group and committees

Ground Handling Operations – Safety Team (GHOST)

Airlines for America (A4A) – Safety Council and Committees

American Society of Safety Professionals (ASSP)

EMERGENCY RESPONSE



Being Prepared for In-flight Medical Events

Delta flight attendants are not only experts in providing elevated service to our customers, but are also safety professionals who are trained and equipped with the tools to respond during in-flight medical events.

In 2023, Delta instituted a pair of key, tech-enabled enhancements to help our flight attendants more effectively handle in-flight medical events. The first is a new in-flight medical support provider, MedAire's MedLink service, which provides our flight attendants with direct access to the service's team of doctors through a secure app on their Delta SkyPro mobile devices. This allows for safe, real-time communication of crucial, non-identifiable medical information that will help doctors to more accurately assess the condition of the customer and recommend a course of action for the crew, greatly improving our flight attendants' abilities to respond quickly to medical events.

In addition, we also upgraded our Red Pouch – the suite of medical diagnostic equipment found onboard Delta aircraft. Expanding on our already comprehensive collection of in-flight medical devices, the upgraded equipment includes a pulse oximeter, temporal thermometer, automatic blood pressure cuff and an enhanced medical-grade stethoscope.

Each Delta flight attendant receives seven weeks of initial training, including medical response training, along with recurrent training every 18 months. This training prepares flight attendants to identify symptoms and provide basic first aid and CPR, including the use of an automated external defibrillator.

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 the most important aspect of our organization, over and above budgets, metrics and any other pressures. But despite these measures, accidents may still happen.

In July, we suffered the loss of a loved, trusted and respected member of the Cargo Operations Team during an accident on the ramp at San Francisco International Airport (SFO). He was a Cargo Lead Agent and had been a member of our Delta family for one and a half years.

After the accident, Delta, the Occupational Safety and Health Administration (OSHA) and local law enforcement conducted thorough investigations to understand what happened. Consistent with our risk-based SMS and learning culture, Delta enhanced our cargo operations policy regarding lone workers and the processes surrounding equipment operations.

As we look ahead, we will continue to leverage the strengths of our SMS to ensure we proactively address potential hazards in our system and take action promptly. We are committed to ensuring that every person at Delta goes home to their loved ones safely each day. There is nothing more important.



Employee Safety Programs and Training

Our employee safety programs and training focus on providing the policies, procedures and education that are essential to keep our people and customers safe.

We empower our employees to slow down or stop any operation if they feel it is necessary to do so to maintain a safe work environment for our personnel and a safe travel experience for our customers. We operate several cross-divisional and division-specific employee safety programs that help us to achieve our safety objectives. These programs are critical to preventing serious injuries, incidents or accidents by proactively encouraging safety dialogue across the company. Leaders are continually promoting the use of Safety Time Outs, which are employee-initiated pauses to address a safety concern, as essential to safe operations.

In 2023, we conducted our second annual Safety & Environment Summit, where more than 400 operational leaders gathered with members of Delta’s leadership team and safety and environmental subject-matter experts. This two-day event provides an opportunity to align on safety and environmental policies, procedures and training, and to extend them out to all aspects of Delta’s operations.

Delta provides a suite of safety training that includes compliance requirements as well as tailored information relevant to an employee’s role. We also communicate the importance of safety through weekly videos, internal posts, town halls and daily interactions with leaders and within workspaces to supplement training and embed a culture of safety. The expectations of Safety Leadership that we set for Delta employees also extend to our contractors, vendors and business partners.

ERGONOMIC CENTER AND HEALTH CENTERS TO SUPPORT OUR EMPLOYEES

Delta is continuing to invest in technologies and enhance training programs to reduce exposure to ergonomic injuries. This includes dedicated experiential ergonomic training centers at our hubs in Atlanta and Salt Lake City and plans for a brand new clinic dedicated to employee health at our hub in Atlanta.

2023 SAFETY PERFORMANCE DATA

4.23

TRIR

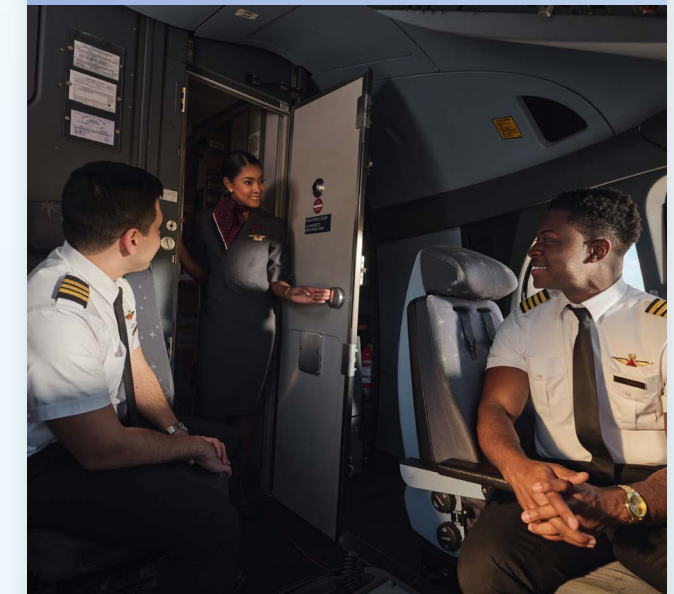
(Total Recordable Injury Rate)

3.60

DART

(Days Away, Restricted or Transferred) Rate

SECURITY



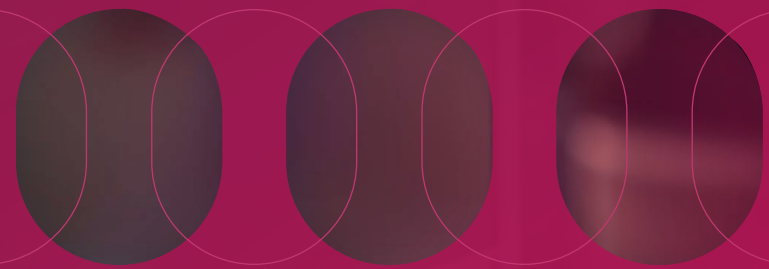
Protecting our Customers and Employees

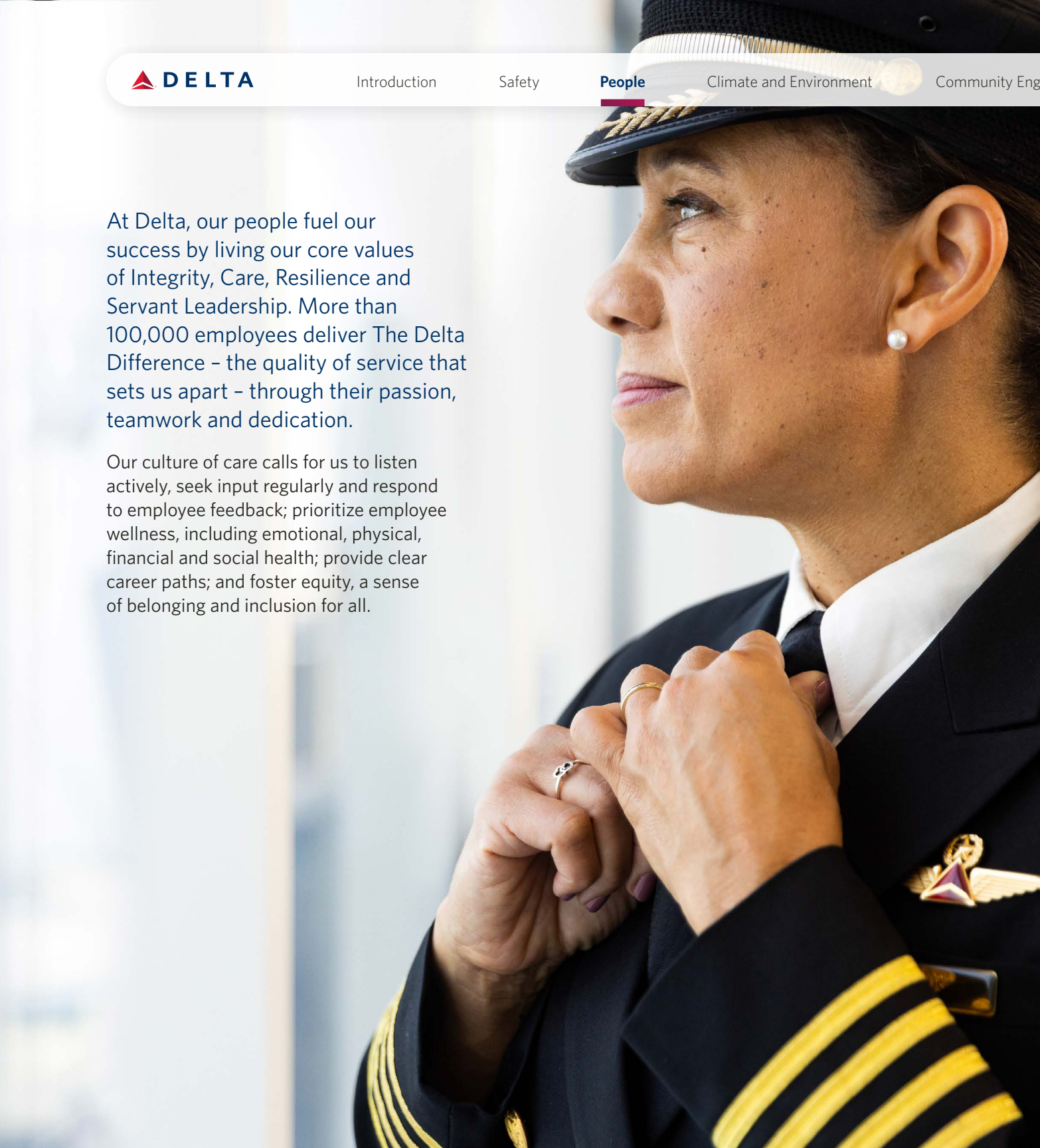
It is critical for Delta and the broader airline industry to use all the tools available to mitigate in-flight misconduct and maintain safe flight experiences for our customers and employees. We provide de-escalation and self-defense training for flight attendants and other frontline employees and continue to partner with law enforcement to increase security at dozens of airports to protect our passengers and employees. We will continue collaborating on industry-wide solutions, including maintaining a no-fly list, and cooperating with local, state and federal authorities on the prosecution of disruptive passengers.

People

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At Delta, our people fuel our success by living our core values of Integrity, Care, Resilience and Servant Leadership. More than 100,000 employees deliver The Delta Difference – the quality of service that sets us apart – through their passion, teamwork and dedication.

Our culture of care calls for us to listen actively, seek input regularly and respond to employee feedback; prioritize employee wellness, including emotional, physical, financial and social health; provide clear career paths; and foster equity, a sense of belonging and inclusion for all.

We prioritize our people by offering:

COMPETITIVE COMPENSATION



Competitive compensation, retirement plans and financial rewards designed to share Delta's success with our people and encourage teamwork

HOLISTIC WELLNESS BENEFITS



Holistic wellness benefits that support employees' physical, emotional, social and financial health

TRAINING AND DEVELOPMENT RESOURCES



Training and development resources that position employees for fulfilling careers by supporting their professional and personal growth

CULTURE PROGRAMS



Culture programs that foster inclusion and transparency through "open door" access to senior leaders, ensuring our people feel connected, valued and encouraged to speak their minds

VOLUNTEER OPPORTUNITIES



Volunteer opportunities with nonprofit partners that make a difference in local communities

Employee Engagement

We believe that when we invest in our people to authentically foster a great workplace culture, they will go the extra mile and deliver welcoming, elevated and caring customer service.

DELTA CULTURE PROGRAMS



We build a culture of engagement through a wide range of programs including:

B-DAY

Half-day onboarding experience for new hires to learn about Delta's business, brand, culture and history while connecting with fellow team members

13K+¹

New employees engaged in 2023

Executive Station Visits

Town hall-style listening and feedback sessions where senior leaders have candid conversations with frontline employees (Re-launched in 2023)

20K+

Employees engaged in 2023

43

Executive leaders participated

103

Visits to

47

Stations

VELVET

Two-day engagement and career development sessions, each kicked off by our Chief Executive Officer, where frontline employees gain clarity on how their roles support Delta's business strategy and interact with leaders from across the company. These sessions are open to all frontline employees.

~9,500

Employees engaged in 2023

14

Sessions (up from 8 in 2022)

4.8/5

Overall satisfaction score

1. Not all new employees are able to participate in B-DAY. Frontline and Merit employees in Atlanta as well as several outstations engaged in the program in 2023



19%

Of Delta employees belong to a BRG

Business Resource Groups (BRGs)

With nearly 19,000 members, our 12 BRGs provide networking, development and career growth opportunities. These employee-led networks provide valuable insights to the business on diversity-related strategies, programs and topics.

OUR BRGs INCLUDE:

ABLE - Disability BRG

ADELANTE - Latin America and Hispanic BRG

BOLD - Black Community BRG

DESI - South Asia BRG

EQUAL - LGBTQ+ BRG

FUSION - Asian Pacific BRG

GENGAGE - Multigenerational Workforce BRG

GREEN UP - Sustainability BRG

SHE - Women's BRG

VETERANS - Veterans and Armed Forces BRG

WORKING FAMILIES - Working Parents and/or Caregivers BRG

YALLAH - Middle East and North Africa BRG

Engagement Surveys

We routinely survey our people to measure engagement, identify opportunities for growth and drive change. For example, Delta’s Emergency Savings Program, launched in 2023 (see [page 26](#)), was developed in response to employee feedback in 2022 that financial health was top of mind. More than 42,000 employees participated in two company-wide engagement surveys in 2023, offering feedback on a range of topics including job satisfaction, organizational commitment, sense of belonging and motivation. Our average engagement score for 2023 was 80 (on a 100-point scale), a one-point increase over 2022, and four points higher than the U.S. industry benchmark.

In 2023, we introduced the **Deltaversary Survey**, a five-question email sent to employees on their service anniversary dates. These quick “pulse checks” complement our biannual engagement surveys, giving us a full 12 months of employee data on topics ranging from diversity, equity and inclusion (DEI) to safety.

Employee feedback fuels our investments in our people and informs our programs and policies, giving senior leaders actionable insights. Employee engagement survey responses are confidential and leaders receive aggregated survey results for their teams. The Delta Board Council relays employee concerns, perspectives and suggestions directly to our executives and Board of Directors.



Our people are our most worthy investment. We believe in a virtuous circle: When we take the best care of our people, our people will take the best care of our customers – who will then continue to make Delta their airline of choice.”



JOANNE SMITH
Executive Vice President (EVP) and Chief People Officer

150K

Comments provided by 81% of engagement survey participants (highest ever)

80

Average engagement score for the 2023 surveys (out of a 100-point scale)

EMPLOYEE RECOGNITION



We celebrate and reward the contributions of our people, while fostering deep engagement, through three core programs:

Chairman’s Club

Extraordinary people deserve extraordinary recognition. Delta’s premier annual global recognition program honors 100 employees who continuously demonstrate our core values and embody “the spirit of Delta.” Following a competitive nomination and selection process, the honorees are recognized and celebrated with their families and peers at a red-carpet event and black-tie gala. The program impacts or reaches 17,000 employees between nominators, nominees and leaders recognizing their people.

8,195

Nominees in 2023

Delta Leadership Excellence Award

New in 2024, the Delta Leadership Excellence Award is bestowed upon divisionally selected operational leaders who are driving our culture and working to increase frontline team members’ engagement and performance. This award recognizes the servant leadership of selected operational leaders and their dedication to creating a thriving frontline workforce.

Unstoppable Together

This recognition program allows employees to recognize each other and provides managers with Delta Difference points that can be redeemed for miles in the SkyMiles program, gift cards and more.

399,815

Recognitions in 2023



Talent Management

Delta people are encouraged and empowered to “keep climbing” in their careers through a portfolio of training and development programs ranging from curated career planning to on-demand learning resources.

In 2023, we continued to enhance **iGrow**, our online learning portal of skills-based training and career development resources. Based on feedback captured through post-training surveys, we regularly add courses mapped to specific roles or skills and take steps to deliver a more personalized and intuitive user experience. iGrow also includes guided learning curricula specifically focused on skills and competencies aligned with performance objectives. Additionally, we relaunched **Leadership 365**, an approximately six-month “flexible learning journey” that combines self-paced, online learning and immersive, in-person workshops to support leaders in elevating Delta’s culture and driving high performance, as well as development in their specific areas of interest. The overall program received a satisfaction score of 4.8 out of 5.0 based on post-program surveys.

16,000+

New Delta employees hired and trained in 2023

7%

Attrition rate



Visit the Delta 2023 ESG Report site for more information on Delta’s employee training.

Skills-First Approach to Talent

We embrace a Skills-First approach to hiring and development that prioritizes skills, background and experience over traditional education requirements. Our equity-focused model aims to create a more equitable workforce and enrich the careers of all employees by increasing access to higher-earning career opportunities through targeted development, skill upgrading and mentorship programs. By providing resources that support clearly defined career pathways, employees gain greater access to internal mobility opportunities and agency in their career decisions.

In 2023, we continued to invest in building a strong talent pipeline through hiring, career-path development and learning resources that level the playing field and position employees for upward mobility and sustainable success:

- Introduced **Skills-First hiring training** for recruiters, hiring managers and interview panelists, as well as **Skills-First coaching and development toolkits** for managers
- Enhanced our **Career Talent Profiles** with a new taxonomy that enables Talent Acquisition teams to search for internal candidates by skills that map to open roles

- The promotion rate for our leadership accelerator programs, which include executive sponsorship, networking and skill building, resulted in promotions almost three times higher than peers
- Piloted a **Corporate Readiness Curriculum** to help frontline employees build critical thinking and other skills required for professional roles
- Collaborated with our **BRGs** – notably BOLD, SHE and ADELANTE – to curate skills-based learning and leadership development paths for diverse talent
- Expanded our **iGrow** internal career learning library with self-paced content focused on digital and soft skills

82%

Of all job openings filled externally in 2023 did not require a college degree

35%

Of corporate and management openings in 2023 filled with talent in frontline roles

(exceeding our long-term goal of 25%)

AREAS OF IMPACT

TALENT

EMPLOYEE ENGAGEMENT



RECOGNITION



ASSESSMENTS



LEARNING



DEVELOPMENT



RECRUITING



PERFORMANCE



COMPENSATION



Diversity, Equity and Inclusion

At Delta, we believe that we cannot connect the world unless we reflect and fully respect the diversity of the world. We are committed to increasing the diversity of our workforce and communities, closing representation gaps, boldly pursuing equity, fostering an inclusive culture and providing opportunities for all employees to thrive.

Transparency and accountability are key to driving sustainable change, which is why we measure and routinely report our progress against our DEI priorities. We have the full engagement of our Board of Directors, leadership team and external partners. Our DEI Council, comprised of nearly 30 senior leaders across the company, ensures our goals are embedded throughout the organization. In addition, our BRGs offer diverse perspectives that shape both our growth strategy and programs impacting our people, customers and communities.

Delta is an Equal Employment Opportunity employer. We provide reasonable accommodation in our application and selection process for qualified individuals, including accommodations related to compliance with conditional job offer requirements.

As part of our commitment to transparency, and, based on feedback from internal and external stakeholders, we publish our latest **EEO-1 report** as submitted to the U.S. Equal Employment Opportunity Commission on our corporate website.



Delta's eye toward creating equitable outcomes for all is rooted in our inside-out approach that begins with transforming our own organization and extends to standing on the power of our brand to drive change in the communities where we live, work and serve. With accountability and transparency as our foundation, we're making meaningful and measurable progress with actions aimed to connect all people to their potential."



KEYRA LYNN JOHNSON
Vice President and
Chief Diversity, Equity and Inclusion Officer

2023 AWARDS AND RECOGNITION

7TH YEAR IN A ROW

#1 Airline, 2023 list of the 100 Best Places to Work (and 39th across all industries)
Glassdoor

2023

No. 13, 2023 list of America's Best Employers for Women
Forbes

8TH YEAR IN A ROW

100% on the 2023 Disability Equality Index

Best Employers for Diversity

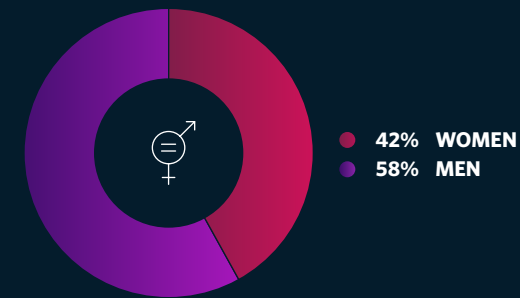
Forbes

Best Companies for Diversity
Black Enterprise

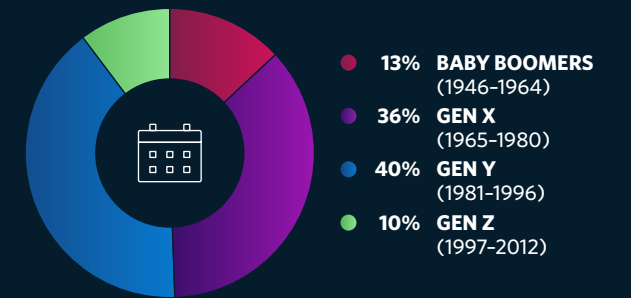
America's Greatest Workplaces for LGBTQ+
Newsweek

Workforce Diversity^{1, 2}

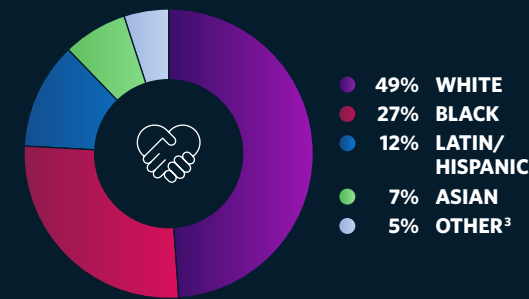
GENDER



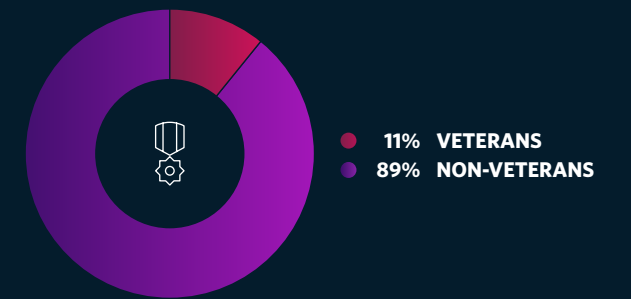
AGE



RACE



VETERAN STATUS⁴



1. Reflects diversity characteristics of our active, domestic employees, expats, employees in U.S. territories and employees on Voluntary Unpaid Leave of Absence as of December 31, 2023.
2. Totals may not sum due to rounding.
3. The demographics present in Other Racial and Ethnic Groups: Native American, Alaska Native, Native Hawaiian, Pacific Islander and Two or More races/ethnicities.
4. Based on employees who have voluntarily declared veteran status.

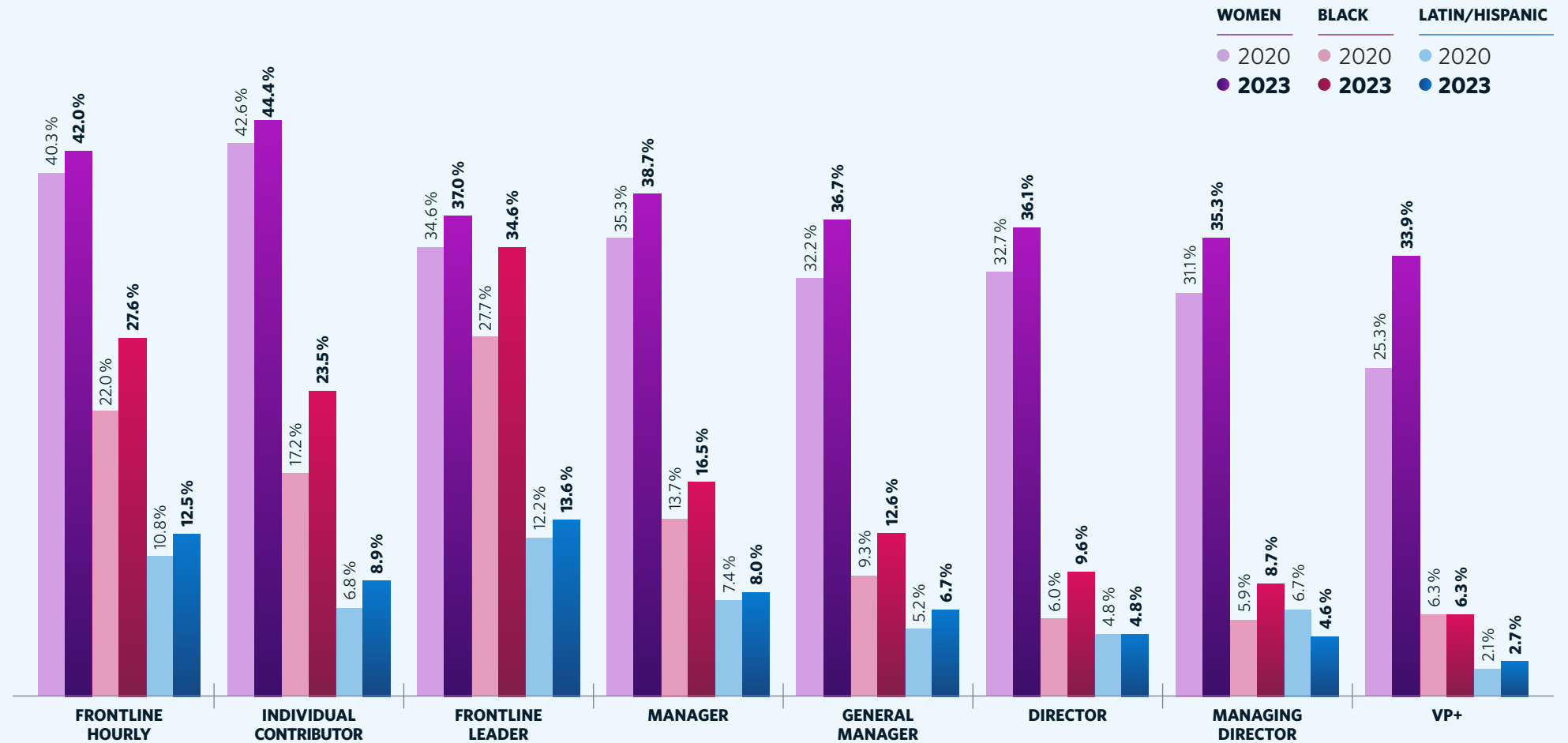
Our 'Close the Gap' Strategy

Delta is on a journey to further diversify our workforce across all levels of the organization by working to close representation gaps between frontline employees and leadership roles. Our strategy to employ the best talent in the business includes ensuring we do not lose sight of the most underrepresented groups. We actively evaluate our representation data to assess our progress and enhance our programs, always pursuing equitable outcomes for all Delta people.

Our [2023 Close the Gap update](#) revealed that Delta increased representation of women, Black talent and Latin/Hispanic talent in roles across the company thanks to our continued investments in a skills-based talent approach that includes the apprenticeship program as well as the Delta Analytics Academy, which help frontline employees transition to corporate roles. Our progress shows us we are moving in the right direction towards a more equitable business.

CLOSE THE GAP PROGRESS¹

From 2020 to 2023, Delta increased representation of women, Black talent and Latin/Hispanic talent in roles across the company



1. A snapshot of each representative groups' percentage based on self-identification, snapshots taken on December 31, 2020 and December 31, 2023.

Our Commitment to Racial Equity

We are taking action to become a more just, equitable and anti-racist company through five core goals:



★ CORE GOAL 1 REIMAGINE OUR TALENT STRATEGY

Increase qualified hires and improve equitable outcomes for talent within underrepresented racial and ethnic groups

Progress and highlights

- Hiring Black external candidates for 12% of General Manager, Director and Managing Director roles in 2023
- 82% of all job openings filled externally in 2023 did not require a college degree
- Engaging 35+ Historically Black Colleges and Universities (HBCUs) in our recruitment efforts and through \$1.5+ million in grants with the United Negro College Fund (UNCF)
- Broadening internal and external career pathways and reflecting greater diversity on our hiring panels

Deepening Our Engagement with HBCUs

We partner with HBCUs in Atlanta, Georgia, and nationally to help build a diverse pipeline of talent through a range of recruitment and career development programs. In addition to funding scholarships through our decades-long partnership with UNCF, we coordinate on-campus recruiting events for HBCU students to meet with Delta’s talent acquisition team. In 2023, we welcomed 55 students from 13 HBCUs to our global headquarters for “**From the Yard to Delta Boulevard**,” an immersive, two-day experience that included the opportunity to interview for summer internships at Delta.

Elizabeth City State University in North Carolina recently became the second HBCU to join **Delta’s Propel Collegiate Pilot Career Path Program**. The program provides students from 16 post-secondary institutions with a defined, accelerated path to becoming a Delta pilot. Upon selection to the program, students receive a qualified job offer for a pilot position at Delta.

★ CORE GOAL 2 ENSURE DELTA REFLECTS THE WORLD WE SERVE

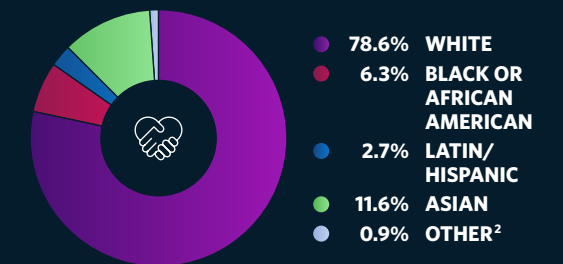
Increase equitable outcomes by expanding the representation of women, Black and other underrepresented racial and ethnic groups

Progress and highlights

- Establishing and expanding Talent Acquisition partnerships with organizations focused on Latin/Hispanic professionals
- Assigning Talent Acquisition liaisons to BRGs to advance our Skills-First hiring strategy
- Expanding our K-12 outreach in underserved communities to proactively address projected pilot and mechanic pipeline gaps
- Forming new recruiting partnerships with organizations dedicated to LGBTQ+, veteran and disabled talent

Percentage of officers from each racial/ethnic denomination¹

As of December 2023 based on self-identification:



1. Totals may not sum due to rounding.
2. The demographics present in Other Racial and Ethnic Groups: Native American, Alaska Native, Native Hawaiian, Pacific Islander and Two or More races/ethnicities.

Making History by Taking Flight

Two Delta pilots – Aluel Bol and Khady Ndiaye – are the first female commercial pilots from their respective homelands of South Sudan and Senegal. Bol, a 737 captain who earned her wings in 2018, and Ndiaye, a 757/767 first officer since 2022, hope to inspire the next generation of women who aspire to reach the flight deck. According to Sisters of the Skies, there are only approximately 200 Black female pilots nationwide (<1% of U.S. pilots).

★ CORE GOAL 3

CREATE MORE EQUITABLE OPPORTUNITIES

Remove barriers to and within Delta through equity-focused programs and partnerships

Progress and highlights

- Committing to serve as the **OneTen Atlanta City Lead** to mobilize Georgia businesses to promote equity through skills-based talent practices that support OneTen’s mission to hire, promote and advance one million Black individuals into family-sustaining careers
- Engaging policy leaders on issues impacting the Black community at the annual legislative conference of the **Congressional Black Caucus Foundation** in Washington, D.C.
- Partnering with **Unlock Potential** to provide at-risk young adults who have faced injustice with mentoring, career development tools and entry-level job opportunities
- Hosting a “Delta Day” of connection and shared learning with **City of Refuge** to help job-seekers transition from crisis into sustaining careers
- Continuing to forge and expand partnerships with equity-focused organizations, including the **Advancing Global Inclusive Leadership Education program, Boulevard, Clayton County Schools, Disney Dreamers** and the **John Lewis Case Competition**

★ CORE GOAL 4

PROMOTE UNDERSTANDING AND INCLUSION

Nurture a sense of belonging to create connections, foster allyship and invite curiosity and conversation

Progress and highlights

- Sponsoring trips for 1,000+ Delta people, to date, to the **Equal Justice Initiative** in Alabama for an immersive, historically grounded understanding of the need for collaborative solutions to end systemic racial injustice
- Educating employees across all levels through **DEI in a Minute** videos created with the Equal Justice Initiative and facilitating change-driven conversations on DEI topics through our **Let’s Talk About It** series
- Updating our **Perspective Paper Library** to promote cultural understanding and provide employees with research-driven guidance on engaging colleagues and customers in relevant, respectful ways
- Appointing **DEI Ambassadors** in our operating divisions to foster belonging and inclusion

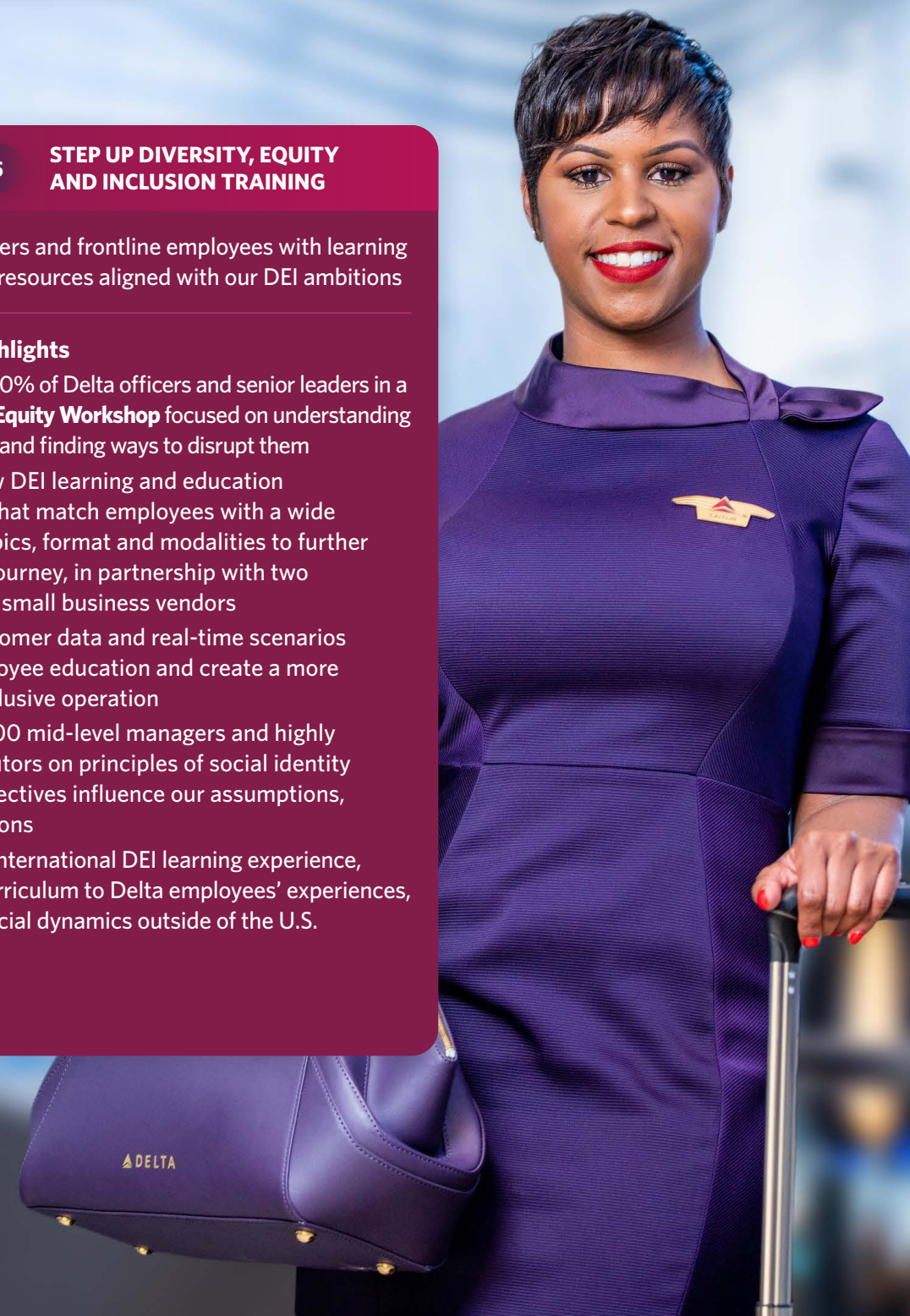
★ CORE GOAL 5

STEP UP DIVERSITY, EQUITY AND INCLUSION TRAINING

Empower our leaders and frontline employees with learning and development resources aligned with our DEI ambitions

Progress and highlights

- Trained nearly 80% of Delta officers and senior leaders in a two-day **Racial Equity Workshop** focused on understanding systemic issues and finding ways to disrupt them
- Introduced new DEI learning and education opportunities that match employees with a wide selection of topics, format and modalities to further their learning journey, in partnership with two diverse-owned small business vendors
- Leveraged customer data and real-time scenarios to inform employee education and create a more welcoming, inclusive operation
- Trained over 800 mid-level managers and highly skilled contributors on principles of social identity and how perspectives influence our assumptions, biases and actions
- Introduced an international DEI learning experience, tailoring the curriculum to Delta employees’ experiences, cultures and social dynamics outside of the U.S.





FACES OF TRAVEL 2.0

Faces of Travel is a platform that aims to address the lack of diversity in travel culture. We teamed up with Adobe and impact-focused creative company Kin to launch a library of inclusive photos and videos that champion authentic, stereotype-defying representations of diverse travelers. In 2023, we added 100 images to the collection, which is available for anyone to download free of charge.

Creating an Inclusive Customer Experience

Delta continues to create inclusive travel experiences for all customers, including those with disabilities. Accessible air travel is a collective effort throughout the industry, and close collaboration with the disability community is fundamental. We recently partnered with peer airlines to create a **Passenger Accessibility Commitment** to complement the U.S. Department of Transportation’s Passengers with Disabilities Bill of Rights. Delta also works closely with our longstanding Advisory Board on Disability, comprised of customers with – and who are experts on – a broad range of disabilities to advance travel accessibility. Advisory Board members lend their insights and experience as experts on different disabilities and provide recommendations to help Delta improve the travel experience for all customers. Recent examples of the Advisory Board’s involvement and input include working with Delta teams to make future aircraft seats and lavatories more accessible, providing expertise in the design of Delta’s multi-sensory room at LaGuardia Airport for passengers who need a break from the sights and sounds of a busy airport and improving digital accessibility. In 2023, we added closed captioning to over 1,000 hours of in-flight entertainment, including all Delta studio movies and series on seatback screens globally. This expanded experience was made possible through collaboration with our Advisory Board, entertainment industry partners and content curation team.

In 2023, Delta carried more than 189,000 wheelchairs, scooters and mobility devices across our domestic network. We remain committed to the improved experience for those traveling with

assistive devices through dedicated teams with customized training focused on specific handling and transport of mobility devices.

In addition, Delta Flight Products, a wholly owned subsidiary of ours, debuted a prototype of a first-of-its kind airplane seat developed with Air4All that would allow customers who use powered wheelchairs to remain in them for their entire journey. The patented design won an Airline Passenger Experience 2024 Innovation Award and is currently in initial stages of testing.

Supplier Diversity

Delta is committed to building a world-class, inclusive supply chain that reflects the diversity of our global customer base. We proudly build relationships with small, minority-owned and women-owned businesses that deliver value to our stakeholders and the overall economy.

Our **Supplier Code of Conduct** holds our partners to our same high expectations of safety, customer service, ethical conduct and environmental protection standards, and our **Supplier Diversity Playbook** educates our sourcing professionals on compliance standards and best practices.

We work with six organizations to certify small and diverse-owned businesses at the national and state levels: National Minority Supplier Development Council, Women’s Business Enterprise National Council, National Veteran Business Development Council, National LGBT Chamber of Commerce, Disability:IN and WEConnect International.

In 2023, we sponsored five supplier diversity conferences and supported events with various community partners including the National Black MBA Association, Atlanta Business League, National Urban League and Morehouse College Innovation & Entrepreneurship Center.

Additionally, our longstanding partnership with the U.S. Small Business Administration ensures we give small businesses equitable opportunities to participate in our requests for proposals.

★ GOAL

Double spending with Black-owned businesses by 2025 to \$690M from a 2020 baseline of \$345M

\$559M

Spent with Black-owned businesses in 2023

Progress and highlights

- Spent \$2 billion with Tier I diverse suppliers in 2023
- Captured \$79M in Tier II diverse spend (subcontractors who work with our Tier I suppliers)
- Worked with 1,344 diverse suppliers in 2023, focusing on the growth and scaling of our incumbent diverse suppliers

Compensation and Benefits

Delta's Total Rewards Package

Delta's mission of connecting the world starts with more than 100,000 employees who deliver an unparalleled and award-winning travel experience each day. Delta fosters its workplace culture by investing in employees with industry-leading total compensation, holistic wellbeing programs and career development opportunities.

Our overarching philosophy is to provide industry-leading total rewards for industry-leading performance. It is our firm belief that when Delta achieves our financial, operational and service goals, every employee shares in the company's success.

BASE PAY

In support of our philosophy of industry-leading total rewards for industry-leading performance, we announced a base pay increase of 5% for ground employees and flight attendants and a pool for merit¹ (corporate, commercial and management) employees for 2024. Our recently announced base pay increase - which will take effect in June 2024 - complements our 2023 increase, also 5%, and a 4% increase in 2022, further cementing Delta's commitment to providing industry-leading compensation for our people.

Frontline (customer-facing) employees are paid highly competitive hourly rates based on fixed pay scales by role. Over the course of up to their first 12 years at Delta, our frontline employees will receive anywhere from 75% to 100% of cumulative increase in base rates in addition to our annual base pay increases as they move along the pay scale.

This progression supports our desire to have Delta people, regardless of their role, build a career with Delta and stay with us over the long term.

In addition to annual base pay increases, Delta made investments in pay across frontline workgroups in 2022 and 2023, including industry-first boarding pay for flight attendants, line and license premiums for mechanics, and lead and specialty premiums for agents taking special or leading roles in the operation.

A combination of individual performance, market competitiveness and internal equity influence base pay for merit employees. In each year, the merit increase budget has been set equal to the general increase in pay scales for our frontline employees.

ANNUAL PROFIT SHARING

Our Profit Sharing program is fundamental to sharing our success with our employees and recognizes their hard work and dedication. Delta sets the bar by sharing more of the company's profits with employees than any other airline.

Annual profit sharing payouts are calculated based on our Profit Sharing Plan formula. Each year Delta earns a profit, 10% of adjusted profits up to \$2.5 billion and 20% of adjusted profits over \$2.5 billion are paid out to eligible employees worldwide on February 14 (our annual Profit Sharing Day). Since 2015, Delta has shared over \$8 billion in profit with employees worldwide. For the most recent payout in February 2024, we celebrated sharing \$1.4 billion of our profit with employees, exceeding the \$1 billion milestone last reached in 2019.



No one deserves to share in our success more than the 100,000 Delta people who make it happen every single day. It's our people that set us apart, and their hard work, professionalism and commitment to excellence that makes this well-deserved profit sharing possible."



ED BASTIAN
Chief Executive Officer

SHARED REWARDS

Another way we share our success is through our Shared Rewards program. This monthly operational incentive is tied to operational goals related to baggage handling, completion factor, on-time arrivals and domestic Net Promoter Score. Eligible employees can earn up to \$1,200 annually.

RETIREMENT AND 401(K)

Our primary 401(k) plan includes an automatic company contribution equal to 3% of eligible earnings for most ground and flight attendant employees. We also match 100% of employee contributions up to 6% of eligible earnings, resulting in a total retirement savings of 15% - a target many financial advisors recommend - for employees who contribute 6%.

ANNUAL PROFIT SHARING

\$1.4B

Paid to employees from 2023 profits (inclusive of 401(k) contributions and payroll taxes) = 10.4% of each employee's eligible earnings

\$8B+

Shared with employees since 2015 through industry-leading profit-sharing program

SHARED REWARDS

\$53M

In Shared Rewards paid in 2023

401(K)

93%

Of ground, flight attendant and merit employees made 401(k) contributions

86%

Received the full 6% matching contribution in 2023

In addition to a 5% base pay increase for domestic and international scale² employees in 2024, Delta continues to invest in our people by increasing the starting rate to at least \$19 per hour for Airport Customer Service agents, Reservation and Care agents, TechOps Stores and Stock Attendants.

1. Merit contributors are paid a salary based on benchmark data from their peers at Delta and across multiple industries and are evaluated on categories spanning skill and experience to innovation and leadership.
2. Scale employees are paid an hourly wage while also receiving competitive pay offerings and flexible benefits driven by performance. Scale employees include pilots, flight attendants, maintenance technicians, customer service and reservation agents, baggage handlers and more.



Other Total Rewards Programs

Our comprehensive Total Rewards program extends beyond compensation. In addition to paid vacation, personal time and maternity and parental leave, we offer multiple medical insurance plans and holistic wellness programs to help our people thrive. Please see the following page for details on our best-in-class portfolio of employee wellness benefits.

Delta employees can take advantage of several travel-related perks, including unlimited standby privileges to any Delta destination; discounts on Delta-confirmed airfare, Delta Vacations and Delta Cargo; and savings on hotel reservations and car rentals. Additionally, Delta provides basic life insurance to all domestic employees (other than Officers) as well as access to other voluntary benefits at group rates.

COMMITMENT TO PAY EQUITY



Delta is committed to ensuring all employees are compensated equitably for comparable duties, responsibilities and skills. Frontline employees are paid an hourly rate based on length of service in their respective roles, and all employees are informed of where they stand on the pay scale. We routinely benchmark against peer companies and conduct pay equity analyses for merit employees.

Union Representation and Collective Bargaining

Delta is widely recognized as a great place to work – and a great airline to fly – because our unique culture is centered on taking care of our people so that they can take care of our customers. From historically providing industry leading total compensation, including sharing more of the company’s profits than any other airline, to benefits that address our employees’ physical, emotional, social and overall financial wellbeing, Delta supports our people throughout their career.

We respect all employees’ legal rights, including the right to collective bargaining. This includes the right to decide whether to be represented by a union or 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.

Because this is an important decision, it is necessary that Delta people have accurate information when making it, which is why, in compliance with the law, Delta shares facts about union representation and the impact it could have on how we work together.

Delta also has written policies that support our people’s right to advocate for or against union representation:

- Solicitation and advocacy activities by Delta people on Delta premises are permitted. These activities, including distribution of advocacy information, should occur in non-work and non-operation areas, such as break rooms and employee lounges. Advocates can of course conduct organizing efforts outside of Delta workspaces on personal time.
- Employees may display their support for a union or other cause on their uniform via a lapel pin of the appropriate size. Other items (such as clothing) that express support for or opposition to a union may be worn or displayed in non-work areas.
- Delta does not tolerate harassment, bullying or intimidation of any employee, whether advocating for or against a union.

Only two groups of Delta employees are represented by unions: pilots and dispatchers. Certain employees outside of the United States are also represented by unions, work councils or other local representative groups.

In 2023, Delta pilots, represented by the Air Line Pilots Association, ratified a new Pilot Working Agreement that runs through December 2026.

Employee Wellness

Delta’s holistic wellness strategy is grounded in the belief that if we take care of our employees, they will, in turn, take care of our customers and communities. We call this the virtuous circle. The Delta Wellness program aspires to build a resilient workforce of the future by investing in the physical, emotional, social and financial wellness of our people.



By enabling our people to thrive, we are connecting the world and changing it for the better. Listening to our people, meeting them where they are and responding with meaningful action isn’t just a responsibility – it’s core to our DNA.”



DR. HENRY TING

Senior Vice President and Chief Health and Wellness Officer.

Visit the Delta 2023 ESG Report site for more information on Delta’s other employee offerings, including:

[FAMILY-BUILDING BENEFITS](#)

[EMOTIONAL WELLNESS](#)

[FINANCIAL WELLNESS](#)

Delta Wellness Areas of Focus

INSIGHTS AND INNOVATION



Data-driven insights from listening to our people to inform our investments

GLOBAL BENEFITS



Transform employer-led health care with best-in-class benefit design

CLINICAL CARE



Help our people find timely access to medical and mental health care with the highest quality and experience

LIVE WELL



Transform the first mile of health and enable our people to live well, work well and travel well

Helping Our People Flourish

In 2023, we conducted our second Flourishing Index survey to measure employee holistic well-being and recalibrate our benefits to best meet the needs of our people. The 12-question survey, developed by researchers at Harvard University, provides quantitative assessment of total wellness supplemented with qualitative interviews with employees. Insights from the 2022 Flourishing Index survey influenced the launch of a new nutrition program offering affordable and healthy meals, as well as the implementation of Quantum Health, Progyny, Maven and our new Employee Assistance Program provider, Spring Health.

We have a People Wellness Council which includes Delta Leadership Committee executives, frontline leaders and team members to oversee and guide our investments in holistic wellness and benefits.

FLOURISHING INDEX SURVEY

36%

Employee participation in 2023

(up from 29% in 2022)

Financial Wellness

To help employees prepare for life’s unexpected moments and jumpstart their financial wellness journey, Delta introduced the **Emergency Savings Program** in January 2023. Available to all U.S.-based employees, it incentivizes employees to begin building greater financial security with a contribution of up to \$1,000 toward their emergency savings. Employees earn a one-time contribution of \$750 upon completing an online educational track and their first one-on-one coaching session, and an additional \$250 contribution from Delta upon reaching \$250 in savings from their payroll deductions. The program was developed in response to employee feedback from a number of sources, including the 2022 Delta Flourishing Index, which revealed that financial wellness was top-of-mind for employees. Our Emergency Savings Program is one of the newest ways we are investing in our business by living up to our responsibility to care for our people.

A financial wellness program was also extended to international employees in 2023. Eligible international employees can earn a financial reward by completing a Financial Health Checkup and engaging with personalized financial wellness content.

DELTA EMERGENCY SAVINGS PROGRAM

37,142	23,253	\$1,263
Eligible U.S. employees enrolled	Completed the program and earned \$1,000	Average employee contribution

Climate and Environment

IN THIS SECTION

- 28 Our Path to Sustainability
- 29 Eliminating Our Climate Impact From Flying
- 36 Embedding Sustainability in Everything We Do
- 40 Additional Climate-Related Disclosures
- 47 Environmental Compliance and Stewardship



Our Path to Sustainability

Delta believes a key part of our mission to connect the world is helping to connect people to a more sustainable future of travel. Setting a bold vision and accelerating our work to deliver more sustainable travel experiences is not just good for communities and our planet – it’s also essential to positioning our business to thrive far into the future.

Addressing the challenges posed by climate change is of particular importance. The global aviation sector currently contributes 2–3% of total greenhouse gas (GHG) emissions and it is among the most difficult to decarbonize, which only strengthens our resolve to innovate and advance a new future of flight. To drive these efforts, we have set a goal to achieve net-zero emissions for our airline operations by 2050.

To that end, we are pursuing a long-term strategy to dramatically reduce our carbon emissions from flying – which represents the vast majority of our carbon footprint. In the near term, this involves continuing to transition to a more fuel-efficient fleet and enabling more efficient aircraft operations through innovation and collaboration. Over time, we will also work to replace an increasing share of our traditional jet fuel usage with sustainable aviation fuel (SAF) and partner with innovators to more radically revolutionize what and how we fly.

We also aim to reduce non-flight-related emissions and other environmental impacts. This includes building a more sustainable travel experience, such as by reducing waste and delivering more sustainable products and amenities for our customers. We are also working to reduce the impact of our ground



At Delta, we believe that what gets measured gets done, so our sustainability strategy embraces short-, medium- and long-term milestones to guide what we fly, how we fly and the fuel we use – all while supporting the elevated experiences Delta customers have come to expect.”



AMELIA DELUCA
Chief Sustainability Officer

operations and facilities and extending our climate and environmental ambitions to our supply chain.

Although we are proud of the progress we are making, we know we can’t do it alone. Many of the factors affecting the ability to reach our goals are outside of our control. Addressing these factors will require government policies and incentives, dedicated research and development, transformation of some of the world’s largest industries and significant capital allocation across the public and private sectors. As detailed in this section, we are actively building coalitions and advocating for policies and incentives that will help facilitate a net-zero future. Collaboration within – and beyond – our industry is essential, and we are committed to being a trusted partner to all who share our vision for the future of flight.

Eliminate Our Climate Impact From Flying

EFFICIENT AIRCRAFT OPERATIONS



Continually improving how we fly to maximize the efficiency of our existing fleet and operations

CLEANER FUEL¹



Addressing barriers to increase the availability and affordability of SAF

REVOLUTIONARY FLEET



Improving fleet-wide fuel efficiency through ongoing renewal and working to reimagine what we fly in a net-zero world

Embed Sustainability in Everything We Do

THE TRAVEL EXPERIENCE



Reducing waste and delivering more sustainable products and amenities to our customers

GROUND OPERATIONS AND FACILITIES



Reducing climate impacts of ground service equipment, facilities and other operations

SUPPLY CHAIN



Encouraging and supporting suppliers in pursuing their own net-zero and other environmental goals

1. SAF is not emissions-free, but has lower lifecycle GHG emissions as compared to conventional jet fuel because it is made with renewable feedstocks.

Eliminating Our Climate Impact From Flying

We believe that addressing the climate impact of aviation is essential to helping meet global emissions goals while preserving the vital role that air travel plays in global connectivity and commerce. That is why we continue to focus our strategy on decarbonizing our airline operations and value chain with the goal of achieving net-zero emissions by 2050.

Our Climate Strategy

Because the vast majority of our GHG emissions come from jet fuel, achieving net-zero emissions by 2050 depends on our ability to successfully decarbonize our flight operations. Our integrated strategy combines several key levers, including adding more fuel-efficient aircraft to our fleet, increasing our use of SAF and enhancing operations to further reduce fuel use and emissions.

Progress will be shaped in part by our own actions, but also by factors beyond our direct control; including customer demand, technological innovation, government policy and incentives, and the activities and investments of others in our industry and value chain. We remain committed to ongoing engagement and collaboration with partners, policymakers and stakeholders, and to monitoring and updating our strategy as conditions change.

SCIENCE-BASED TARGETS



In 2021, Delta proposed medium- and long-term targets for validation by the Science Based Targets initiative (SBTi) and joined the United Nations Race to Zero - Business Ambition for 1.5°C campaign. In doing so, we formalized our commitment to set science-based targets to achieve net-zero emissions and align our business with the ambitions set forth in the Paris Climate Agreement.

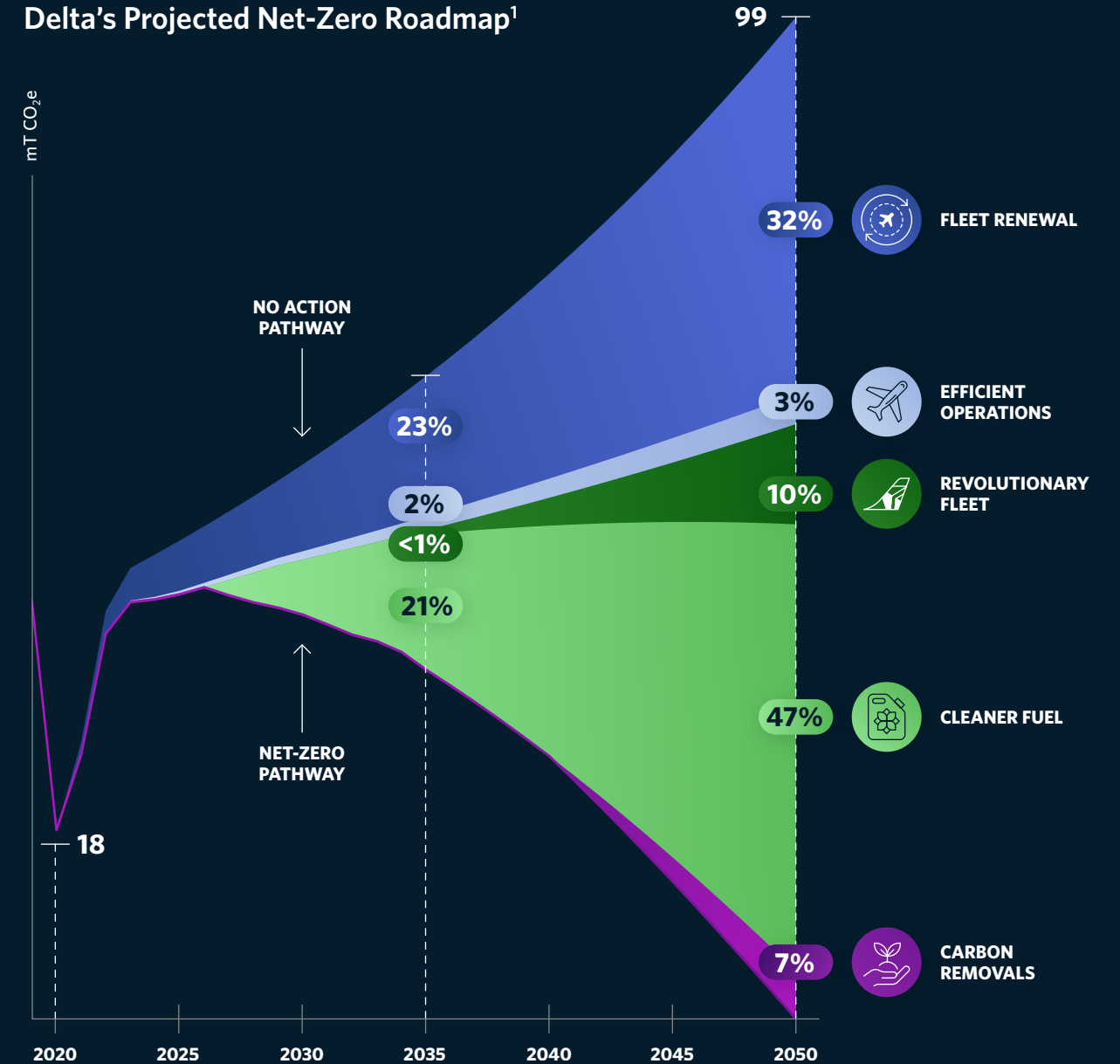
In 2022, SBTi validated our medium-term target, which is aligned with holding warming to well below 2°C.

Validation of our 2050 net-zero goal has been pending while we await updated SBTi guidance for setting aviation sector targets aligned with limiting warming to 1.5°C. That guidance has been significantly delayed. We will be re-evaluating with SBTi whether we can continue to wait for that guidance or whether we must withdraw and reapply for validation once the guidance has been issued.

[READ MORE ON PAGE 45 →](#)



Delta's Projected Net-Zero Roadmap¹



1. The percentages reflected in this roadmap are our best estimates of the relative contribution needed from each strategy.



EFFICIENT AIRCRAFT OPERATIONS

An important near-term lever for decarbonization is identifying and implementing operational initiatives that reduce fuel consumption and lower emissions intensity. This ongoing work is led by Delta’s Carbon Council, an established group of senior leaders responsible for driving reductions in fuel consumption through cross-divisional collaboration.

In 2023, the Carbon Council helped realize new incremental fuel savings through initiatives such as working with air traffic control authorities to find more efficient flight paths for select flights between the United States and South America. This translated into fuel savings of 321,521 gallons for just a few routes.

The Carbon Council also oversaw an ongoing initiative to improve fuel efficiency by optimizing the weight

of service items loaded onto aircraft. Our On-Board Services team is currently targeting a 10% reduction in service weight per available seat mile (WASM) by 2030, compared to a base year of 2022. In 2023, this work included implementing reductions in potable water service loads and optimizing boarding ratios for food and beverage items on select flights, resulting in a 2% reduction in WASM versus 2022, or savings of 960,000 gallons of fuel annually.

AT A GLANCE: EFFICIENT AIRCRAFT OPERATIONS



CORE CHALLENGE

Continually improving how we fly to maximize the efficiency of our existing fleet and operations

OUR ROLE

Integrating the latest in smart routing, weight reduction, cutting-edge operational processes and fleet enhancements to maximize fuel savings

★ **OUR GOALS**

2025

45M

Gallons or 1% fuel burn savings¹ from operational improvements

2035

1.1B

Gallons or 3% operational fuel savings¹

2050

5%

Operational fuel savings¹

WHAT WE’VE DONE SO FAR

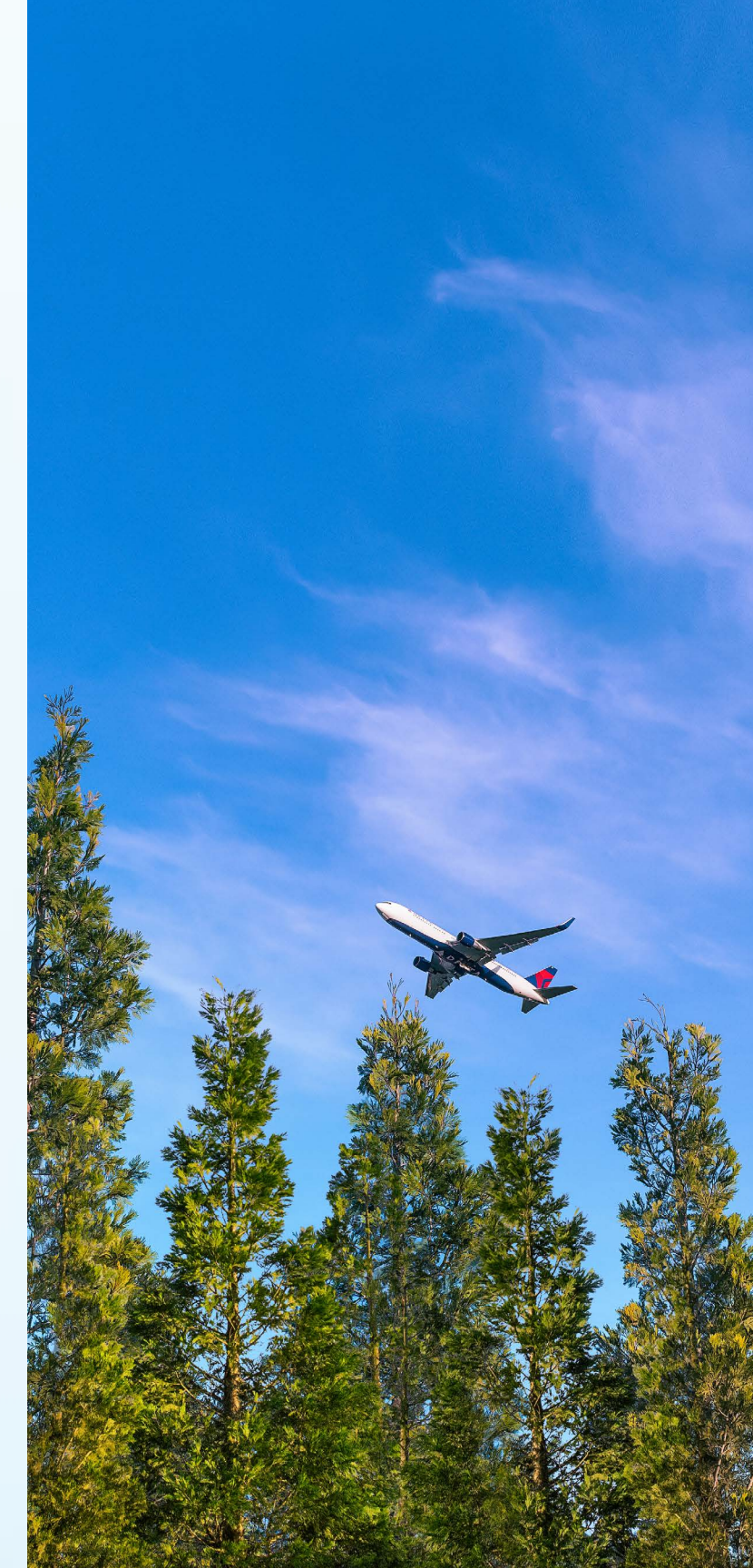
- Realized more than 21 million gallons in fuel savings in 2023¹
- Grew incremental, year-over-year annual fuel savings by 8 million gallons through initiatives like:
 - Enhanced routing with navigational database updates and more efficient flight paths for certain South American routes via User Preferred Routes
 - Reductions to catering service weight and potable water on board

¹. Compared to 2019

**THE EFFORTS OF THE CARBON COUNCIL
FOCUS ON THREE KEY AREAS:**



- **Flying Operations:** Increasing efficiency through enhancements to flight routing and planning, and by making modifications to aircraft to improve their aerodynamic performance
- **Ground Operations:** Enhancing ground procedures and infrastructure to reduce fuel burn from auxiliary power units (APUs) at the gate, during taxi and during maintenance
- **Weight:** Thoughtfully improving the overall weight of aircraft to fly lighter and more efficiently across two domains:
 - **Fixed Weight** – Reducing weight of equipment and interior components installed on aircraft
 - **Variable Weight** – Optimizing boarded aircraft weight such as catering and potable water



As illustrated by the figure below, we currently aim to deliver cumulative operational fuel savings of 1.1 billion gallons by 2035, compared to a base year of 2019.

Reducing Aircraft Fuel Use on the Ground

Another important lever for reducing fuel burn is limiting the use of APUs while aircraft are on the ground. In support of this effort, we are working with airport partners to purchase and install ground power units (GPUs) and preconditioned air (PCA) units at several hubs. For example, in 2023, the Wayne County Airport Authority, in collaboration with Delta, was awarded \$4.2 million from the U.S. Federal Aviation

Administration’s (FAA) Voluntary Airport Low Emissions (VALE) grant program to purchase and install 22 PCA units and 28 GPUs at 28 Delta gates in Detroit (DTW). In addition, Delta upgraded 21 PCA units in Boston (BOS).

In 2023, we restarted a program called APU Ambassadors, which assigns dedicated employees focused on reducing APU usage in Atlanta (ATL), New York (JFK) and Minneapolis-Saint Paul (MSP).

Delta is also conducting one of the first U.S. trials of TaxiBot® a pilot-controlled tow tractor enabling airplanes to taxi without their engines running. For more information, see [page 35](#).



CLEANER FUEL

One of the most important levers for decarbonizing flight is SAF, a liquid hydrocarbon fuel synthetically produced using feedstock derived from renewable sources or waste.

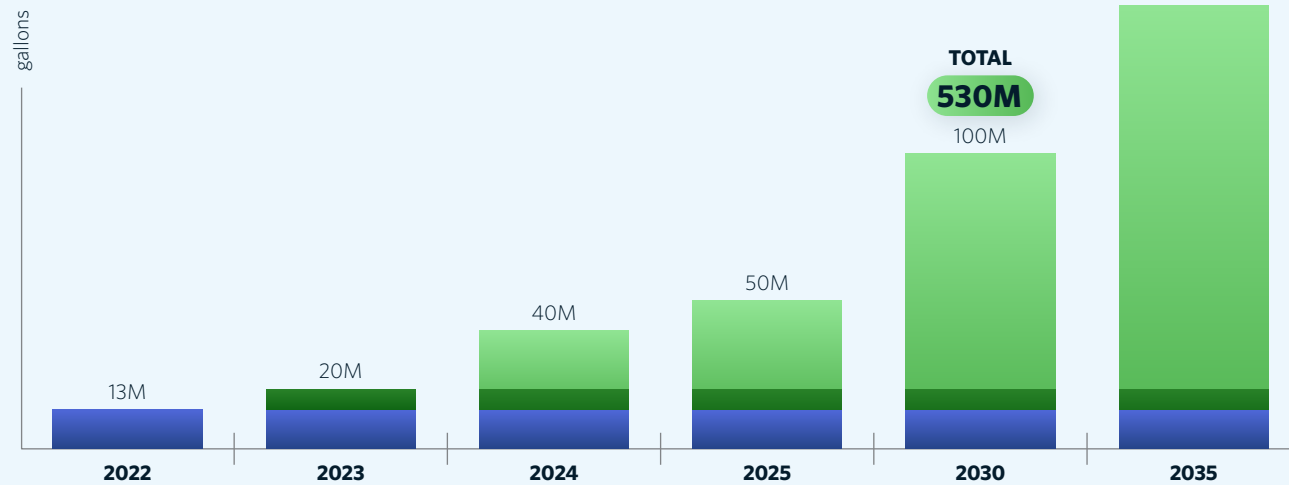
Using current technologies, SAF is estimated to reduce lifecycle emissions up to 80% compared to conventional jet fuel. Over the long term, a shift to next-generation SAF technologies – such as power-to-liquid fuels – could further reduce emissions and help more consistently achieve lifecycle emissions reductions beyond today’s 80% estimates.

For now, though, the biggest challenge is growing the market to make SAF available at a price and scale that can enable it to drive substantial emissions reductions across the sector. At present, there isn’t enough annual production of SAF to fuel the world’s airlines for even one week. Achieving the exponential increase in production required will be dependent on the combined efforts of airlines, fuel producers, federal and state governments and others.

We are working to increase our own supplies and engaging with other market players to encourage and support scaling of the SAF industry.

CUMULATIVE OPERATIONAL FUEL SAVINGS TARGETS¹

● 2022 Savings | ● 2023 Savings | ● Future Savings



1. Compared to 2019.

AT A GLANCE: CLEANER FUEL



CORE CHALLENGE

Addressing barriers to increase the availability and affordability of SAF

OUR ROLE

Creating demand signals to attract capital, advocate for incentives and ensure support of all ecosystem stakeholders required to scale SAF

★ OUR GOALS

2030

10%

SAF usage

2035

35%

SAF usage

2050

95+%

SAF usage

WHAT WE’VE DONE SO FAR

- To achieve our goals of 10% SAF utilization and obtaining 400 million gallons of SAF annually by the end of 2030, we have already entered into long-term offtake agreements for more than 200 million gallons of SAF annually.²
- In 2023, we continued to secure short-term offtake agreements with industry leaders, including Shell and Neste, and more than doubled SAF deliveries compared to 2022.

2. Subject to third-party investment and timely facility development.

SAF Procurement

Delta is committed to being a key partner in the growth and development of the SAF industry by signing short- and long-term offtake agreements with multiple SAF producers. We currently aim to procure more than 400 million gallons of SAF annually by the end of 2030, to support our goal of 10% SAF utilization by that date.

By committing to future offtakes from SAF producers, we aim to help stimulate the investment required to scale production. To date, we have negotiated offtake arrangements for future supply with a focus on diversifying both the range of technologies and the producers in our portfolio. Our strategy also involves striking a balance between short- and long-term agreements in order to optimize our investments in response to evolving technology and market dynamics.

In 2023, we signed a two-year SAF offtake agreement with Shell Aviation to support Shell’s

efforts to expand the SAF supply at our Los Angeles (LAX) hub. The agreement will also allow us to evaluate Shell’s blockchain-powered digital SAF tracking tool, Avelia. We have also updated our supply contracts with Neste to secure approximately 9 million gallons of SAF between 2024 and 2025 and continue to seek offtakes with emerging producers as supply becomes available.

As a result of these and other short-term agreements, we continue to grow year-over-year deliveries of SAF – achieving a total of 3.5 million gallons in 2023, more than double our 2022 SAF utilization. This achievement occurred despite a challenging environment for the industry, in which several producers experienced supply chain disruptions related to feedstock availability, certifications and the ability to increase production capacity in line with previous estimates.

SAF Market Engagement and Development

In addition to investing in SAF for our own fleet, Delta continues to develop important partnerships and coalitions across industries to signal demand, attract investment and advocate for policy incentives to scale the SAF market.

As we have gained more knowledge and experience, we have expanded our efforts beyond procurement to long-term value chain optimization, including working to develop a risk-sharing model that can be financed and spur further scaling. In August 2023, this strategy came to life with the announcement of the [Minnesota SAF Hub](#), a first-of-its-kind coalition leveraging collaboration across the value chain to scale SAF at MSP and support regional economic development (see highlight on the [next page](#)).

In September 2023, Delta joined together with an interdisciplinary group of individuals from industry and academia to form the [Zero Impact Aviation Alliance](#). Led by the Massachusetts Institute of Technology (MIT), with partners including Delta, Boeing, the Massachusetts Port Authority, Pratt & Whitney and SAF producer World Energy, the Alliance will convene research-driven workshops and problem-solving sessions to assess potential paths towards a more sustainable aviation system, discuss immediate needs for action and explore the value of experiments or prototypes.

Also in 2023, Delta helped form [Americans for Clean Aviation Fuels](#) (ACAF), the first national coalition of the largest industrial sectors in America – from farmers to fuel producers and aviation to manufacturers – focused on promoting the economic and energy security benefits of building a robust

market for SAF and clean aviation fuels. Working together, ACAF will drive national efforts to advance policies encouraging investment in American-grown feedstocks – for the benefit of the economy, farmers and growers, the environment and national security.

Delta also continues to work closely with corporate customers to increase demand for SAF and help address its significant price differential compared to conventional jet fuel. In 2023, we worked with over 50 corporate customers and freight forwarders to help fund and apply SAF toward reducing GHG emissions from their business travel and cargo shipped on Delta. We also focused on implementing more robust emissions and attribution calculation models to help ensure GHG reductions are properly accounted for.

Developing Lower-Carbon SAF

To meet our climate goals, we will need to use SAF from renewable and waste resources and ensure that carbon intensity includes the latest biorefining and feedstock production calculations, including climate smart and regenerative agriculture production practices. Through our participation in forums such as Airlines for America (A4A) and International Civil Aviation Organization (ICAO), we continue to support a more inclusive model for lower-carbon fuel that accurately represents the emissions reductions achieved.

ANNUAL SAF UPLIFT

- Procured SAF
- Options
- Number of corporate and cargo customers contributing to green premium



3.5M
Gallons of SAF delivered

32K
Metric tons CO₂e avoided

Used primarily at 5 airports:

- Amsterdam (AMS), London (LHR), Los Angeles (LAX), Paris (CDG), San Francisco (SFO)

COLLABORATING TO FORM THE MINNESOTA SAF HUB



Through the GREATER MSP Partnership, Bank of America, Delta, Ecolab and Xcel Energy established the Minnesota SAF Hub – the first large-scale SAF Hub in the United States – which will foster collaboration among key players across the value chain to scale SAF production and related innovation. In addition to the anchor members, this effort involves other key partners and stakeholders, including the State of Minnesota, the Metropolitan Airports Commission, the University of Minnesota and knowledge partner McKinsey & Company.

The coalition is deploying a multi-phased approach to scaling production that begins with promoting the flow of SAF into the state and extends to supporting a robust and flexible SAF production infrastructure. Strong policy support is complemented by a rich agriculture landscape, economical renewable energy sources, research and development capabilities, existing aviation fuel infrastructures and strong demand for jet fuel at MSP.

Through sustained engagement in the Minnesota SAF Hub, Delta aims to further progress towards our climate goals, contribute to economic development and establish Minnesota as a leader in sustainable aviation.

The Minnesota SAF Hub’s multi-year strategy includes:

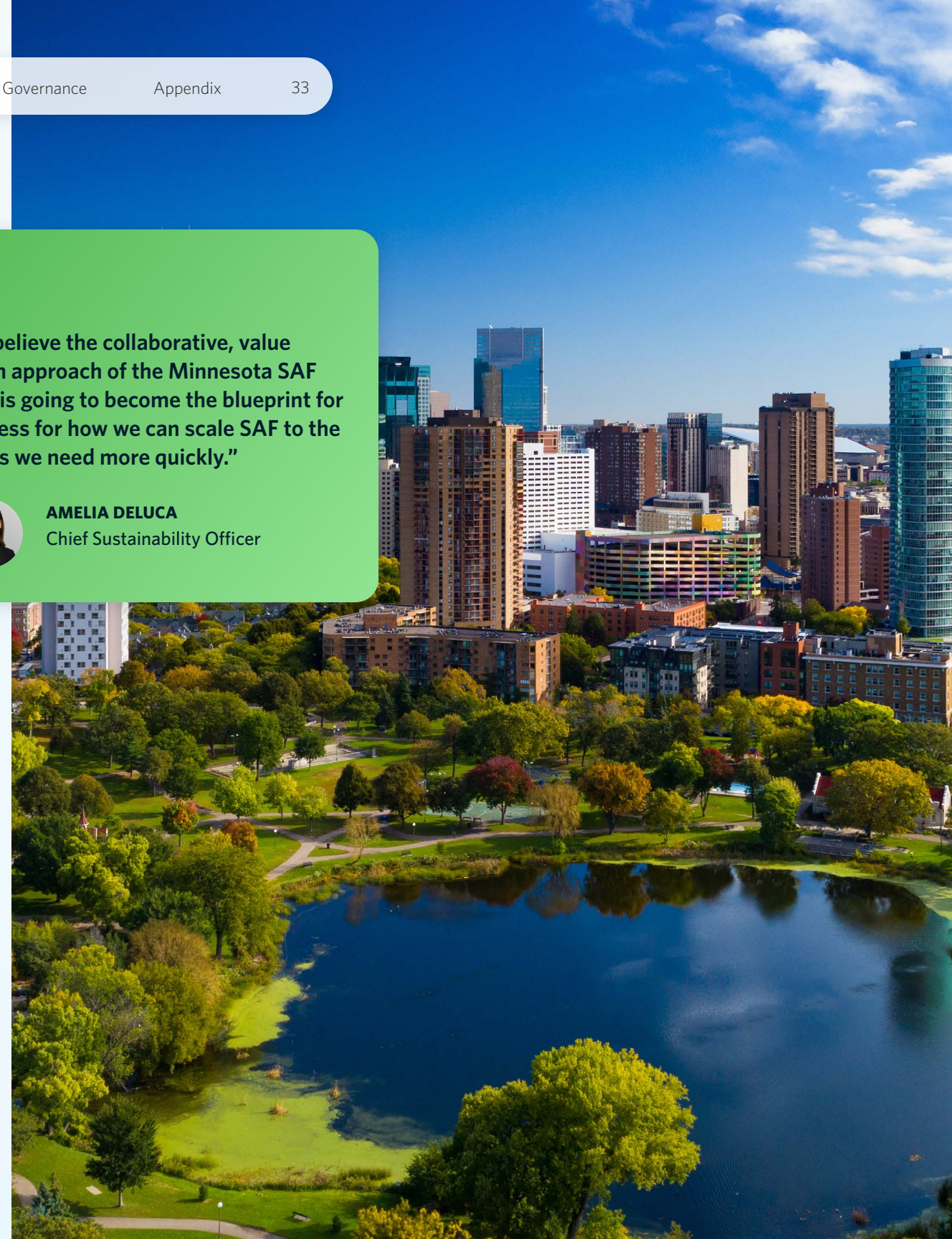
- 1 Developing an integrated value chain to produce affordable, low-carbon SAF for use at MSP
- 2 Fostering adoption of innovative technologies and solutions to accelerate commercialization
- 3 Embedding environmental and water stewardship at all points along the value chain
- 4 Supporting research and collaboration to advance technology for lower emissions and greater supply in the future



We believe the collaborative, value chain approach of the Minnesota SAF Hub is going to become the blueprint for success for how we can scale SAF to the levels we need more quickly.”



AMELIA DELUCA
Chief Sustainability Officer





REVOLUTIONARY FLEET

Transitioning to more fuel-efficient aircraft is one of the most important opportunities we have to reduce emissions both now and in the future. Our strategy includes ongoing fleet renewal – with next-generation aircraft delivered in 2023 achieving, on average, 28% greater fuel efficiency per seat mile than aircraft retired since 2019 – as well as partnerships and investments to support development of revolutionary technologies such as hydrogen and electric propulsion.

43

Next-generation aircraft delivered in 2023

5.5%

Improvement in fleet-wide fuel efficiency since 2019

AT A GLANCE: REVOLUTIONARY FLEET



CORE CHALLENGE

Improving fleet-wide fuel efficiency through ongoing renewal and breakthrough innovation

OUR ROLE

Partnering with innovators to revolutionize what and how we fly

★ OUR GOALS

2025
10+%
Fuel efficiency gains¹

5
Partnerships with revolutionary tech players

2035
20+%
Fuel efficiency gains¹

1st
Operation of mainline revolutionary tech

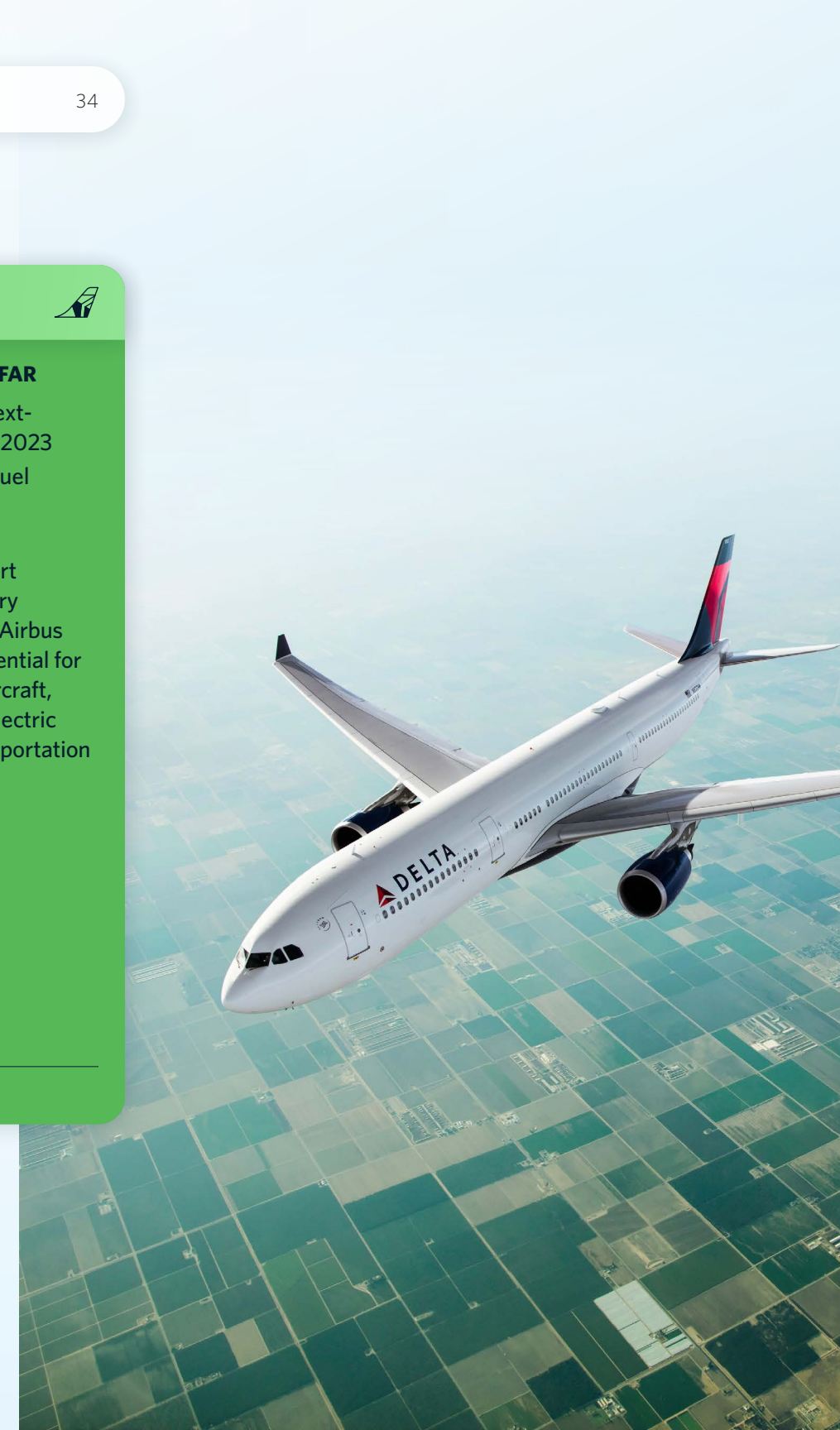
2050
40+%
Fuel efficiency gains¹

25%
Of fleet made up of revolutionary aircraft

WHAT WE'VE DONE SO FAR

- Took delivery of 43 next-generation aircraft in 2023
- Improved fleet-wide fuel efficiency 5.5%¹
- Launched strategic partnerships to support promising revolutionary technology, including Airbus ZEROe to explore potential for hydrogen-powered aircraft, and Joby eVTOL for electric home-to-airport transportation

1. Compared to 2019.



DELTA'S \$1B COMMITMENT AND CARBON OFFSETS

In 2020 Delta announced a \$1 billion commitment over 10 years towards carbon neutrality. However, in 2022, we refocused our sustainability strategy by outlining a commitment to net-zero GHG emissions by 2050 and concluded our offsetting program as of March 31, 2022. As we've refined our plan to achieve our long-term sustainability goals and our net-zero ambitions, we recognize that our prior commitment

has been subsumed by these goals and success will ultimately require more than \$1 billion.

Carbon offsets will likely play a continuing role in compliance with ICAO's Carbon Offsetting and Reduction Scheme for International Aviation. In 2023, we did not purchase or retire voluntary carbon offsets related to our 2023 airline operations.

INNOVATING FOR A MORE SUSTAINABLE FUTURE OF FLIGHT



Launched in January 2023, the [Delta Sustainable Skies Lab](#) is a first-of-its-kind airline innovation lab focused on research, design and testing for a more sustainable future of air travel.

The Lab features ongoing work across Delta with the aim of helping inspire and support disruptive industry innovation and scale known technology and actions to help reach Delta's 2050 net-zero goal. To leverage Delta's expertise and facilitate collaboration across our operations, the Lab is overseen by a council including senior leaders from Technical Operations, Flight Operations, Fleet, Fuel, Operations & Customer Center, Inflight Service and Airport Customer Service.

Delta's Sustainable Skies Lab is supporting the future of flight by collaborating with Revolutionary Fleet partners, including Airbus' Hydrogen ZeroE, Boeing's Transonic Truss-Braced Wing and Joby Aviation. Joby is developing an all-electric, vertical

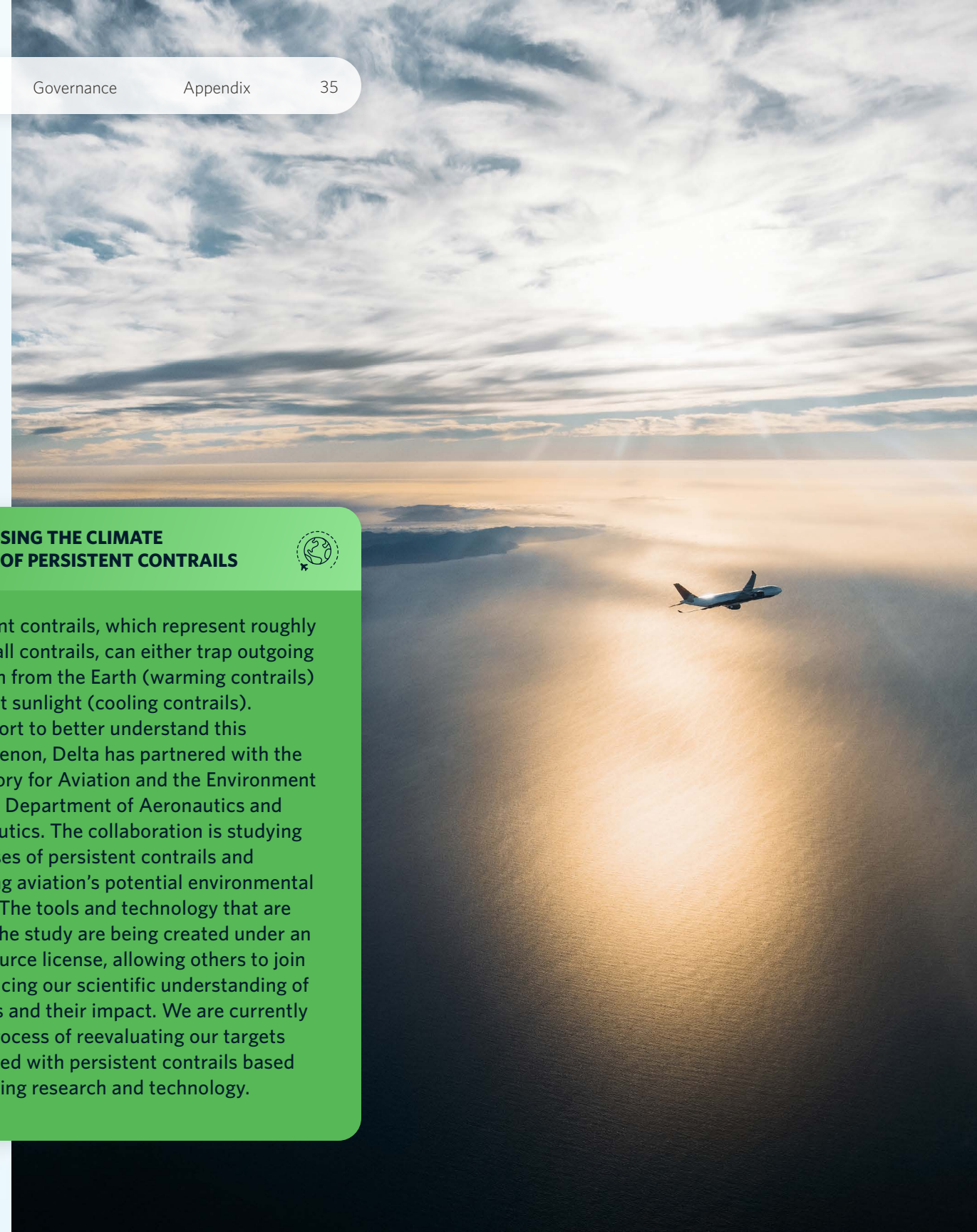
take-off and landing aircraft that will be able to deliver a more sustainable, efficient home-to-airport transportation service to Delta customers. This partnership is another step forward in our efforts to elevate the customer experience with innovative products that have sustainability at their core.

Another project involves testing a novel solution for helping reduce aircraft fuel consumption during taxiing. Developed by Israel Aerospace Industries with Airbus and TLD, TaxiBot® is a towbarless towing device that enables airplane taxiing without keeping aircraft engines running, contributing to significant reductions in fuel burn and GHG emissions, while also overcoming challenges with earlier engine-off taxiing concepts. Delta is currently conducting a trial of this technology at New York's JFK, through which we aim to understand performance and cost, and evaluate if this solution should be scaled across our operations.

ADDRESSING THE CLIMATE IMPACT OF PERSISTENT CONTRAILS



Persistent contrails, which represent roughly 10% of all contrails, can either trap outgoing radiation from the Earth (warming contrails) or reflect sunlight (cooling contrails). In an effort to better understand this phenomenon, Delta has partnered with the Laboratory for Aviation and the Environment at MIT's Department of Aeronautics and Astronautics. The collaboration is studying the causes of persistent contrails and assessing aviation's potential environmental impact. The tools and technology that are part of the study are being created under an open-source license, allowing others to join in advancing our scientific understanding of contrails and their impact. We are currently in the process of reevaluating our targets associated with persistent contrails based on evolving research and technology.



Embedding Sustainability in Everything We Do

Although emissions from flying represent the majority of Delta’s environmental footprint, we also strive to reduce environmental impacts elsewhere in our operations by developing a sustainability mindset across our business. Delta has adopted sustainability goals in three distinct areas, under the organizational pillar of Embedding Sustainability in Everything We Do.



THE TRAVEL EXPERIENCE

Reducing waste and incorporating more sustainable products onboard our aircraft helps us reduce our environmental impact, enhance the customer experience and improve our operations. Our long-term goal is to achieve 100% diversion of waste related to the customer onboard travel experience by 2050.

AT A GLANCE: THE TRAVEL EXPERIENCE



CORE CHALLENGE

Reducing waste and delivering more sustainable products and amenities to our customers

OUR ROLE

Finding innovative ways to eliminate waste onboard and on the ground

★ OUR GOALS

- 2025**
Minimize
Single-use plastics on board
- 2035**
65%
Waste diversion from landfill¹
- 2050**
100%
Waste diversion from landfill¹

WHAT WE’VE DONE SO FAR

- Removed or replaced single-use plastic items such as stir sticks, service ware and straws, and refreshed items including amenity kits, cutlery and bedding, resulting in the elimination of approximately 4.9 million pounds of onboard single-use plastics per year
- Began onboard testing of new paper cups, aiming to help eliminate nearly 7 million pounds of single-use plastics on board annually

1. As it relates to customer onboard travel experience, excluding other aspects of aircraft operations.

Reducing Single-Use Plastics

We continue to focus on minimizing single-use plastics on board our aircraft. Key achievements have included fully replacing plastic cutlery with bamboo across our aircraft operations for all customers, introducing dishware made from biodegradable material and utilizing premium paper placemats on international flights.

We have also been working hard to address one of our most significant waste streams: single-use plastic cups. In 2023, we took a significant step forward by beginning onboard testing of new paper cups on select flights. The new cups are the result of several years of prototyping and testing to find a cup capable of withstanding hot, cold and alcoholic drinks, while meeting strict environmental regulations. Once approved and rolled out across the Delta network, paper cups will help eliminate nearly 7 million pounds of single-use plastics on board annually.

Onboard Waste Diversion

Our teams continually explore opportunities to reduce, reuse and recycle throughout our onboard service operations. This includes collecting data and designing updated processes and other interventions to improve performance. For example, in early 2023, we completed a main cabin pre-arrival meal consumption study which highlighted an opportunity to reduce boarding ratios on selected routes between the United States and Europe. Implementation of the proposed changes resulted in waste avoidance of 395,699 sandwiches and

savings of \$1,076,300. In addition to reducing waste and costs, boarding fewer meals contributes to lowering service weight, [which can help reduce fuel consumption](#).

We have also undertaken several projects to help prevent unused service items from going to waste. For example, in late 2022, we implemented a small procedural change to encourage flight attendants to retie partially used sleeves of cups so that they could be reloaded on future flights. This led to reductions in both waste and cost, with nearly 94 million fewer cups ordered in 2023.

As part of a global effort to assess the baseline amount of waste in our service operations, we have recognized opportunities to increase waste diversion in our catering kitchens. At Atlanta’s Domestic Flight Kitchen (DFK), improved recycling systems and processes have helped increase total recycling to 475,817 pounds over the year. Also at DFK, we have introduced composting, resulting in 39,444 pounds of organic waste being diverted in 2023.

Paperless Gates

In 2023, Delta gate agents stopped automatically printing pre-departure and departure documents on all flights. The process transformation included collaboration between our Airport Customer Service, In-Flight Service and Flight Operations teams. This effort eliminates printer malfunctions that can cause delays, cuts printer maintenance costs and reduces the equivalent of 1,200 trees in paper annually.

DONATIONS

In 2023, we donated 1,951,280 pounds of bedding, amenity kits, food, first-aid supplies, water and other items to those in need.





GROUND OPERATIONS AND FACILITIES

Delta’s sustainability efforts also extend to ground services and key operational sites, including terminals, maintenance facilities and corporate offices. Our strategy focuses both on reducing GHG emissions – with a long-term goal of 100% net-zero operations – and addressing other environmental impacts such as waste.

Ground Support Electrification

We continue to make progress in transitioning to electrified ground support equipment (eGSE). This not only reduces fuel use, which helps meet our climate goals, but also contributes to improved air quality, less hazardous waste and reduced noise. Electric equipment can also bring enhanced

performance and safety features and lower maintenance and operating costs, supporting more efficient and effective operations – especially at our busiest hubs.

Since 2020, we have retired 3,574 gas- and diesel-powered GSE units from our core fleet and introduced 1,647 zero-emission eGSE units, achieving a total of 31% electrification of our critical GSE fleet. We have now reached nearly 100% electrification of core GSE fleets at two hubs: BOS and Salt Lake City (SLC). We are also making eGSE investments at our hubs in ATL, JFK, LAX, LGA, MSP, Seattle (SEA) and many smaller airports that Delta serves.

In addition to the equipment itself, electrification requires thoughtful planning and investments in infrastructure – especially charging. That means working closely with airport partners to coordinate funding and construction, often in conjunction with other ongoing terminal and gate improvements, as well as targeting investments at airports that are already eGSE-ready. Additionally, supporting policies and incentives – including the FAA’s VALE program for airports and state-specific grant programs for the industry – are key to accelerating airport electrification.

AT A GLANCE: GROUND OPERATIONS AND FACILITIES



CORE CHALLENGE

Reducing the environmental impact of ground service equipment (GSE), facilities and other operations

OUR ROLE

Electrifying Delta equipment, sourcing renewable electricity and driving other initiatives to reduce energy, waste and emissions

★ OUR GOALS

2025
50%
GSE electrification¹; 5 hubs at 100% of core² fleet

2035
100%
Of hubs’ GSE electrified
Renewable energy powering operations

2050
100%
Net-zero operations

WHAT WE’VE DONE SO FAR

- Purchased and deployed 1,647 eGSE units since 2020, achieving 31% electrification of critical GSE fleet
- Approached 100% electrification of core² fleets at BOS and SLC hubs

1. All eligible core and critical fleets necessary to turn an aircraft.
2. Core fleet consists of baggage tractors, belt loaders and aircraft tow tractors.



SUPPLY CHAIN

Sustainable sourcing supports our focus on creating a world-class supply chain while advancing our longstanding commitment to ethical and responsible procurement practices. Our current priorities include gaining greater insight into the environmental performance of suppliers and sourcing more sustainable alternatives within key purchasing categories.

Supply Chain Assessment

We continue to work with suppliers to support their completion of the **EcoVadis sustainability assessment**.

This evaluation provides actionable scorecards and other information to help us identify deficiencies and implement corrective actions where needed, as well as to spot positive practices that support our sustainability goals. As of year-end 2023, we have onboarded 496 suppliers representing 52%¹ of our supply chain by spend.

To further enhance supplier engagement via the EcoVadis platform, Delta joined Air France-KLM, Transavia and Virgin Atlantic in founding the

Sustainable Airlines Initiative (SAI) in early 2023. Coordinated by EcoVadis, the effort seeks to improve ethical, social and environmental business standards across the industry’s value chain and spark systemic transformation toward supply chain transparency. This includes working together to enroll common suppliers in the aviation industry’s vertical and horizontal supply chain, resulting in increased efficiency and the dissemination of best practices for meeting shared sustainability challenges.

52%¹

BY SPEND

Supply base with validated EcoVadis scorecards

1. In 2022, Delta began rolling the EcoVadis assessment out to a select portion of our supply chain and over time is continuing to expand the scope of suppliers subject to Delta’s ESG assessment process. Previous reports indicate the success of our initial EcoVadis assessment rollout, and moving forward this will represent Delta’s enterprise-wide third party spend coverage.

AT A GLANCE: SUPPLY CHAIN



CORE CHALLENGE

Understanding and reducing environmental impacts associated with the goods and services we purchase to run our business

OUR ROLE

Creating transparency and accountability in our supply chain

★ **OUR GOALS**

2025
100%
Of preferred vendors on carbon tracking system

2030
100%
Of preferred vendors with net-zero plans

2050
100%
Net-zero supply chain

WHAT WE’VE DONE SO FAR

- Expanded environmental standards for suppliers
- On-boarded 52%¹ of suppliers by spend to EcoVadis platform
- Became a founding member of EcoVadis’ SAI, aiming to improve ethical, social and environmental business standards across the industry’s value chain



PRODUCT HIGHLIGHTS



In 2023, we were proud to offer passengers new food and beverage selections from several vendors that are advancing sustainability in their products and operations. **For example:**

- **Lotus Biscoff®:** Our popular kosher recipe Lotus-Biscoff® cookies have transitioned to a thinner wrapper that uses less plastic.
- **New Belgium/Bell’s Brewery:** New Belgium/Bell’s is a Certified B Corporation and woman co-founded brand that is working towards being 100% carbon neutral by 2030. Their notable commitments and achievements include assisting their farmers to have more climate-friendly farming practices, transitioning their Voodoo Ranger IPA to light-weight bottles and fiber packaging to reduce their carbon footprint and the fuel required for shipping and making their flagship Fat Tire Amber Ale the first nationally distributed certified carbon neutral beer in North America.

Additional Climate-Related Disclosures

In addition to addressing our climate impact from flying, it is also important for us to understand and respond to the impact of climate change on our business, including identifying and evaluating climate-related risks and opportunities and ensuring the resilience of our strategy and operations under different climate scenarios.

In this section, we summarize additional aspects of our approach to climate change in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). This section also provides updates on our advocacy related to federal, state and international climate policies.

Climate-Related Governance

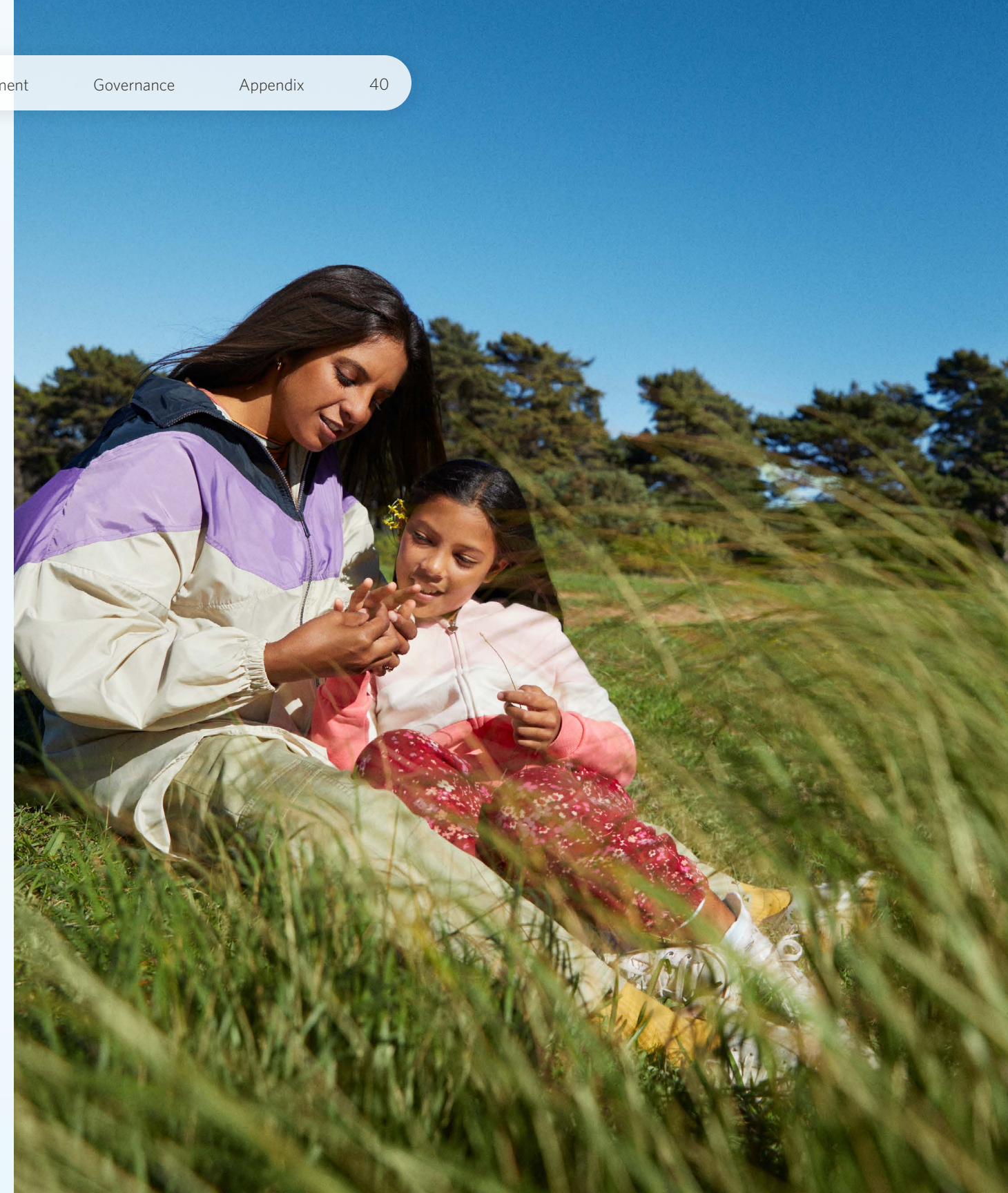
Delta works hard to ensure that the opportunities and risks brought about by climate change are handled in a way that is consistent with the company's overall risk management strategy, governance framework and management practices.

The Board of Directors oversees climate-related matters, including through specific Board Committee responsibilities. The Corporate Governance Committee of the Board oversees our environmental sustainability strategy, goal setting and opportunities and risks, receiving updates on our progress through regular briefings – which occurred twice in 2023. The Audit Committee of the Board reviews our

Enterprise Risk Management (ERM) processes, including climate-related risks, and oversees the reporting of environmental matters in our U.S. Securities and Exchange Commission (SEC) filings. The Finance Committee of the Board oversees investments, including acquisition of new, more fuel-efficient aircraft and significant investments in new technologies. The full Board receives briefings as merited on climate-related matters, including updates on relevant risks and opportunities, goals and performance, and key initiatives.

At the management level, climate-related matters are overseen by our EVP – External Affairs, the Chief Sustainability Officer and several key executive-level Councils, including the ESG Council, the Carbon Council, the Waste Council and the Risk Council. Each is composed of members of the Delta Leadership Committee (DLC) as well as other senior executives from across the organization who help to implement our climate strategy and related risk mitigation efforts.

These Councils are supported by cross-functional working teams led by divisional leaders and comprised of core collaborators. The teams prepare topics for education, as well as for discussions and decisions by the Councils, and carry out related actions after each meeting. The working teams drive day-to-day progress across Delta's sustainability strategy, helping to propel the organization forward through grassroots efforts, which are directed by Council leadership and ultimately overseen by the Board.



Climate Risk Management

Delta’s climate strategy is informed and guided by the ongoing identification and assessment of climate-related risks and opportunities relevant to our business.

To further inform and strengthen our understanding and management of climate-related risks, we conducted an initial climate risk assessment and scenario analysis in 2021. In 2023, we undertook a more detailed assessment incorporating newer research findings, updated modeling and other improvements to enhance our understanding of climate-related risks – physical risks and transition risks – over the short-, medium- and long-term.

The risk assessment process was conducted in alignment with the TCFD framework and included consultation with internal and external stakeholders and subject-matter experts, as well as an extensive review of external research and data sources. Delta’s overall ERM program helps inform how we assess and manage our climate-related risks. For each risk, we considered potential impact, as well as the likelihood and timeframe for the risk to manifest, under multiple emissions scenarios (see box). Where possible, potential financial impacts were assessed at a high level, with support and input from relevant internal teams. Consistent with

the TCFD framework, risks and projected impacts do not factor in mitigation efforts. All risks outlined are speculative in nature, based on both internal and external assumptions and methodologies.

The tables beginning on the following page summarize the results of the updated risk assessment, including the key physical and transition risks identified, their anticipated timelines, potential impacts and related management strategies.

PHYSICAL RISK ASSESSMENT

Extended interruptions in service or other disruptions resulting from climate-related physical events – such as extreme weather, flooding and sea-level rise – could have an adverse effect on Delta’s business if not mitigated. To identify and assess these risks, we evaluated the potential impact and likelihood of specific climate-related events occurring at our most strategically important domestic and international airports and other potentially vulnerable locations. Estimated impacts were assessed based on anticipated effects in 2050 under high-, medium- and low-emissions scenarios. Only the high-emissions scenario for physical risks is disclosed in this report due to the limited impact of the low-emissions scenario and Delta’s ability to mitigate them over relevant time horizons.

TRANSITION RISK ASSESSMENT

Transition risks are those driven by potential market, policy and legal, technology and reputational effects arising from the transition to a low-carbon economy. Within our industry, this is likely to include financial and operational challenges related to the transition away from fossil-based jet fuel, possible changes in customer behavior and preferences and potential costs stemming from the regulation and/or pricing of continued GHG emissions.

For our updated analysis, the assessment of specific transition risks differed according to risk type, with several risks being multidimensional in their impact.

Estimated impacts were assessed based on anticipated effects in 2050 under high- and low-emissions scenarios. For transition risks, only the emissions scenario with the highest potential impact to Delta is disclosed in this report.

FORECAST AND SCENARIO ANALYSIS



Scenario analysis helps us better understand and make strategic decisions in response to different possible climate futures.¹ Given the differing nature of physical and transition risks, we have used different scenarios for each type. For physical risk analysis, we used the Representative Concentration Pathway (RCP) scenarios developed by the Intergovernmental Panel on Climate Change (IPCC). For transition risk analysis, we used scenarios from the International Energy Agency’s (IEA) World Energy Outlook (WEO) 2023.

	PHYSICAL RISK	TRANSITION RISK
Low-Emissions Scenario	RCP 2.6	IEA Net-Zero Emissions by 2050 (NZE)
<i>Projected warming by 2100</i>	<i>0.9-2.3°C</i>	<i>1.5°C</i>
Medium-Emissions Scenario	RCP 4.5	Delta projections and IEA Announced Pledges Scenario (APS)
<i>Projected warming by 2100</i>	<i>2-3°C</i>	<i>1.7°C</i>
High-Emissions Scenario	RCP 8.5	IEA Stated Policies Scenario (STEPS)
<i>Projected warming by 2100</i>	<i>3.2-5.4°C</i>	<i>2.4°C</i>

1. Climate-related scenario analysis involves assessing potential future developments under different climate scenarios. However, uncertainties and limitations in available data and scenario projections make this process complex, imprecise and subject to change – particularly as public policy, technology, customer preferences and other factors continue to rapidly evolve. We aim to continue evolving and updating our analysis as new information, data and analytical tools become available.

TIME HORIZON: ○ ——— Short: before 2025 | ———○ ——— Medium: 2025-2035 | ———○ ——— Long: 2036 and beyond

POTENTIAL IMPACT: ● High | ● Medium | ● Low

Analysis of Climate-Related Physical Risks

RISK	DESCRIPTION	TIME HORIZON	POTENTIAL IMPACT ¹ (RCP 8.5)	RISK MITIGATION AND GOVERNANCE STRATEGIES
Extreme weather events²	<p>Increasing frequency and intensity of extreme weather events, such as hurricanes or typhoons, may lead to infrastructure damage and/or delays or cancellations of service at affected airports.</p> <p>Additionally, events such as hurricanes in the Gulf of Mexico could lead to disruptions in our fuel supply chain and operations. These disruptions may result in increased fuel costs, increased costs in handling irregular operations or decreases in revenue.</p>	○ —○ —○	●	<p>Delta's in-house Meteorology team continuously monitors changing weather conditions and forecasts and works together with our Operations and Customer Center (OCC) and other internal teams to adapt our operations as necessary. This includes creating and distributing station-specific forecasts, evaluating potential impacts on flight safety and scheduling, coordinating with airport authorities and more.</p> <p>Our Airport Customer Service (ACS) Emergency Response Plan includes required training and other pre-season preparations, as well as detailed procedures and checklists for before, during and after a severe weather event. Key station activities include inspecting and preparing vital equipment, stocking emergency equipment and supplies, monitoring weather conditions and forecasts, and coordinating with OCC's Strategic Planning team and the ACS Emergency Preparation & Response team to address any acute needs as they arise. The Delta Notification System is also activated to check on employees and ensure their safety and wellbeing before and after the event.</p>
Acute flooding	<p>Intense precipitation increases the risk of rapid-onset floods and flash floods in certain locations. Flooding events may cause loss of Delta's assets or affect Delta's ability to operate in these locations, which could in turn lead to loss of revenue.</p>	○ —○ —○	●	<p>We continue to work both internally and with our airport partners to address the risk of flooding to infrastructure. For example, Delta's new terminal at LaGuardia Airport has been designed and constructed to meet the Port Authority of New York and New Jersey's Climate Resilience Design Guidelines, which exceed federal, state and local standards for addressing climate-related risks. Design elements include dry-floodproofing of low-level occupied areas and ensuring all critical infrastructure is above the Design Flood Elevation established by the Guidelines. Additionally, the Port Authority is planning for - and has already undertaken - multiple initiatives to reinforce and improve existing airport infrastructure, including pump systems to protect the airfield from flooding.</p>
Increased temperature (extreme heat)	<p>Extreme heat events may reduce aircraft performance, disrupt navigational signals and satellite coverage, increase energy consumption for cooling and pose risks to employees who work outdoors.</p>	———○	●	<p>We continue to monitor temperatures at our hubs and enhance our approach to managing the impact of extreme heat on our operations. This includes working with aircraft manufacturers to evaluate and improve the safety of our aircraft under these conditions. We are also adapting our strategies for payload optimization on high-heat days - for example, by implementing more aggressive and predictable seat capping measures - in order to minimize impacts on customers and revenues.</p> <p>We require all ground employees to complete training to help recognize the signs and symptoms of heat stress and heat stroke. We comply with breathability standards to ensure our employee uniforms function well in the heat. On high heat days, we offer a range of additional services including water stations and cooling towels to keep our employees safe and comfortable.</p> <p>In 2024, we are expanding our temperature alert system to include heat, so that local stations can be alerted of hot weather conditions. These alerts will help teams enact their hot weather plans to prepare employees and ground support equipment, and to ensure cool temperatures onboard aircraft.</p>

1. Based on potential impact under high emissions scenario (RCP 8.5). Potential financial impacts were assessed at a high level, with support and input from relevant internal teams and informed by Delta's ERM framework.
 2. We also considered risks related to extreme winter storms and large-scale changes in wind and weather patterns, but their impact on Delta's operations are currently assessed as negligible.
 3. Based on scenario with the largest potential financial impact. Potential financial impacts were assessed at a high level, with support and input from relevant internal teams and informed by Delta's ERM framework.
 4. Risk was not quantitatively assessed, and that the range of 'low to medium' is based on a qualitative understanding.

TIME HORIZON: ○ ——— Short: before 2025 | ———○ Medium: 2025–2035 | ———○ Long: 2036 and beyond

POTENTIAL IMPACT: ● High | ● Medium | ● Low

Analysis of Climate-Related Physical Risks

RISK	DESCRIPTION	TIME HORIZON	POTENTIAL IMPACT ¹ (RCP 8.5)	RISK MITIGATION AND GOVERNANCE STRATEGIES
Sea-level rise	Sea-level rise could lead to permanent inundation of low-lying infrastructure at some airports, which would result in disruptions to Delta's business and operations.	————○	●	Our partners at vulnerable airports continue to take a variety of steps to address risks related to rising sea levels. For example, the Port Authority of New York and New Jersey has already completed a \$2.3B Hurricane Sandy recovery and hardening program at LaGuardia Airport and has recently undertaken an updated climate risk assessment that will prioritize future mitigation projects, including for sea-level rise.

Analysis of Climate-Related Transition Risks

RISK	RISK TYPE	DESCRIPTION	TIME HORIZON	POTENTIAL IMPACT ³ (NZE/STEPS Scenario)	RISK MITIGATION AND GOVERNANCE STRATEGIES
Uncertainty of future supply of fossil jet fuel	Technology, Market, Policy/Legal	The availability of fossil jet fuel could be impacted due to national and global climate policies, as well as by changes in global economic conditions, geopolitical events, available technology or other factors. Fuel supply disruptions may result in higher costs or operational challenges.	○—○—	● (STEPS)	Delta's strategy for mitigating cost and supply risks associated with jet fuel includes our ownership of Monroe Energy, LLC (Monroe) and its operation of the Trainer Refinery in Pennsylvania. Our ownership of Monroe is part of our strategy to mitigate the cost of the refining margin reflected in the price of jet fuel. As part of this strategy, we continue to engage proactively with policymakers and regulators on behalf of both Delta and Monroe, to advocate for climate policies that do not unreasonably impact the existing market for jet fuel. For more information, see Climate Lobbying . In addition, our fleet renewal and fuel savings strategies continue to deliver incremental improvement in fuel efficiency, helping to reduce our exposure to cost and supply risks associated with jet fuel. For more information, see Efficient Aircraft Operations and more on Fleet Renewal on our report site.
Uncertainty of future SAF availability and cost-competitiveness	Technology, Market, Policy/Legal	At present, there isn't enough annual production of SAF to cover even one week of global airline demand. Additionally, the future availability and price of SAF are highly uncertain and dependent on numerous factors, including public and private investment, supportive policy, technology development and broader economic conditions – many of which may not develop as expected. If future supply is insufficient, we may fail to meet our emissions goals, which could result in negative impacts on our reputation, market share and revenues. Even if future demand for SAF can be met, prices could remain elevated in comparison to traditional jet fuel, resulting in increased costs. Reputational and policy risks associated with potential competition between conventional biofuels and food sources were also considered but were assessed as negligible.	○—○—	● (STEPS)	We continue to actively engage with our industry, supply chain, investors, policymakers and other stakeholders to help support technological development and scale the nascent market for SAF. This includes making forward supply commitments, forming coalitions such as the Minnesota SAF Hub and advocating for supportive policies. For more information, see Cleaner Fuel and Climate Lobbying .

1. Based on potential impact under high emissions scenario (RCP 8.5). Potential financial impacts were assessed at a high level, with support and input from relevant internal teams and informed by Delta's ERM framework.
 2. We also considered risks related to extreme winter storms and large-scale changes in wind and weather patterns, but their impact on Delta's operations are currently assessed as negligible.
 3. Based on scenario with the largest potential financial impact. Potential financial impacts were assessed at a high level, with support and input from relevant internal teams and informed by Delta's ERM framework.
 4. Risk was not quantitatively assessed, and that the range of 'low to medium' is based on a qualitative understanding.

TIME HORIZON: ○ ——— Short: before 2025 | ———○ Medium: 2025–2035 | ———○ Long: 2036 and beyond

POTENTIAL IMPACT: ● High | ● Medium | ● Low

Analysis of Climate-Related Transition Risks

RISK	RISK TYPE	DESCRIPTION	TIME HORIZON	POTENTIAL IMPACT ³ (NZE/STEPS Scenario)	RISK MITIGATION AND GOVERNANCE STRATEGIES
Policy/legal risks associated with carbon pricing and other regulatory requirements that increase operating costs	Policy/Legal	Existing or emerging policies and regulations designed to place a price on carbon emissions may lead to increased operating costs. These costs may be more significant if imposed in the medium term versus the long-term as our emissions decline in a net-zero scenario.	————○————○	● (NZE)	We continuously monitor emerging policies and regulations to understand potential risks and opportunities and prepare our business accordingly. Our Government Affairs team, in coordination with our Sustainability team and Law Department, drives awareness and coordination of responses as new policies and regulations are proposed. In addition, Delta engages proactively with policymakers and regulators through both direct lobbying and involvement in industry trade associations, including A4A and the International Air Transport Association (IATA). Our Climate Lobbying Principles include a focus on measures that will enable the orderly and efficient transition of this hard-to-abate sector, as opposed to punitive measures that may stifle investment in needed technologies or otherwise restrict flexibility to achieve transition objectives. For more information, see Climate Lobbying .
		Policies and regulations to mitigate climate change could potentially include measures such as restrictions on short-haul flights in certain markets, which could result in increased costs and/or decreased revenues for Delta.	————○————○	● (NZE)	
Behavioral changes and development of alternative transportation modes lead to reduced demand in air travel	Market	Business air travel could decline or recover at slower rates due the increased use of alternatives such as virtual meetings or events. Demand for flying may also be reduced due to growing climate concerns and/or the availability of lower-carbon alternatives such as high-speed rail in certain regions, which could result in decreased revenues.	————○————○	● (STEPS)	We understand that climate change impacts from air travel are an increasing concern for our customers. Our science-based emissions targets and other climate-related goals are designed to drive progress toward our goal of net-zero emissions by 2050 while still providing safe and reliable transport for our customers. We also engage our corporate customers on sustainability by providing emissions data regarding their travel, along with opportunities to invest in SAF together to address our shared Scope 1 (Delta) and Scope 3 (our customers) emissions using an in-sector solution.
Lack of technology advancements to meet the need for revolutionary fleet⁴	Technology/ Market	Our ability to continue to improve fuel efficiency and carbon intensity of our fleet is dependent on the cost and availability of necessary technologies, which in turn are dependent on investment, supportive policies, supply of raw materials and other complex factors. If needed advancements are delayed or not fully realized, or if the price of new technologies proves too prohibitive, we may incur additional costs and/or fail to meet our emissions goals, which could negatively impact our reputation, market share and revenues.	————○————○	● to ●	Delta's Revolutionary Fleet strategy includes a focus on early-stage technology development to help commercialize new innovations to power the future the flight. This includes our participation in Airbus' ZEROe hydrogen-powered aircraft initiative and Boeing and NASA's Sustainable Flight Demonstrator Project. For more information, see Revolutionary Fleet .

1. Based on potential impact under high emissions scenario (RCP 8.5). Potential financial impacts were assessed at a high level, with support and input from relevant internal teams and informed by Delta's ERM framework.
 2. We also considered risks related to extreme winter storms and large-scale changes in wind and weather patterns, but their impact on Delta's operations are currently assessed as negligible.
 3. Based on scenario with the largest potential financial impact. Potential financial impacts were assessed at a high level, with support and input from relevant internal teams and informed by Delta's ERM framework.
 4. Risk was not quantitatively assessed, and that the range of 'low to medium' is based on a qualitative understanding.

Delta's GHG emissions inventory is calculated and verified in accordance with the GHG Protocol, which aligns with the SBTi framework.

More detailed figures are provided on [page 64](#) and our verification statement is available on [page 63](#).

SCOPE 1

Consists of all direct emissions generated by Delta's operations, including the combustion of jet fuel and SAF by Delta mainline aircraft and wholly owned subsidiaries, fuel use for ground support equipment and other ground operations, and chemical use.

SCOPE 2

Consists of GHG emissions resulting from the generation of electricity, heat or steam purchased by Delta in owned and leased facilities, such as airport spaces.

SCOPE 3

In 2023, we expanded the Scope 3 emissions categories we calculate and report. It now consists of indirect emissions from purchased goods and services; capital goods; upstream transportation; well-to-wake GHG emissions from jet fuel from Delta Connection carriers¹ that we do not wholly own; emissions from jet fuel and SAF production from our suppliers, including Monroe; business travel; employee commuting; and investments (Categories 1, 2, 3, 4, 6, 7 and 15).

GHG EMISSIONS INVENTORY

Our GHG inventory covers emissions from all operations under Delta's operational control, including Endeavor, Delta Vacations, Delta Material Services and Delta Flight Products. Emissions from Delta's wholly owned subsidiary Monroe Energy are excluded, except to the extent they fall into our Scope 3 emissions (see sidebar).

As part of our efforts to both report transparently and drive progress internally, we continue to look for opportunities to improve the accuracy and extent of our GHG inventory. In 2023, we identified an opportunity to improve reporting of Scope 3 emissions through the inclusion of upstream production of jet fuel combusted by non-wholly owned regional airlines. As a result, we have restated prior years' reporting of Scope 3 Category 3 emissions and updated our 2019 baseline accordingly.

SCIENCE-BASED TARGETS

Delta has established medium- and long-term climate goals that are in line with the Paris Agreement and the applicable guidance of SBTi. Our overarching goal is to achieve net-zero emissions for our airline operations by 2050.

In 2022, SBTi validated Delta's medium-term target to reduce well-to-wake Scope 1 and 3 jet fuel GHG emissions by 45% per revenue ton kilometer by 2035 from a 2019 base year.¹ This indicates that the adopted Scope 1 and 3 target ambitions align with the Paris Agreement's goal of limiting global warming to well below 2°C above pre-industrial levels.

Validation of our 2050 net-zero goal has been pending while we await updated SBTi guidance for setting aviation sector targets aligned with limiting warming to 1.5°C. That guidance has been significantly delayed. We will be re-evaluating with SBTi whether we can continue to wait for that guidance or whether we must withdraw and reapply for validation once the guidance has been issued.

OTHER CLIMATE-RELATED TARGETS

As noted throughout this section, we are also pursuing a range of other targets on our glide path to net-zero emissions by 2050, which are summarized in the infographic on [our website](#).

GHG EMISSIONS INVENTORY (mT CO₂e)



	2019 (baseline)	2021	2022	2023
Scope 1 Total	37,328,421	24,561,256	30,741,000	35,891,842
Scope 2 Total	295,889	246,219	203,486	188,387
Scope 3 Calculated²	10,946,766	7,289,033	12,299,299	17,192,226
SUM OF EMISSIONS	48,571,076	32,096,508	43,243,785	53,272,455

OUR MEDIUM-TERM SBTI-VALIDATED TARGET

Reduce jet fuel-related GHG emissions intensity 45% by 2035³

PROGRESS

3.2% reduction in 2023

1. Delta now includes the well-to-tank (WTT) emissions from all regional partners. In prior years, only tank-to-wake emissions were calculated for regional partners. All years from 2019-2023 have been restated to include changes to Scope 3 Category 3 and future reports will include regional partner WTT and the updated emissions calculations for WTT.
 2. Scope 3 data for 2019 and 2021 data include Category 3; Scope 3 data for 2022 includes Categories 1, 2, 3 and 4; and Scope 3 data for 2023 include categories 1, 2, 3, 4, 6, 7 and 15. Scope 3 Categories 3, 7 and 15 calculations use primary data. Scope 3 Categories 1, 2, 4 and 6 use secondary (spend) data. We continue to evaluate the feasibility of adding additional Scope 3 categories in the future.
 3. Non-CO₂e effects which may also contribute to aviation-induced warming are not included in this target. Delta will continue to report publicly on its collaboration with stakeholders to improve understanding of opportunities to mitigate the non-CO₂e impacts of aviation annually over the timeframe of this target.

Climate Lobbying

As part of the highly regulated global aviation industry, we advocate for thoughtful, harmonized policies that will help us achieve our climate goals. This includes engaging with policymakers, regulators, academics and thought leaders involved in developing and advancing relevant policies – especially those intended to commercialize the burgeoning SAF industry and support breakthrough innovations in flight.

OVERSIGHT AND COORDINATION

Delta’s climate policy development efforts are led by the Vice President, Government Affairs – Sustainability, based in Washington, D.C., who reports to our Senior Vice President, Government Affairs. This leadership position is responsible for cross-functional collaboration with applicable business units, in partnership with our Chief Sustainability Officer, as well as coordination with lobbyists across our Federal, International, and State and Local Government Affairs teams, to help foster a policy environment that will enable Delta’s net-zero climate objectives. In addition to our in-house lobbyists and business partners, we constructively engage with trade associations and collaborate with climate policy thought leaders, such as environmental non-governmental organizations, think tanks and coalitions.

CLIMATE POLICY PRIORITIES

In 2023, we prioritized our advocacy on implementing and advancing policies needed to scale SAF deployment in the United States and internationally. Delta believes that performance-based, feedstock- and technology-neutral incentives coupled with grant and loan guarantee programs are the primary policy levers needed to drive investment toward development of cost-competitive SAF.

Delta’s federal advocacy and engagement efforts are largely centered on: (1) implementing the SAF-specific provisions established under the Inflation Reduction Act, (2) ensuring that domestic agriculture can benefit from the development of a SAF market in the United States and (3) building out the first national value chain coalition, [Americans for Clean Aviation Fuels](#), to educate the public on the economic and energy security benefits associated with a strong domestic SAF market. We also continue to support Monroe’s Trainer Refinery in Pennsylvania, in efforts to seek reforms to certain elements of the Renewable Fuel Standard program, in order to reduce their financial obligations while enabling investment in alternative fuels.

State-level policies are also critical for enhancing our ability to scale cost-competitive SAF, building upon the foundation provided by the new federal incentives. To that end, we have supported the enactment and implementation of new

SAF-specific tax credits benefiting key Delta hubs in Minnesota, Washington as well as our operations in Illinois. We have also advanced foundational policy support for new tax credits, low-carbon fuel standards, and research and development studies in Michigan, New York, Massachusetts and Georgia. In order to capitalize on the incentive in Minnesota, for example, Delta led the creation of the Minnesota SAF Hub, a first-of-its-kind value chain coalition to scale SAF investment to meet fuel demand at our MSP hub. We believe this policy and investment model is key to enabling commercial aviation’s net-zero goals. For more information on the Minnesota SAF Hub, see [page 33](#).

Internationally, our policy advocacy efforts were focused in the European Union (EU), United Kingdom (UK), Latin America and East Asia. As SAF becomes a rising priority for global markets, we continue to highlight the need for individual countries to pursue a whole-of-government approach to scaling SAF production, similar to the U.S. government’s SAF Grand Challenge Roadmap strategy, coupled with a general assertion that incentive-based policies are most critical for catalyzing new SAF markets and driving down the green premium. For example, we advocated for the adoption of SAF incentives as part of finalizing the ReFuelEU initiative, and to initiate a consultation on the proposed UK SAF mandate.

TRADE ASSOCIATIONS

In addition to direct lobbying activities, we are members of sector-specific and multi-industry trade associations that engage in lobbying on a variety of matters, including climate change. We believe in the power of direct engagement and periodically assess the alignment of Delta and Monroe’s trade associations’ climate change positions with our own. Our assessment methodology is based on whether the trade association has a stated position that supports the achievement of net-zero emissions by 2050, consistent with the findings of the IPCC, coupled with analysis of specific lobbying activities. In 2023, we assessed the activities of key associations, including IATA, A4A, the Business Roundtable and American Fuel and Petrochemical Manufacturers.



Delta strives to develop policies, strategies and coalitions to advance our climate and sustainability goals. Visit the [Delta 2023 ESG Report site](#) for more insights on specific efforts and details on alignment with our trade associations.

Environmental Compliance and Stewardship

As part of Delta’s sustainability mindset and to protect our employees, our customers and the communities we serve, we view environmental compliance and stewardship through a broad lens, with established programs focused on air and water quality, responsible waste management, incident response, remediation and industrial hygiene.

Delta’s Environmental team establishes the company’s strategy, policies and management systems, which provide the framework for maintaining compliance with the complex array of environmental regulations. Additionally, the team works across Delta’s airline operations to develop best management practices that go beyond regulatory requirements to reduce environmental impacts.

Performance Measurement

We measure environmental compliance and stewardship performance through a variety of metrics, including air emissions, hazardous waste generation and fines imposed.

For detailed figures, see our environmental data tables:

[ENVIRONMENTAL DATA →](#)

Delta relies on three key system tools to manage our environmental programs, reduce risk and minimize the impact of our operations:

ENVIRONMENTAL MANAGEMENT SYSTEM (EMS)



Delta’s Environmental Management System (EMS), modeled after the ISO 14001 framework, establishes the overarching components of our environmental systems and processes. The EMS sets forth the roles, responsibilities and procedures for compliance and implementation of best management practices on an airport-specific basis.

ENVIRONMENTAL PROGRAMS MANUAL



Delta’s Environmental Programs Manual sets forth Delta’s policies, expectations, training requirements and management protocols for compliance with federal, state and local regulations as well as Delta’s environmental policies that go beyond compliance.

ENVIRONMENTAL MANAGEMENT INFORMATION SYSTEM



Delta’s Environmental Management Information System is a web-based, system-level tool that tracks internal environmental tasks and provides proactive notifications to stay ahead of and validate compliance.

ADDRESSING RISKS TO EMPLOYEES FROM WILDFIRES



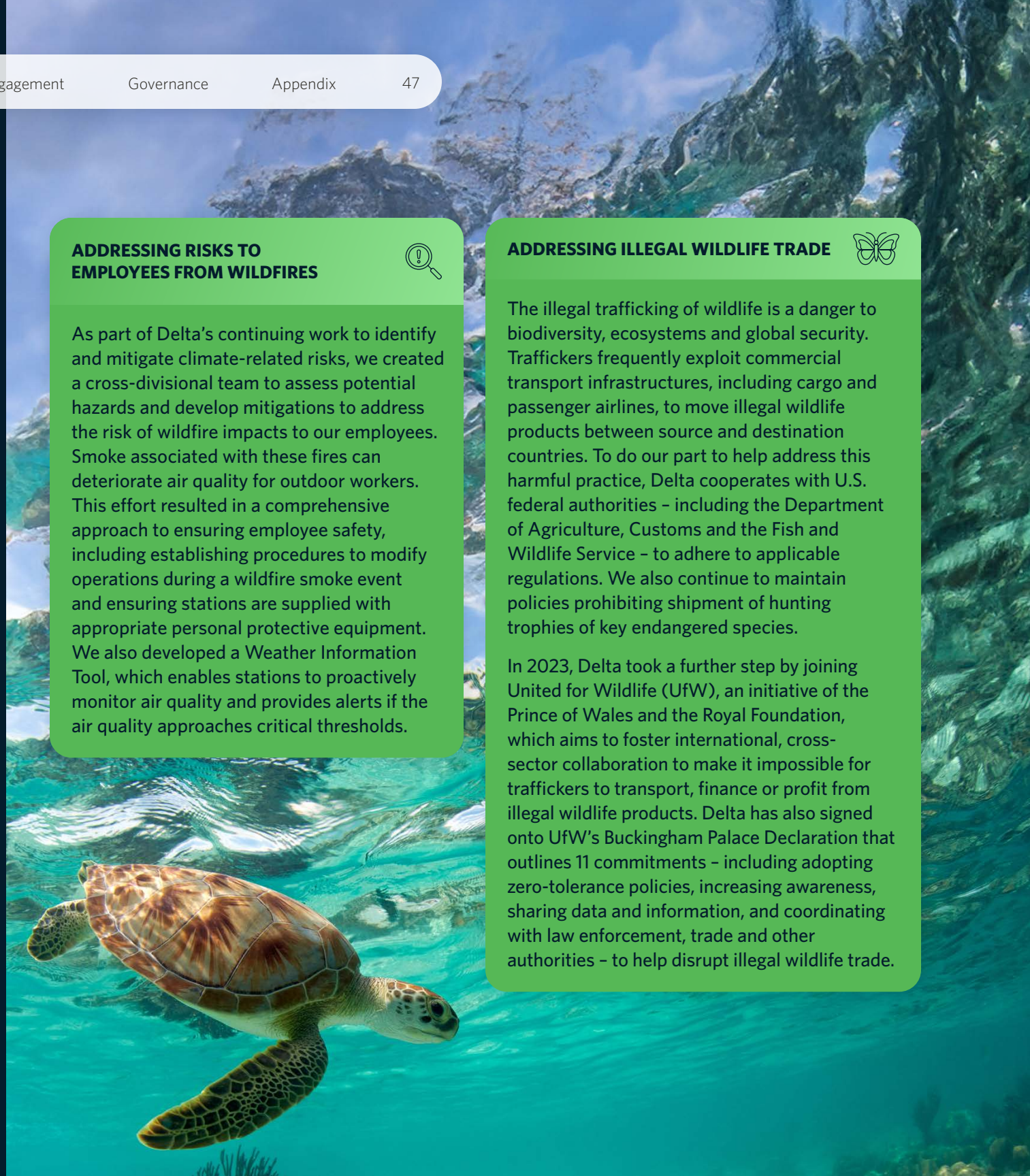
As part of Delta’s continuing work to identify and mitigate climate-related risks, we created a cross-divisional team to assess potential hazards and develop mitigations to address the risk of wildfire impacts to our employees. Smoke associated with these fires can deteriorate air quality for outdoor workers. This effort resulted in a comprehensive approach to ensuring employee safety, including establishing procedures to modify operations during a wildfire smoke event and ensuring stations are supplied with appropriate personal protective equipment. We also developed a Weather Information Tool, which enables stations to proactively monitor air quality and provides alerts if the air quality approaches critical thresholds.

ADDRESSING ILLEGAL WILDLIFE TRADE



The illegal trafficking of wildlife is a danger to biodiversity, ecosystems and global security. Traffickers frequently exploit commercial transport infrastructures, including cargo and passenger airlines, to move illegal wildlife products between source and destination countries. To do our part to help address this harmful practice, Delta cooperates with U.S. federal authorities – including the Department of Agriculture, Customs and the Fish and Wildlife Service – to adhere to applicable regulations. We also continue to maintain policies prohibiting shipment of hunting trophies of key endangered species.

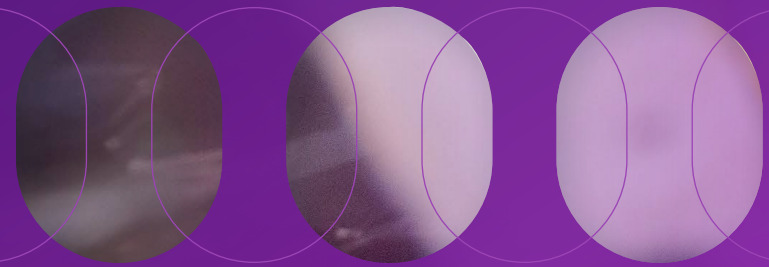
In 2023, Delta took a further step by joining United for Wildlife (UfW), an initiative of the Prince of Wales and the Royal Foundation, which aims to foster international, cross-sector collaboration to make it impossible for traffickers to transport, finance or profit from illegal wildlife products. Delta has also signed onto UfW’s Buckingham Palace Declaration that outlines 11 commitments – including adopting zero-tolerance policies, increasing awareness, sharing data and information, and coordinating with law enforcement, trade and other authorities – to help disrupt illegal wildlife trade.



Community Engagement

IN THIS SECTION

- 50 Charitable Giving
- 54 Employee Fundraising and Volunteering



Delta’s mission to connect the world is grounded in our commitment to positively impact the communities where we live, work and serve. Making a difference through charitable giving, employee-driven fundraising and volunteerism has been core to our company and culture for nearly 100 years. We invest our time, skills and resources – through partnerships with local, national and global nonprofits and other strategically aligned organizations – to drive progress in pillars of focus: environment, equity, education and entire wellness.



Companies like Delta Air Lines set a model for others, showing how to best use employee talent, business assets and integration to create meaningful impact, and we’re thrilled to uplift and celebrate their work as an honoree of The Civic 50 2023.”



DIANE QUEST
Chief Operating Officer, Points of Light

2023 CORPORATE CITIZENSHIP AWARDS AND RECOGNITION

SIX-TIME RECIPIENT

The Civic 50

A Points of Light initiative that recognizes the 50 most community-minded companies in the nation, ranked Delta #1 in the Integration dimension and recognized Delta as this year’s Industrials Sector Leader

6TH YEAR IN A ROW

No. 1 corporate blood drive sponsor of the American Red Cross

Employees, retirees and customers contributed a record 15,053 units of blood in fiscal year 2023 (year-end 6/30)

2023

Keeper of the Flame Award
United Negro College Fund (UNCF)

Contributed nearly \$5.8 million, to date, to UNCF programs benefiting students at Historically Black Colleges and Universities (HBCUs)

2023 BY THE NUMBERS

\$60M

In charitable giving from Delta Air Lines and The Delta Air Lines Foundation

\$18M

Raised by Delta employees and customers for major fundraisers, including the American Cancer Society, American Heart Association, Breast Cancer Research Foundation, Children’s Healthcare of Atlanta, Covenant House, Delta Care and Scholarship Fund, and United Way

100 markets

Delta employees volunteer in more than 100 communities across the globe every year, from donating blood and planting trees, to mentoring students

Delta’s Community Investment Pillars

ENVIRONMENT



Cultivating sustainable and livable communities locally as we combat climate change globally

EQUITY



Providing underserved communities with equitable access to quality education, economic mobility and sustainable careers, while celebrating diversity and promoting inclusion

EDUCATION



Connecting tomorrow’s employees, customers and communities with skills and experiences they need to take on the world with purpose

ENTIRE WELLNESS



Nurturing all the aspects of wellness – physical, emotional, financial, social and more – to prepare members of our communities for thriving futures and flourishing lives

Charitable Giving

Our charitable giving program, which includes support from Delta Air Lines and The Delta Air Lines Foundation, benefits local communities through contributions to partner organizations aligned with our four pillars. We tailor our giving to meet the evolving needs of society and our planet, focusing our local, national and global investments and resources where we can deliver both immediate and sustainable impact.



Environment

We work to cultivate greener, more sustainable communities and promote environmental advocacy.

Delta Air Lines and The Delta Air Lines Foundation have contributed **\$14 million** to support **Global Citizen's** efforts to deliver the 2030 United Nations Sustainable Development Goals to end extreme poverty and combat the global climate crisis.

Delta sponsored tree planting projects in nine markets to help tackle urban heat and air pollution, create equitable, healthy neighborhoods and inspire the next generation of environmental champions. Additional partners include **Trees Atlanta**, **Tree People** in Los Angeles, **Speak for the Trees** in Boston, **Tree Utah** and **Forterra** in Seattle. We also support the **MANG Foundation's** mission to rebuild Florida's mangrove ecosystems through employee volunteer support at its headquarters plant nursery and in the field for in-the-wild plantings.

Our partnership with the **Central Park Conservancy**, **Yale School of the Environment** and the **Natural Areas Conservancy** on the **Central Park Climate Lab** supports the development of research and tools that will provide scalable climate mitigation strategies and protocols for urban parks across the country. We also support **Captain Planet Foundation's** mission to empower young people to be problem solvers for the planet by funding outdoor learning labs at schools in Atlanta, New York City and Seattle.



Equity

We help provide underserved communities with equitable access to quality education, economic mobility and sustainable careers.

Delta is among the 37 founding companies of **OneTen**, a coalition that aims to hire, promote and advance 1 million Black individuals into family-sustaining careers over 10 years. In 2023, we formally committed to serve as the OneTen Atlanta City Lead to mobilize the Georgia business community to promote equity through skills-based talent practices. While the coalition's efforts are focused on Black talent, the Skills-First talent strategy benefits all employees – a key driver in fostering equitable outcomes through other [Skills-First-based efforts](#).

Delta provides **\$1.6 million** in financial aid annually to the **UNCF**, including \$1 million for Emergency Retention Grants and Degree Completion Aid and \$600,000 for HBCU scholarships.

[READ MORE ABOUT OUR HBCU ENGAGEMENT →](#)

We support two **National Urban League** programs to help provide all Americans with access to living-wage jobs and good benefits. The Urban Tech Jobs Program connects long-term unemployed individuals with Information Technology jobs, and the Urban Apprenticeship Jobs Program works to create a nationwide pipeline of career-ready people of color.



HELPING WOMEN TAKE OFF 

Delta is committed to empowering and advancing women in the aviation and aerospace industry. Our partner organizations include **Women in Aviation International**, which provides networking, education, mentoring and scholarships; the **Advancing Women in Aviation Roundtable**, which engages executives to build strategies to develop and promote women leaders; and **Sisters of the Skies**, which supports future black female pilots through mentorship, scholarship, outreach and professional development.



PRIDE IN FLIGHT 

Delta supports the LGBTQ+ community by sponsoring 12 Pride celebrations around the world. For example, in 2023, a crew of Delta and Air France-KLM employees sailed for the first time in a Pride-themed boat at the Canal Parade as part of Amsterdam Pride. We also proudly support **The Trevor Project's** mission to end suicide among LGBTQ+ youth by providing 24/7 crisis support services and intervention programs, and we team up with **GLAAD** to honor media accurately and inclusively portray the LGBTQ+ community.



Education

We take a Skills-First, purpose-driven approach to building the workforce of tomorrow.

Delta supports work readiness, entrepreneurship and financial literacy through a partnership with **Junior Achievement** – spanning 30 chapters on five continents – providing students with hands-on experience through job shadowing, immersive simulations and other programs.

We fund **3DE by Junior Achievement** programming – which uses interdisciplinary learning and real-world experiences to prepare high school students for careers in a fast-changing economy through critical thinking, problem solving, analytical reasoning, communication and collaboration – in 51 public high schools across 11 states. We share 3DE's belief that equitable access to quality education drives economic mobility.

As the official airline of the **National Flight Academy** since 2016, Delta has funded nearly 3,000 scholarships for middle and high school students to attend a six-day, immersive learning experience aboard a virtual aircraft carrier. The program aims to inspire youth interest in aviation and science, technology, engineering and mathematics (STEM) careers through flight simulation exercises. We also support a weeklong Girls in STEM program to increase awareness and create career paths in aviation.

The Delta Air Lines Foundation has awarded grants to two Atlanta-area women's colleges: **\$2 million** to the **Center for Innovation & the Arts at Spelman College** to integrate the arts into STEM programs and **\$1 million** to **Agnes Scott College** for a program that takes first-year students on a global journey.

In 2023, The Delta Air Lines Foundation awarded a **\$3 million** grant to **Middle Georgia State University's Aviation School** to expand capacity of flight and technical (aircraft maintenance) training to build a pipeline of future aviation talent.



YMCA PARTNERSHIP

Our partnership with **YMCA** supports after-school programs, tutoring, swim lessons, water safety courses and career exploration opportunities in:

20
Chapters

3
Continents

KABOOM! PLAYSACES

Since 2013, we have partnered with **KABOOM!** to end playspace inequity by building community-specific playgrounds in underserved minority communities:

37
Playgrounds built

48,000+
Kids benefited





Entire Wellness

We work with partner organizations to support all aspects of community health and well-being.

In 2023, Delta and The Delta Air Lines Foundation contributed **\$2.68 million** to children’s hospitals globally, including **Children’s Healthcare of Atlanta** (to support Hughes Spalding Hospital), **Children’s Hospital of Los Angeles**, **Great Ormond Street Hospital** in London and **Emma Children’s Hospital** in Amsterdam.

AMERICAN RED CROSS

Delta’s longest-standing nonprofit partnership dates back to World War II (WWII), when Delta people collected blood in the hangar that now houses the Delta Flight Museum and flew it to locations in need. Our blood drive program continued to expand in 2023 with 15,053 units collected at 348 drives in 72 locations (including six new locations) and joint drives with our sponsored sports teams in Atlanta,

Minneapolis and Seattle. We also sponsored blood drives at 24 HBCUs to support the **Red Cross HBCU Ambassador Leadership Program**, which engages students in the Sickle Cell Initiative to help save lives through blood collection on HBCU campuses.

In addition to sponsoring blood drives and providing community CPR training in 24 locations, we support global disaster relief and international humanitarian aid through the **American Red Cross** and **International Committee of the Red Cross**. In 2023, we contributed **\$1 million** to humanitarian efforts in the Middle East, **\$250,000** to wildfire relief in Maui and **\$100,000** for earthquake relief in Turkey and Syria. These contributions complement Delta’s **\$1 million** grant to the **American Red Cross Annual Disaster Giving Program**, which enables the organization to proactively prepare for disasters.

TAKING A STAND AGAINST HUMAN TRAFFICKING

In 2023, The Delta Air Lines Foundation awarded a **\$1 million** grant to **Wellspring Living** to provide domestic sex trafficking victims and those at risk with specialized recovery services, including apprenticeship programs hosted by Delta. Allison Ausband, our Executive Vice President and Chief Customer Experience Officer, is co-chairing Wellspring Living’s \$20 million capital campaign.

Our commitment to combat human trafficking dates back to 2011 when we became the first airline to sign the International Code of Conduct outlined by **End Child Prostitution, Child Pornography and Trafficking of Children for Sexual Purposes**. The following



We have the opportunity to educate millions of travelers each year on ways to identify and stop human trafficking, as we work alongside government partners at the local, state, federal and international levels.”



MEG TAYLOR

Deputy General Counsel and Chief Litigation Counsel

SERVING THOSE WHO SERVE



Delta proudly honors U.S. armed services members and military veterans who embody servant leadership, resilience and community. We have funded the construction of four **Fisher House Foundation** facilities, where families of military personnel can stay at no cost while loved ones receive treatment onsite at U.S. Department of Defense or Veterans Affairs medical centers.

For the ninth consecutive year, Delta matched member-donated miles through the Delta SkyWish Program’s Veteran’s Month promotion to Fisher House Foundation’s Hero Miles Program and **Luke’s Wings**. Both organizations use donated miles to provide air travel to wounded, injured or ill service members and veterans, as well as their families, while they undergo treatment and recovery.

We also partnered with the **Best Defense Foundation** to fly more than 40 WWII veterans on a

chartered flight to Normandy, France, for the annual commemoration of the 1944 D-Day invasion.

Additional efforts include:

- Supporting 10 **United Service Organizations (USO)** facilities through sponsorship and volunteer work, including assembling care packages, serving hot meals, distributing luggage tags and spending time with service members. We also support non-USO-affiliated military lounges at Detroit (DTW), Minneapolis-Saint Paul (MSP), and Miami (MIA).
- Serving as the official airline partner of the **Marine Toys for Tots Foundation** benefiting children in need during the holidays for the 19th consecutive year in 2023. In addition to contributing more than \$700,000 annually, Delta employees lead annual holiday toy drives and fundraisers to buy and assemble bikes for children. In 2023, our TechOps team raised funds to build 1,200 bikes for Toys for Toys to distribute.

year, we became a founding member of the **Global Business Coalition Against Human Trafficking**.

Since then, Delta has helped develop training for customer-facing employees to identify and report human trafficking. More than 60,000 employees have completed the trainings, to date. We partner with **Freedom United** to install anti-trafficking tools and airport signage to educate travelers on human trafficking indicators and have contributed **\$3 million** to support the **National Human Trafficking Hotline**, which connects victims with services to get help and stay safe.

Delta honored National Slavery and Human Trafficking Awareness Month in January 2023 by participating in a news conference at Hartsfield-Jackson Atlanta International Airport (ATL) with Georgia Governor Brian Kemp and other state and local leaders to explore ways the aviation industry can intervene in human trafficking.

Employee Fundraising and Volunteering

Delta people give back by donating their time, expertise and resources to community causes they care deeply about.

Matching Gifts to Education

The Delta Air Lines Foundation matches donations made by active employees, retirees and Board members to accredited, eligible nonprofit educational institutions, from pre-K through post-graduate, up to \$5,000 per employee per year. In 2023, The Delta Air Lines Foundation matched **\$2.8 million** in personal contributions made by Delta employees, retirees and Board members to eligible public and private nonprofit educational institutions in the United States and its territories.

HELPING CUSTOMERS DONATE SKYMILES TO THOSE IN NEED



Delta customers around the world can donate miles from the SkyMiles Program through the SkyWish program to support:

- Ill or wounded service members and veterans undergoing medical treatment or reuniting with their families
- Volunteers building affordable housing or assisting with disaster relief and recovery during national emergencies
- Children with life-threatening medical conditions who are seeking care at the best hospitals in the nation or visiting their dream destination
- Human trafficking survivors

\$18M

Delta employees and customers raised **\$18 million** for major fundraisers in 2023, including the American Cancer Society, American Heart Association, Breast Cancer Research Foundation, Children's Healthcare of Atlanta, Covenant House, Delta Care and Scholarship Fund, and United Way

AMERICAN CANCER SOCIETY

\$18.9M+

Since 2002, including \$2.9 million in 2023

AMERICAN HEART ASSOCIATION

\$424K

Through the 2023 Greater Atlanta Heart Walk, supporting research, training and medical breakthroughs to help end heart disease and stroke

BREAST CANCER RESEARCH FOUNDATION

\$24M+

Since 2005, including a record-breaking \$3 million in 2023

CHILDREN'S HEALTHCARE OF ATLANTA

\$245K

Supporting Atlanta's Hughes Spalding Hospital

COVENANT HOUSE

\$400K

Through the annual Sleep Out event when employees give up their beds for a night in solidarity with homeless youth

DELTA CARE AND SCHOLARSHIP FUND

\$9.1M

To help Delta employees, retirees and survivors through many unforeseen hardships

UNITED WAY

\$1.97M

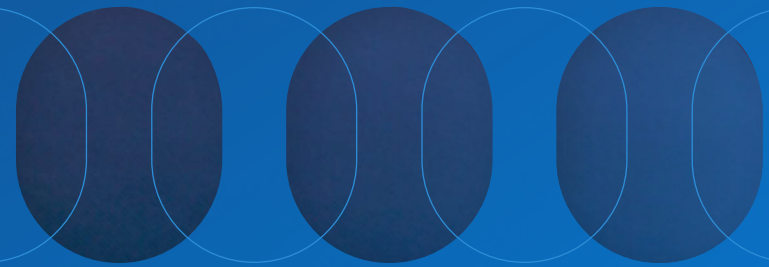
To support equity-focused community programs



Governance

IN THIS SECTION

- 56 Board-Level Oversight
- 58 Political Activity and Policy Engagement
- 58 Business Ethics
- 59 Data Privacy and Information Security



Board-Level Oversight

At the core of Delta’s governance structure is the history of a strong, independent Board of Directors composed of experienced members with diverse backgrounds, skills, experiences, gender, race and/or ethnicities.

The Board is committed to sound corporate governance in line with evolving best practices. Our governance structure and practices are described in detail in our [Proxy Statement for the 2024 Annual Meeting of Shareholders](#).

Oversight of ESG Matters

The Board of Directors understands, and is committed to, the importance of environmental, social and governance (ESG) matters and their significance to our stakeholders.

The Board includes several directors with skills and experience relevant to these topics, with targeted expertise in risk management and data security. The Board’s diversity with respect to gender, race and ethnicity ensures a broad perspective in evaluating ESG matters. In addition, the Board has and continues to gain knowledge about evolving areas through, among other things, regular briefings and discussions with internal subject-matter experts. The Board also has access to external resources and education on a variety of these matters.

Oversight of ESG Risk

The Board of Directors has ultimate responsibility to oversee Delta’s Enterprise Risk Management (ERM) program, including with respect to ESG matters. The ERM program’s primary objectives include facilitating a cross-functional enterprise-wide risk assessment, integrating the ERM framework into business processes and decision-making, holding management accountable to mitigate risks, and providing assurance the risk-governance systems are functioning appropriately.

The Board discusses risks throughout the year, particularly when reviewing our operating and strategic plans and when considering specific actions for approval. The Board manages oversight of risk through delegation to its committees with regular reporting to the entire Board.

Delta has a robust oversight framework for ESG matters at the board and management levels.

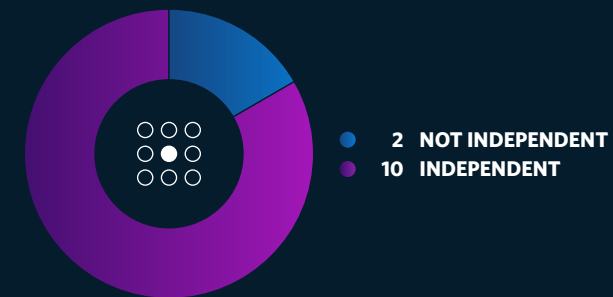


About Our Board

As of December 31, 2023

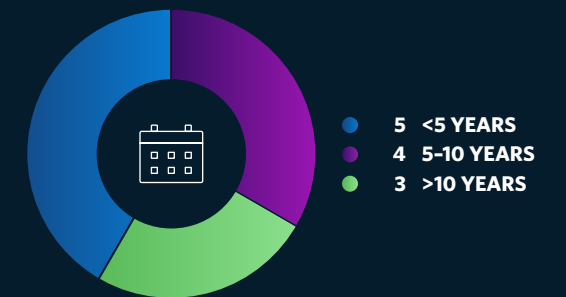
INDEPENDENCE

All independent except CEO¹ and ALPA² nominee



TENURE

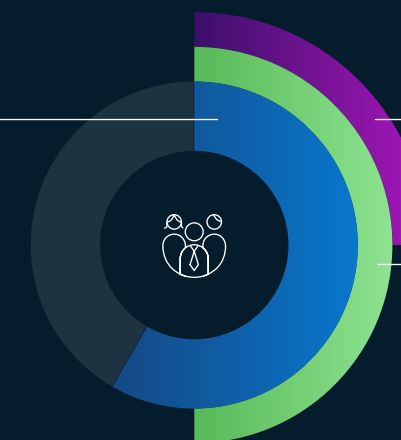
Average tenure 6.7 years



DIVERSITY

7 of 12

DIRECTORS OF HISTORICALLY UNDERREPRESENTED GENDER, RACE AND/OR ETHNICITY



25%

FEMALE DIRECTORS

50%

RACIALLY/ETHNICALLY DIVERSE

- 1 Hispanic
- 1 Asian
- 1 Latino
- 3 African Americans

1. Chief Executive Officer
2. Air Line Pilots Association

DELTA LEADERSHIP COMMITTEE

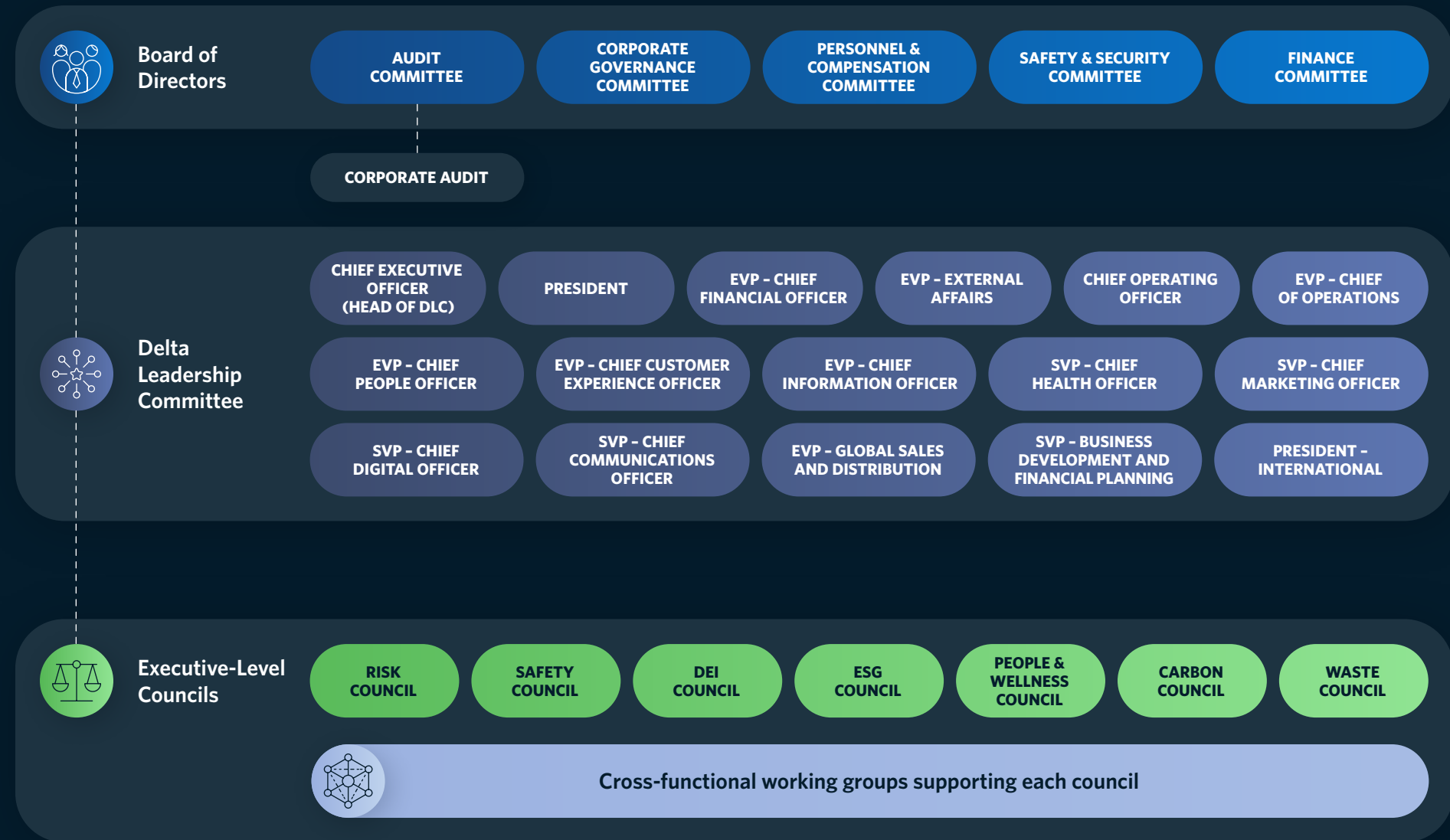


The Delta Leadership Committee (DLC), under the leadership of our CEO and oversight of the Board of Directors, manages the strategic direction of our business, including the implementation of our ESG initiatives.

DLC members or other executives who report directly to the DLC spearhead executive-level councils. These councils meet regularly to drive these efforts in coordination with cross-functional working groups across the company.

The DLC is regularly briefed on various ESG matters by our Executive Vice President (EVP) - External Affairs and frequently engages with internal subject-matter experts on these topics. Over the course of 2023, the DLC was briefed on Delta’s long-term climate strategy by our Chief Sustainability Officer. This brief included the comprehensive strategy that set the foundation of our short-, medium- and long-term milestones and targets, which will drive our path to net-zero emissions by 2050. The strategy review also included potential risks and opportunities specific to our sustainable aviation fuel strategy, which is core to Delta’s decarbonization efforts.

ESG Oversight and Management



Political Activity and Policy Engagement

Delta is committed to being a positive voice on public policy issues that impact not only the airline industry but also our customers, our people and the communities we serve.

We care about a wide range of issues, including fair trade, competition policy, safety and security, workforce development, energy and the environment, and climate change policy. Managing our advocacy and regulatory compliance activities is the responsibility of our EVP – External Affairs in conjunction with our SVP – Government Affairs and our Vice President (VP) – State and Local Government Affairs. The DLC and the Corporate Governance Committee of the Board regularly receive formal reports on our policy priorities and political activities.

We actively lobby to influence the development of international, federal, state and local public policies; in managing these activities, we conduct our business ethically and in compliance with the law. We issue a Political Contributions and Activity Report annually, and, for the third year, provide an overview of climate lobbying activities in this report.

To learn more, visit our separate [Political Contributions and Activity Report and Climate Lobbying webpage](#):

[POLITICAL CONTRIBUTIONS AND ACTIVITY REPORT](#)

[2023 CLIMATE LOBBYING](#)

Business Ethics

In 2023, we simplified how we communicate our expectations and guidelines for ethical behavior across our company.

We refreshed our Code of Ethics and Business Conduct and renamed the document to **The Way We Fly**. It provides an overview of our standards and key policies that guide the interactions of our employees, customers and business partners around the world. We also updated our **Rules of the Road**, which outlines Delta’s mission, core values and most important behaviors. Together, these resources help to define our culture of ethics and integrity while guiding our people to live these values in their daily work.

All Delta employees are required to read and follow The Way We Fly. Employees and business partners are also expected to adhere to our Anti-Corruption Policy, which prohibits any form of corruption and the facilitation of bribery. Delta employees may report violations or concerns to their manager, Human Resources, the Ethics and Compliance department or through Delta’s Safety, Ethics and Compliance HelpLine, which is available to employees and vendors online or by telephone 24 hours a day, seven days a week. Reports to the HelpLine are answered discreetly and confidentially by an independent company. As applicable, Delta investigates and implements corrective actions in accordance with local laws and Delta’s Investigation Policy and Protocol. Delta protects individuals who report concerns in good faith and does not tolerate retaliation of any kind for filing a report.

As part of Delta’s commitment to our culture of ethics and integrity, all employees receive annual training on The Way We Fly.

In support of the continued development of Delta’s compliance program, we introduced an Ethics and Compliance Ambassador Program in 2023 and plan to expand it in 2024. Ambassadors are divisional and subsidiary representatives who help to champion our values and embed a culture of compliance across the organization.

OVERSIGHT OF BUSINESS ETHICS

Our Deputy General Counsel – Chief Compliance Officer maintain responsibility for our ethics and compliance policies and procedures, including those pertaining to anti-corruption and bribery. The Chief Compliance Officer is supported by the Ethics and Compliance team, which helps uphold our values by:

Establishing certain policies, training and communications aimed at mitigating compliance risks

Overseeing due diligence of certain third parties and transactions

Investigating certain reports of violations of laws, regulations or Delta policies

Reporting to the Audit Committee of the Board of Directors on organizational compliance program risks, achievements and developments





Data Privacy and Information Security

We recognize that data protection and privacy practices are key elements of our customers’ experience and contribute to the safety and efficiency of our operations.

The Audit Committee of our Board is responsible for reviewing cybersecurity risks and overseeing the security and operations of our information technology systems. Our IT Risk Team monitors and regularly reports on cyber risk so that senior leadership can make informed business decisions. Security awareness activities go beyond annual training and include engagement and reinforcement activities to help our employees understand that their role in protecting our company is just as important as the technologies we have in place.

We seek to collect and process only necessary personal data from our customers. Our systems are built following a “privacy by design” approach, and we undertake privacy risk and impact assessments for any new or modified data processes. To support employee engagement on, and compliance with, our privacy approach, we have almost 40 Privacy Champions serving throughout our organization who act as liaisons between the business units and our Data Privacy team.

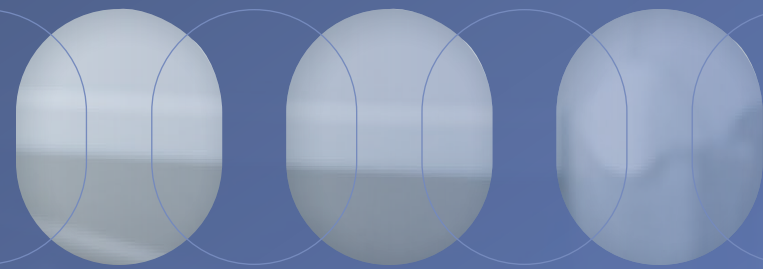
Delta has established physical, electronic, and managerial safeguards to protect the information in our care. These measures are reviewed to protect against unauthorized access, disclosure, and improper use of customer information and to maintain the accuracy and integrity of that data. All U.S. air carriers are subject to laws regarding the privacy and security of customer and employee data that vary between the countries in which we operate. We continue to update our processes to adhere to applicable domestic and international data protection laws and regulations.

For additional information about our risk management, strategy and governance of cybersecurity, please see our [Annual Report on Form 10-K](#) for the fiscal year ended December 31, 2023, as filed with the Securities and Exchange Commission.

Appendix

IN THIS SECTION

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- 64 Environmental Data
- 65 Legal Disclaimer



Reporting Frameworks

Sustainability Accounting Standards Board (SASB) Index

TOPIC	METRIC	CODE	RESPONSE
Activity Metrics	Available seat kilometers (ASK)	TR-AL-000.A	437,782.60 million
	Passenger load factor	TR-AL-000.B	85%
	Revenue passenger kilometers (RPK)	TR-AL-000.C	373,754.84 million
	Revenue ton kilometers (RTK)	TR-AL-000.D	39,562.25 million (includes cargo and assumed per passenger weight of 100 kilograms)
	Number of departures	TR-AL-000.E	4,400 average daily departures (all carriers); 3,069 average daily departures (Delta only)
	Average age of fleet (years)	TR-AL-000.F	14.8 (mainline); 14.1 (mainline + regional carriers)
Greenhouse Gas (GHG) Emissions	Gross Scope 1 Emissions (metric tons CO ₂ e)	TR-AL-110a.1	35,612,912
	Discussion of long- 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	See Climate and Environment section
	(1) Total fuel consumed (Gigajoules)	TR-AL-110a.3	315,322,509 (mainline jet fuel); 489,224,068 (mainline & Endeavor jet fuel)
	(2) Percentage alternative fuel	TR-AL-110a.3	<1%
	(3) Percentage sustainable aviation fuel (SAF)	TR-AL-110a.3	<1%
	Gross Scope 2 Emissions (metric tons CO ₂ e)	TR-AL-110a.3	192,637
Labor Practices	Percentage of active workforce employed under collective bargaining agreements	TR-AL-310a.1	Approximately 20% ¹
	(1) Number of work stoppages	TR-AL-310a.2	0
	(2) Total days idle	TR-AL-310a.2	0
Competitive Behavior	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	TR-AL-520a.1	N/A
Accident and Safety Management	Description of implementation and outcomes of a Safety Management System	TR-AL-540a.1	See Safety Section
	Number of aviation accidents ²	TR-AL-540a.2	4 - 3 incidents, 1 accident (mainline and regional carriers)
	Number of governmental enforcement actions of aviation safety regulations ³	TR-AL-540a.3	0

1. Represents full-time equivalent employees at Delta and our wholly owned subsidiary, Endeavor Air.

2. Defined according to the International Civil Aviation Organization (Annex 13) and the National Transportation Safety Board (Part 830).

3. Defined as the number of enforcement actions from the European Aviation Safety Agency, the U.S. Federal Aviation Administration or the equivalent national authorities that are related to aviation safety regulations.

Taskforce On Climate-related Financial Disclosures (TCFD) Index

DISCLOSURE CATEGORY	RECOMMENDED DISCLOSURE	RELEVANT SECTIONS
Governance Disclose the organization's governance around climate-related risks and opportunities.	a) Describe the board's oversight of climate-related risks and opportunities. b) Describe management's role in assessing and managing climate-related risks.	Climate and Environment: Climate-Related Governance Governance: Board-Level Oversight Board Committee ESG Oversight Roles Management-Level Oversight and Implementation
Strategy Disclose the actual and potential impacts 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. b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning. c) Describe the potential impact of different scenarios, including a 2°C scenario, on the organization's businesses, strategy and financial planning.	Climate and Environment: Our Path to Sustainability Our Climate Strategy Climate Risk Management Embedding Sustainability in Everything We Do
Risk Management Disclose how the organization identifies, assesses and manages climate-related risks.	a) Describe the organization's processes for identifying and assessing climate-related risks. b) Describe the organization's processes for managing climate-related risks. c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.	Climate and Environment: Our Climate Strategy Climate Risk Management Climate Lobbying Governance: Board-Level Oversight
Metrics and Targets 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 line with its strategy and risk management process. b) Disclose Scope 1, Scope 2, and if appropriate, Scope 3 GHG emissions and the related risks. ¹ c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Climate and Environment: Our Path to Sustainability Our Climate Strategy GHG Emissions Inventory Appendix: Historical Emissions Data

1. Delta responds annually to the CDP Climate Change questionnaire. Responses to TCFD framework are also available in our CDP response, available on delta.com/sustainability.



Emissions Verification

We obtain third-party verification of our greenhouse gas emissions on an annual basis.

Dillon Consulting conducts our emissions verification and provides a reasonable level of assurance on our Environmental Statement of Greenhouse Gas Emissions for reporting.

The emissions reported for 2023 were calculated and verified using the GHG Protocol, which aligns with the SBTi framework.

The 2019, 2021 and 2022 emissions shown in the [Climate and the Environment](#) section of this report are also calculated using the GHG Protocol.

May 7, 2024

Delta Air Lines
1030 Delta Boulevard
Atlanta, GA 30320
United States

To whom it may concern,

Dillon Consulting Limited (Dillon) completed a verification of Delta Air Line’s 2023 greenhouse gas emissions inventory according to the World Business Council for Sustainable Development and the World Resource Institute’s “The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard” (Revised Edition). Dillon conducted the verification according to ISO 14064-3: 2019 Standard.

Based on the procedures undertaken, Dillon confirms that the 2023 ESG Report GHG assertion that covers emissions from January 1, 2023 to December 31, 2023, was prepared in accordance with the GHG Protocol and Standards, is supported by appropriate underlying evidence, is fairly stated, and is free from material errors and omissions, to a **reasonable** level of assurance (scope 1 and scope 2 emissions) and to a **limited** level of assurance (scope 3 emissions).

Delta Air Lines 2023 emissions inventory		
Category	Description	Total Emissions (tCO ₂ e)
Scope 1		
Mobile Combustion	Jet Fuel, SAF, GSE	35,781,487
Stationary Combustion	Non-GSE	105,816
Fugitives	Chemicals and Refrigerants	4,539
Subtotal Scope 1		35,891,842
Scope 2		
Purchased Electricity	Direct billed and leased facilities purchases	154,470
Purchased Natural Gas	Leased Facilities purchases	33,917
Subtotal Scope 2		188,387
Scope 3		
Category 1	Purchased Goods and Services	1,664,146
Category 2	Capital Goods	1,565,215
Category 3	Jet Fuel - (Well-to-tank mainline and SAF, tank-to-wake regional partner airlines)	7,882,984
Category 4	Upstream transportation	690,054
Category 6	Employee Business Travel	91,472
Category 7	Employee Commute	135,373
Category 15	Investments	5,162,982
Subtotal Scope 3		17,192,226
Total emissions		53,272,455

Sincerely,

DILLON CONSULTING LIMITED

Ana Calleja, M.Sc.
Lead Verifier



425 Adelaide Street
West
Suite 300
Toronto, Ontario
Canada
M5V 3C1
Telephone
416.628.4658
Fax
1.888.868.0960

Historical Emissions Data

Climate Metrics and Targets

Our climate strategy is guided by metrics and targets that help to drive and serve as key indicators of our progress.

GHG EMISSIONS INVENTORY

We assess our impact and progress primarily through ongoing evaluation of our direct and indirect greenhouse gas (GHG) emissions.



Visit the Delta 2023 ESG Report site for information on Fuel Efficiency.

GHG Emissions Inventory (metric tons CO₂e)^{1,2}

	2019 (baseline)	2021	2022	2023
SCOPE 1				
Jet Fuel - Mainline Delta	34,967,854	22,647,716	28,905,698	34,078,477
Sustainable Aviation Fuel			93	203
Jet Fuel - Wholly-Owned Subsidiaries	2,181,283	1,745,400	1,668,437	1,616,701
Ground operations (ground service equipment (GSE) fuel use)	97,316	76,586	79,417	86,106
Ground operations (non-GSE fuel use)	81,968	91,554	87,355	110,355
TOTAL SCOPE 1	37,328,421	24,561,256	30,741,000	35,891,842
SCOPE 2				
Electricity - Direct Billed facilities	152,849	113,738	126,653	107,920
Electricity - Leased facilities	105,701	94,574	41,776	46,550
Natural Gas - Leased facilities	37,339	37,907	35,057	33,917
TOTAL SCOPE 2	295,889	246,219	203,486	188,387
SCOPE 3³				
Category 1 (Purchased Goods and Services)			1,514,455	1,664,146
Category 2 (Capital Goods)			1,395,376	1,565,215
Category 3 (Fuel ⁴)	10,946,766	7,289,033	8,450,703	7,882,984
Category 4 (Upstream Transport)			938,765	690,054
Category 6 (Business Travel)				91,472
Category 7 (Employee Commute)				135,373
Category 15 (Investments)				5,162,982
TOTAL SCOPE 3	10,946,766	7,289,033	12,299,299	17,192,226
SUM OF EMISSIONS	48,571,076	32,096,508	43,243,785	53,272,455

Environmental Data

Hazardous Waste (tons)

	2021	2022	2023
Waste	589	592	534

Regulated Air Emissions from Stationary Sources (metric tons)

	2021	2022	2023
Nitrogen Oxides (NO _x)	159	152	149
Carbon Monoxide (CO)	60	58	55
Sulfur Dioxide (SO ₂)	15	12 ⁵	13
Particulate Matter (PM)	29	28	29
Volatile Organic Compounds (VOCs)	99	127	85
Hazardous Air Pollutants (HAPs)	42	39	29

Penalties Associated with Notices of Violation⁶

	2021	2022	2023
Penalties	\$0	\$0	\$1,000

- All emissions were calculated and verified using the GHG Protocol, which is in alignment with the guidance of the Science Based Targets initiative (SBTi).
- Previous ESG reports included Delta's "CO₂ only" emissions to provide an equivalent comparison against Delta's offset purchases. As of March 31, 2022, we concluded our offsetting program, therefore eliminating the need to report both CO₂ only and CO₂e emissions. CO₂e emissions include carbon dioxide, methane, and nitrous oxide emissions aggregated in accordance with GHG Protocol using AR5 Global Warming Potentials (GWPs).
- We have restated prior years' reporting of Scope 3 Category 3 emissions and updated our 2019 baseline accordingly. Scope 3 Categories 3, 7 and 15 calculations use primary data. Scope 3 Categories 1, 2, 4 and 6 use secondary (spend) data. We continue to evaluate the feasibility of disclosing additional Scope 3 categories in the future.
- Mainline + Wholly-Owned Subsidiaries well-to-tank (WTT), Regional Partners well-to-wake (WTT), SAF WTT.
- This reflects a correction to data provided in the 2022 ESG report.
- Beginning in 2023, Delta is reporting on environmental penalties assessed instead of Notices of Violation, because notices are allegations and penalties assessed are more reflective of a final agency determination. The reported penalties include fines imposed by environmental regulatory authorities for noncompliance with air, water, waste and chemical management requirements. They do not include penalties for alleged noise violations.

Legal Disclaimer

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 and any other available safe harbors under the federal securities laws. Many of the standards and metrics used in preparing this report, including the forward-looking statements herein, continue to evolve and are based on management assumptions believed to be reasonable at the time of preparation. 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, as described below, that could cause actual results to differ materially from the estimates, expectations, beliefs, intentions, projections, goals, aspirations, commitments and strategies reflected in or suggested by the forward-looking statements.

These risks and uncertainties include, but are not limited to, the possible effects of serious accidents involving our aircraft or aircraft of our airline partners; breaches or lapses in the security of technology systems we use and rely on, which could compromise the data stored within them, as well as failure to comply with evolving global privacy and security regulatory obligations or adequately address increasing customer focus on privacy issues and data security; disruptions in our information technology infrastructure; our dependence on technology in our operations; increases in the cost

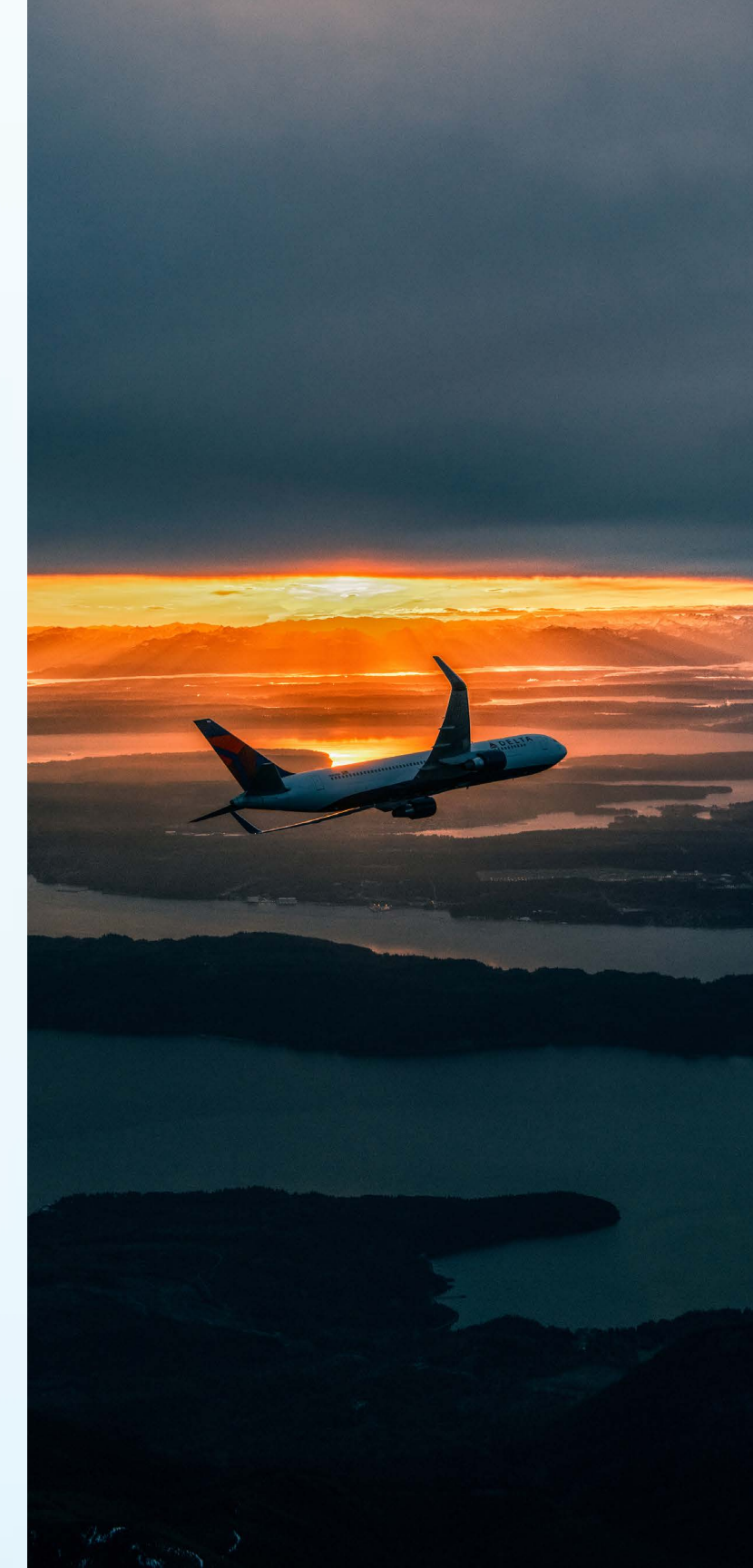
of aircraft fuel; extended disruptions in the supply of aircraft fuel, including from Monroe Energy, LLC (Monroe); failure to receive the expected results or returns from our commercial relationships with airlines in other parts of the world and the investments we have in certain of those airlines; the effects of a significant disruption in the operations or performance of third parties on which we rely; failure to comply with the financial and other covenants in our financing agreements; labor issues; the effects on our business of seasonality and other factors beyond our control, such as changes in value in our equity investments, severe weather conditions, natural disasters or other environmental events, including from the impact of climate change; failure or inability of insurance to cover a significant liability at Monroe’s refinery; failure to comply with existing and future environmental regulations to which Monroe’s refinery operations are subject, including costs related to compliance with renewable fuel standard regulations; significant damage to our reputation and brand, including from exposure to significant adverse publicity or inability to achieve certain sustainability goals; our ability to retain senior management and other key employees, and to maintain our company culture; disease outbreaks, such as the COVID-19 pandemic or similar public health threats, and measures implemented to combat them; the effects of terrorist attacks, geopolitical conflict or security events; competitive conditions in the airline industry; extended interruptions or disruptions in service at major airports at which we operate or significant problems associated with types of aircraft or engines we operate; the effects of extensive government regulation we are subject to; the

impact of environmental regulation, including but not limited to regulation of hazardous substances, increased regulation to reduce emissions and other risks associated with climate change, and the cost of compliance with more stringent environmental regulations; and unfavorable economic or political conditions in the markets in which we operate or volatility in currency exchange rates.

Additional information concerning risks and uncertainties that could cause differences between actual results and forward-looking statements is contained in our U.S. Securities and Exchange Commission filings, including our Annual Report on Form 10-K for the fiscal year ended December 31, 2023. Caution should be taken not to place undue reliance on our forward-looking statements, which represent our views only as of the publication date of this report, and which we undertake no obligation to update except to the extent required by law.

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