

▲ DELTA
100
YEARS

WE'LL NEVER
STOP CLIMBING

2024
Delta
Difference
Report




Delta is connecting the world. For good.

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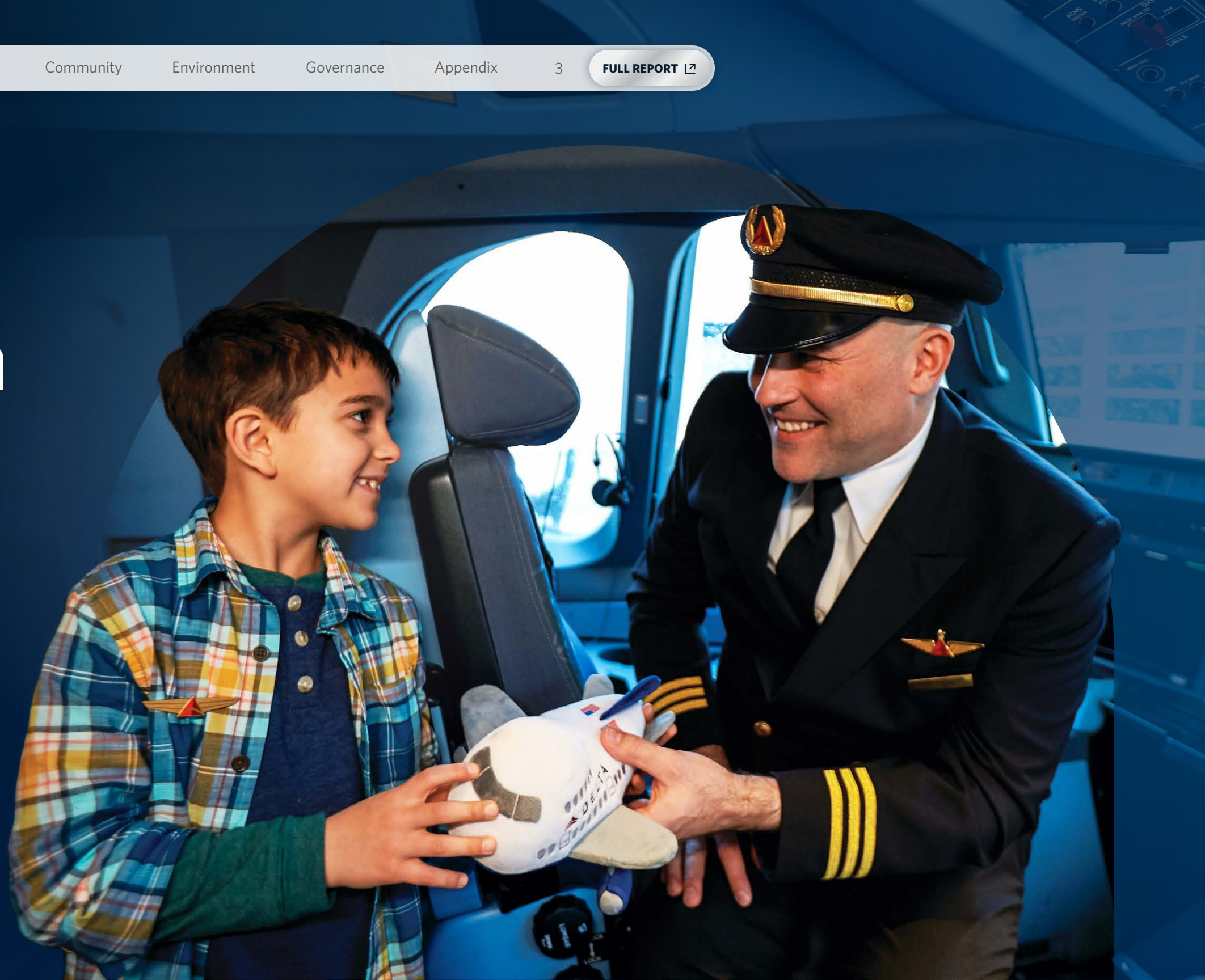
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Introduction

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Delta Difference Report

In 2024, Delta turned 99 and embarked on our 100th year in 2025. While some companies credit innovation or leadership for this kind of milestone, at Delta, it's because of our people, who are the Delta Difference, that we've made it this far and will continue soaring into the next century.

The Delta Difference isn't new. For 100 years, Delta has been a company that puts people first – and that core value continues to shape how we care for employees, customers, communities and our planet. As we embark on our next 100 years, there's no question that the Delta Difference is alive and well across the globe, and it will fuel our insatiable desire to never stop climbing.

This report is a celebration of that mindset that drives our people, who are the Delta Difference.

A Message From Ed Bastian

Delta is marking its centennial year in 2025 by celebrating our storied history while looking ahead to the next century of flight. Even 100 years ago, when Delta was a crop duster with a handful of planes and a passion for the skies, our founder imbued the company with a simple but powerful idea: Our success should be driven by our values of always putting people first.

That's why, for the past century, we've run our business to serve our employees, customers, communities and owners in the best way possible. Long before annual reports like these became routine, we were measuring how well we were taking care of Delta's stakeholders. At the same time, we were learning from them, evolving and continually raising our bar as we grew into our global footprint. "Keep Climbing" isn't just a slogan – it's a way of life that dates to our earliest days. And today, it manifests itself in the Delta Difference that is powered by our people.

Throughout Delta's history, our leadership has held fast to a simple philosophy we call the Virtuous Circle. When we take care of and invest in our people, they take care of our customers, who reward us with their business and loyalty. That, in turn, rewards our owners, who continue to trust the business with their capital, allowing further investment in Delta's people and customers. When it works, all stakeholders share in our success.

The wisdom of that ideal continues to be evident. In the past year, Delta's leadership was recognized with a No. 11 ranking on Fortune's World's Most Admired Companies list, awarded the most on-time North American airline by Cirium, named the Top U.S. Airline for the fourth year in a row by the Wall Street Journal and ranked by Fast Company in 2025 as one of the world's Most Innovative Companies and No. 3 in the Corporate Social Responsibility category.

Safety First

Among all our priorities, the longest-standing mandate is safety, which harkens to the dawn of powered aviation. Safe and secure operations are our most fundamental obligation to customers, colleagues and the communities we serve, and our commitment to safety remains steadfast. Our safety expectations and standards are led by our code of ethics, titled [The Way We Fly](#). And our teams continue to harness innovation and technology, including artificial intelligence (AI), to further elevate our safety-first culture. Commercial air travel remains, by far, the safest mode of transportation. That's been the case for decades, thanks to an industry-wide collaboration mandating that we always learn from any incident, large or small, that may affect safety. Air travel is a competitive industry, but we never compete on safety.

Taking Care of People

Our 100,000+ employees live by Delta's core values: Care, Integrity, Resilience, and Servant Leadership – they are the Delta Difference. We make strategic investments in our team and work to actively listen, encourage feedback and prioritize employee wellness to help our people thrive. And we always share our success, including \$1.4 billion in employee profit sharing for 2024 (roughly 5 weeks' pay for each employee), \$86 million in 2024 performance incentives to our people for meeting operational targets and 5% raises for our frontline workgroups in 2024.

Serving Our Communities

Supporting the communities where we live, work and serve has been a fundamental value for Delta for the past century. In 2016, we formalized that support with our commitment to dedicate 1% of our profits to our

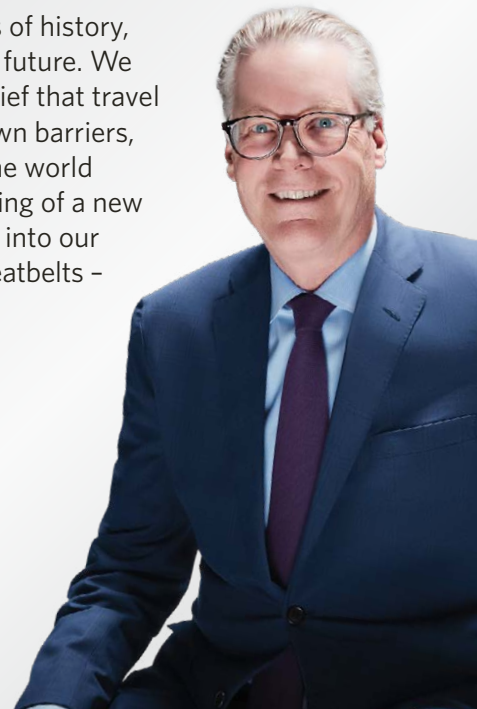
communities. In 2024, Delta provided nearly \$65 million in charitable giving on behalf of Delta Air Lines and The Delta Air Lines Foundation via partnerships with local, national and global nonprofits and civic organizations.

Supporting the Environment

Increasing efficiency and reducing fuel burn is great for our business and our carbon footprint, and we've been on that journey for much of our history. Thanks to constant innovation in aerospace design, today's aircraft have more than twice the fuel efficiency of the earliest passenger jets. And we continue to transition Delta's fleet to more fuel-efficient planes, with 38 new next-generation aircraft delivered in 2024 that are 28% more efficient, on average, than aircraft retired since 2019. Delta also continues to invest in and support the use of sustainable aviation fuel through collaborative commitments and short- and long-term offtake agreements and partnerships.

As we honor our 100 years of history, we're already planning our future. We remain steadfast in our belief that travel has the power to break down barriers, bridge divides and move the world forward. This is the beginning of a new era in flight. As we take off into our next century, fasten your seatbelts – the best is yet to come.

ED BASTIAN
Chief Executive Officer
Delta Air Lines



2024 Highlights



Our People Are Core to Our Success

INDUSTRY-LEADING PROFIT SHARING

\$1.4B

Paid to employees in 2025 from 2024 profits

\$10B

Shared with employees since 2015 through industry-leading Profit Sharing Program

CONTINUED MOMENTUM IN FINANCIAL WELLNESS

~36,400

Employees completed Delta's Emergency Savings Program with financial coaching, education and savings requirements since 2023, each earning the full \$1,000 safety net contribution from Delta

4%

Annual pay increase, effective June 2025, Delta's fourth annual increase post-pandemic (2022-2025)

FOSTERING AN ENGAGED WORKFORCE

83

Average engagement score for the 2024 Employee Engagement Survey (out of a 100-point scale; increased from 80 in 2023)

EXPANDING EQUITABLE OUTCOMES

35%

Of corporate and management openings filled with talent from frontline roles

Delta's Advisory Board on Disability and Accessible Travel

Members participated in industry conferences and panel discussions to reduce barriers to travel

[READ MORE ON PEOPLE](#)



Supporting the Communities Where We Live, Work and Serve

~\$65M

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 2024, including the American Cancer Society, American Heart Association, Breast Cancer Research Foundation, Children's Healthcare of Atlanta, Covenant House, Delta Care and Scholarship Funds, and United Way

Return to Normandy: Serving Those Who Serve

For the third consecutive year, Delta flew World War II veterans back to Normandy, France, to commemorate the 80th anniversary of D-Day

[READ MORE ON COMMUNITY](#)



Commitment to Leading Governance

5

Of Delta's 14 Board members joined the Board since 2023, bringing a diversity of experiences, perspectives and backgrounds

Active board oversight

Reflected in our Board structure and allocation of oversight responsibilities among Board committees on matters including strategy, safety, risk management, information technology and cybersecurity, environmental sustainability and human capital management

Maintain strong shareholder engagement practices

Through our long-standing practice of active engagement with shareholders; during 2024, we met, or initiated contact, with shareholders representing over 55% of our outstanding shares

[READ MORE ON GOVERNANCE](#)



2024 Highlights



Connecting People to a More Sustainable Future of Travel

What We Fly

REVOLUTIONARY FLEET



38

Next-generation aircraft received as of year-end 2024, which are, on average, 28% more fuel efficient per seat mile than aircraft retired since 2019

Partnering with JetZero to develop Blended-Wing-Body aircraft

The new design is expected to be up to 50% more fuel efficient than aircraft in operation today. Delta is providing best-in-class operational expertise through our Sustainable Skies Lab

How We Fly

THE TRAVEL EXPERIENCE



7M

Pounds of single-use plastics annually, estimated to be eliminated¹ when our new paper cup is fully launched across all domestic and international flights

170,000

Pounds of single-use plastics removed from our earbud products and packaging

The Fuel We Use

CLEANER FUEL



13M

Gallons of sustainable aviation fuel (SAF) delivered, more than triple the amount received in 2023

First batch of Minnesota crop-based SAF

As part of our collaboration with the Minnesota SAF Hub, we supported the production of the first batch of SAF made using Minnesota-grown winter camelina seed

EFFICIENT AIRCRAFT OPERATIONS



6.6%

Improvement in fleet-wide fuel efficiency since 2019

44M

Gallons of jet fuel saved in 2024 compared to 2019² through initiatives like enhanced operating procedures, reductions in catering service weight and new engine cleaning technologies - worth over \$100M in cost savings

GROUND OPERATIONS AND FACILITIES



39%

Of our critical ground support equipment (GSE) fleet is electrified, thanks to our deployment of 2,029 eGSE units since 2020

3.7 MW

Total expected capacity, from rooftop solar panels installed at our Atlanta campus when fully operational in 2025

¹ Through changes in product and processes since 2019.

² Relative to what would have been used had these fuel-saving initiatives not been undertaken.

[READ MORE ON ENVIRONMENT](#) →

Awards and Recognition

Taking Care of Employees

RANKED 2ND
Workplace Wellbeing 100
Indeed

3RD YEAR IN A ROW
Best Airline Staff
Skytrax World Airline Awards

RANKED 15TH
100 Best Companies to Work For®
Fortune

RANKED 67TH OF 100 AND #1 AIRLINE
America's Most JUST Companies
JUST Capital and CNBC

2024 America's Best Employers for Women and Best Employers for Diversity
Forbes

9TH YEAR IN A ROW
2024 Best Places to Work for Disability Inclusion
Disability Equality Index

America's Greatest Workplaces for Diversity 2024
Newsweek

Delivering for Customers

RANKED #3
Most Innovative Companies in Corporate Social Responsibility 2025
Fast Company

3RD YEAR IN A ROW
Premium Economy Passenger Satisfaction
J.D. Power

6TH YEAR IN A ROW
Best U.S. Airline
The Points Guy

4TH YEAR IN A ROW
Platinum Award for Operational Excellence
Cirium

7TH YEAR IN A ROW
The Civic 50 Most Community-Minded Companies in the US
Points of Light

4TH YEAR IN A ROW
Top U.S. Airline of 2025
The Wall Street Journal

North America's Most On-Time Airline in 2024
Cirium

RANKED 3RD
America's Best Customer Service 2024 - Transportation and Travel
Newsweek

RANKED 11TH
World's Most Admired Companies
Fortune

4TH YEAR IN A ROW
Best Airline in North America
Skytrax World Airline Awards

14TH YEAR IN A ROW
2024 Annual Airline Survey's #1 Airline
Business Travel News



Visit our website to learn more about Delta's awards and recognition

[DELTA'S AWARDS](#)

About This Report

The 2024 [Delta Difference Report](#) provides information on issues of interest to many of our key stakeholders, including Delta’s environmental, social and governance performance from January 1 to December 31, 2024. As many of our efforts extend beyond this timeframe, progress made during the first quarter of 2025 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 [Environment](#) section of this report and our website [here](#).

Reporting Priorities

At Delta, we are committed to transparently communicating how we identify, prioritize and approach the topics that are most relevant to our business, customers, employees and investors. We use a range of formal and informal engagement methods, including materiality analyses, ongoing dialogue with key stakeholders and our Enterprise Risk Management process. We use the findings from our engagement to inform what we disclose publicly about our short-, medium- and long-term environmental sustainability, social and governance strategies and milestones.

We continue to refine our approach in alignment with evolving best practices, voluntary guidance and the regulatory landscape. In 2023, we updated our materiality assessment to reflect changes in our understanding of the relevant topics that represent

key impacts and evolving stakeholder priorities. That 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, including from an environmental, social and governance perspective, for our company and stakeholders. This assessment process, often referred to as a materiality assessment, relies on a different standard than that used in our financial disclosures and is 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 the 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 outcomes of our 2023 assessment are listed below.



The full report can be found at difference.delta.com. The downloadable PDF is a subset of the full report, with links to additional content in the full report on our website.

FULL REPORT



Stakeholder Priorities

CUSTOMER SAFETY AND SATISFACTION

EMPLOYEE WELLNESS AND SAFETY

CARBON DIOXIDE AND GHG EMISSIONS

CLIMATE CHANGE²

ETHICAL BUSINESS CONDUCT

DIVERSITY, EQUITY AND INCLUSION

AIR QUALITY

WASTE MANAGEMENT

RESPONSIBLE PARTNERS AND PRODUCTS

ECOLOGICAL IMPACTS

COMMUNITY ENGAGEMENT

● 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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Safety Overview

Without safety, nothing else matters.

Taking care of people first means making sure they are safe. Safety, operational reliability and customer service have been Delta's foundation for 100 years. In 1928, our first logo said it plainly: speed, safety, comfort. That commitment to putting safety first, running the best operation in the industry and caring for our customers, colleagues, service providers, and the communities we serve continues today. As part of our "Safety First, Always" policy, safe working conditions and behaviors are a nonnegotiable principle for all Delta people.



“

Safe, consistent operational excellence is the bedrock of Delta's growth and core to our 100-year brand promise.”



JOHN LAUGHTER
Executive Vice President
and Chief of Operations

Safety Governance

Delta's commitment to implementing strong safety governance is centralized around our Safety Management System (SMS) and company-wide Safety Policy. The Safety & Security Committee of Delta's Board of Directors meets at least five times per year to receive regular reports and updates on safety performance. The Committee oversees and consults with management regarding overall customer, employee and aircraft operating safety and security goals, performance and initiatives. Our Chief Executive Officer (CEO) is the SMS Accountable Executive and therefore holds ultimate responsibility for the SMS and the company's overall safety performance.

Our CEO and the Delta Leadership Committee continue to provide the necessary resources that our SMS requires to maintain safe operations. Internal safety roundtables, led by senior divisional leaders, are hosted on a quarterly basis to facilitate reviews of the overall health and effectiveness of Delta's SMS across multiple areas of the company. Within each operating division, a safety assurance group meets monthly to identify and tackle safety risks. Additionally, business unit heads meet weekly to review and discuss current safety-related activities and performance.

Safety Management System

Delta's SMS is our holistic approach to ensuring both occupational and operational safety throughout the company. Delta's SMS also applies to operations performed by Delta's business partners and contractors who support the Delta operating divisions. Through safety management protocols, the SMS prioritizes hazard identification, risk assessment and mitigation, safety performance monitoring and the promotion of a company-wide safety culture.

In 2017, Delta was one of the first U.S. airlines to receive validation from the Federal Aviation Administration (FAA) upon implementation of our SMS and we continue to elevate our approach to safety management. Delta is a signatory of the [International Air Transport Association \(IATA\) Safety Leadership Charter](#), which is designed to demonstrate commitment to cultivating a positive safety culture.

Safety Leadership is an essential part of our SMS, and key to our success. Safety Leadership comprises a set of behaviors demonstrated by individual actions that drive our overall safety culture and are promoted company-wide. These include integrity, clear communication, accountability, listening and care. Through each and every employee embracing these characteristics, we continue to illustrate our commitment to the safety of our people and customers and to making safety our number one value.



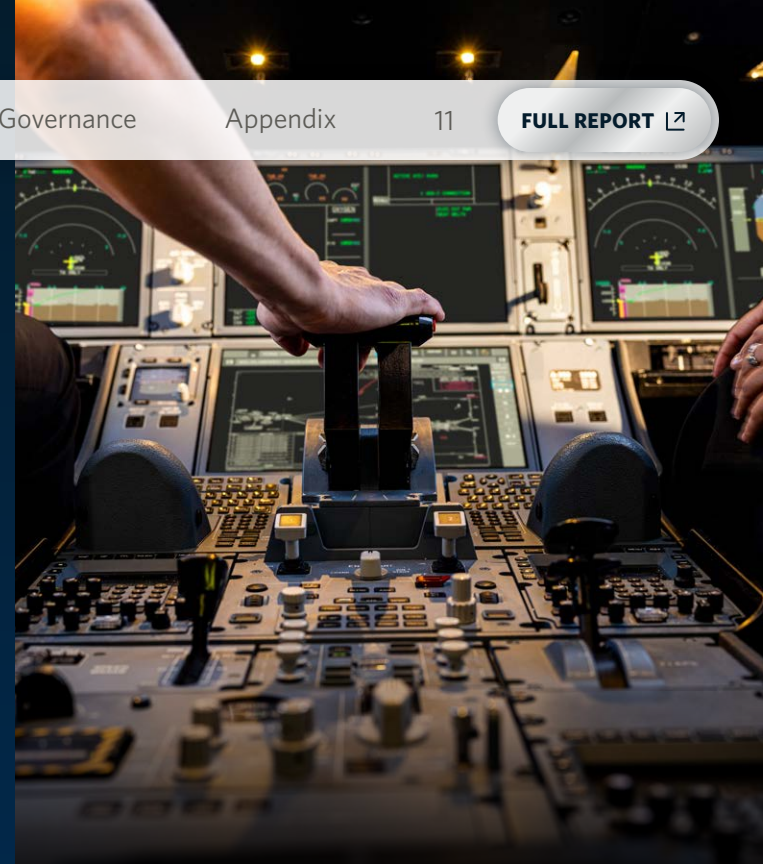
Safety Culture

Delta’s Code of Ethics and Business Conduct – titled The Way We Fly – reinforces our safety expectations and standards for employees and business partners around the world. We are committed to embodying the principles of Just Culture, in which 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 and prioritizing learning from incidents.

Our Safety Reporting Programs are a cornerstone of Delta’s safety culture and SMS. These programs ensure all employees have an easy and effective way to share safety concerns and inadvertent deviations from policies and procedures. We maintain voluntary hazard reporting programs for all frontline employees that encourage the

confidential disclosure of any potential incidents that may affect our overall safety performance. In 2024, nearly 89,000 frontline employees including pilots, flight attendants, dispatchers, load planners, schedulers, ground agents, maintenance personnel and engineers had direct access to voluntary hazard reporting. Delta is committed to a culture where employees may freely share safety concerns and inadvertent deviation from policies and procedures without fear of retaliation.

We understand that people sometimes make mistakes while trying to do the right thing. Just Culture focuses on implementing lessons learned rather than placing blame on individuals. In 2024, Delta employees reported 127,260 safety concerns internally, helping us to continue proactively managing risk.



Proactive Safety Management

As part of our SMS, Delta uses Safety Risk Management (SRM), a process through which we proactively identify potential operational hazards and put into place controls to mitigate risk. At Delta, we consider SRM an essential element of change management and it is routinely applied as changes occur around the airline, including:

- 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

Delta continues to explore and leverage new technology to enhance safety management. For example, in 2024, Delta safety teams began testing the use of artificial intelligence (AI) to analyze operational safety reports. The AI tool’s speed and accuracy reduce the amount of time our experts spend on administrative tasks, allowing more time to consider both the trending risks in our complex air travel industry and the mitigations needed to address those risks. Importantly, even with this application of AI, a human is always present in the safety system to assure the quality of reporting and analysis. Moving forward, the safety teams will train and evolve the AI capability to assist with how we analyze risk within and across operational divisions.

Flight Safety Technology

As part of our commitment to proactive safety management, we are sharing and communicating performance data with pilots as it relates to safety so they can make adjustments in real time. This includes continuing to expand the use of FlightPulse, a strategic impact app that transforms raw flight data into clear, actionable insights. FlightPulse enables pilots to analyze data associated with their flight plans to assess how they compare against standard operating practices, as well as other peers. FlightPulse can also be used in flight to observe any relevant top risks at any given location – including weather, historical trend data and regulatory considerations – and make necessary adjustments midflight. With a pilot interest rate of 95% across fleets, Delta pilots are using FlightPulse, a key tool for ensuring safe operations.

Aircraft Deicing

We also continue to enhance management of the key seasonal risk area of aircraft deicing. Prior to the upcoming season, we proactively review lessons learned from the previous season, update procedures and reinforce key concepts through training, including modern virtual reality training. Furthermore, we leverage robust assurance through employee reporting, routine audits during storms and continual proficiency checks of our deicing teams throughout the season. The data from these sources allows us to take a risk-based approach when analyzing performance and addressing issues. All of these items assure we proactively manage risk to assure safe operations.

Addressing Risks Related to High Temperatures



Delta’s work environments at airport facilities and in aircraft cabins are subject to high temperatures seasonally at some of the airports we serve, particularly in the south and southwestern parts of the U.S.

SMS provides the framework to proactively manage risks related to high temperatures. We use data from Occupational Safety and Health Administration (OSHA) recordable injuries reporting, employee safety reports, equipment reliability reports and customer experience reports to understand our risk profile related to heat-related issues. These risks are continually analyzed and discussed on a weekly, monthly and quarterly basis by our safety and operations teams – and ultimately reviewed by our SMS Accountable Executive(s) with the Safety and Security Committee of our Board of Directors. In addition, heat-related risks occurring at airport locations where Delta utilizes third-party contractors is reviewed monthly and quarterly to ensure safety risks are regularly discussed and addressed with those providers. In 2024, Delta had five recordable heat-related injuries or illnesses.

AIRPORT RAMP ENVIRONMENT

We maintain Heat Injury/Illness Prevention Plans locally to minimize heat risk in our ground operations (or ramp) environment. These plans are maintained by Delta and our contractors and all plans must include the following elements:

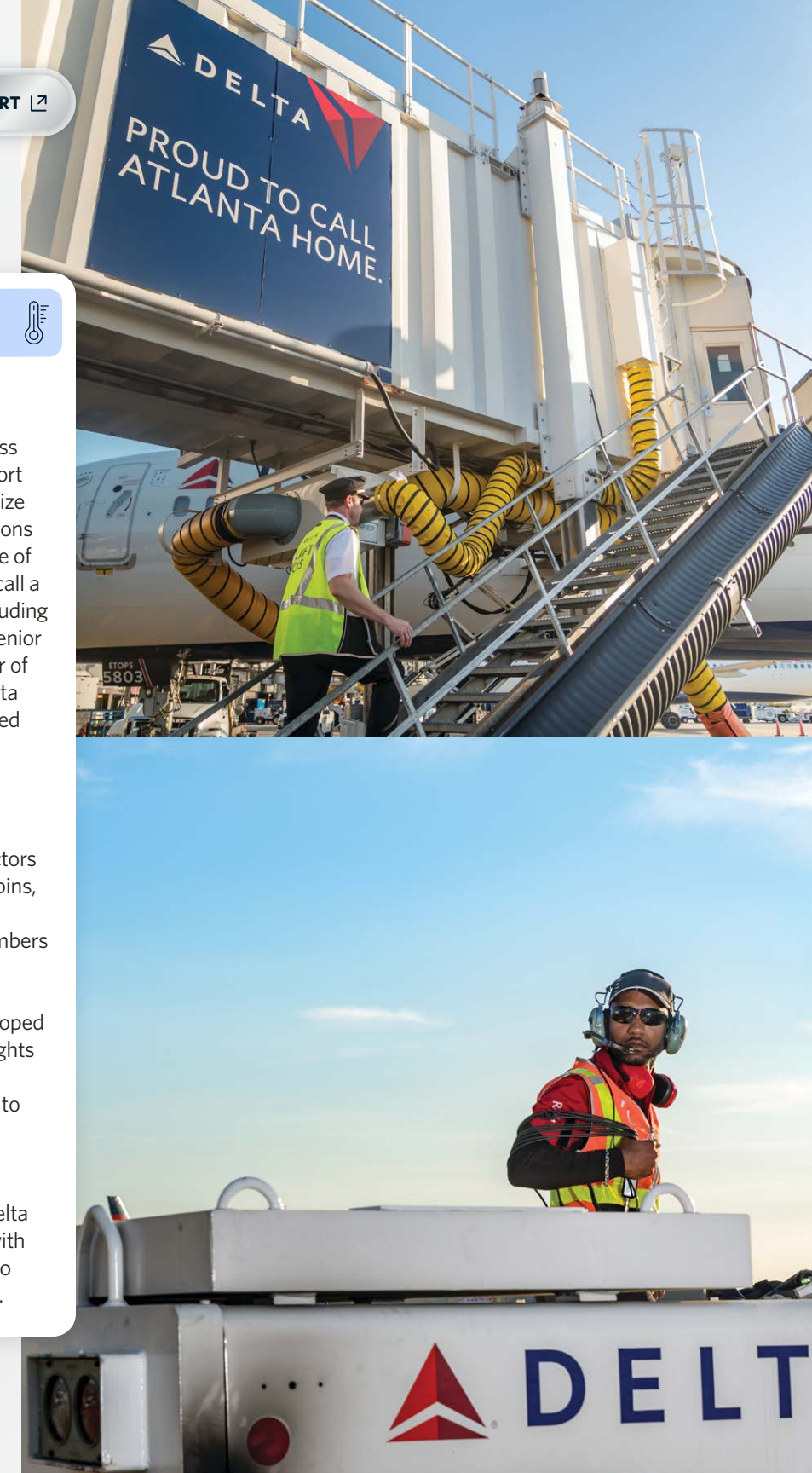
1. Access to water
2. Access to shade
3. Emergency procedures
4. Training on the plan for all employees

Additional procedures may include safety alerts, leadership check-ins with employees and working with a buddy to watch

over each other during periods of high temperatures. The plans are updated annually by local and corporate leaders and checked by safety compliance auditors no less than once every 24 months. While we make our best effort to execute a strong, comprehensive plan, we also recognize that the policies and procedures may not cover all situations in our dynamic environment. Therefore, our culture is one of empowerment, where any employee or contractor may call a “Safety Time Out” to pause to correct a safety issue, including heat-related issues, and they will be fully supported by senior leaders. Furthermore, we are proud to be in our third year of partnership with the Korey Stringer Institute, guiding Delta in our efforts to proactively address the risk of heat-related injuries/illnesses, which includes evaluation of uniforms, new training and town halls across the Delta system.

AIRCRAFT CABINS

High temperatures, maintenance challenges or other factors sometimes lead to elevated temperatures in airplane cabins, especially during ground operations. In extreme cases, passengers, flight and cabin crew, and ground team members servicing aircraft can experience conditions that present personal safety and health risks. We are upgrading air conditioning units across the system, and we have developed proactive weather alerting that identifies airports and flights with increased risk of a hot-cabin incident. These alerts allow for timely preparation – not only of our equipment to support customers on board, but also for our employees and our contractors who are exposed to the effects of higher outside air temperatures, to have the necessary means to avoid or manage hot-cabin events. In 2024, Delta invested \$4 million in air conditioning units at stations with the highest risk of hot cabins. Looking forward, we plan to continue investing to lower the overall age of equipment.



Employee Safety Programs and Training

Delta is committed to ensuring that all our employees and partners have a safe work environment. By heavily investing in tools and technology across our airline and initiatives to enhance our safety culture, we work to prevent safety-related incidents, including employee injuries and illnesses. We focus on providing the policies, procedures and education that are essential to keeping our people and customers safe.

Safety Culture and Safety Time Outs

As part of our Safety Culture, we empower our employees and business partners to slow down or stop any operation if they feel it is necessary to do so for safety reasons. This includes promoting the use of Safety Time Outs, which are employee-initiated pauses to address safety concerns. Empowering employees in this way helps us to maintain a safe working environment for our colleagues and a safe travel experience for our customers.

Annual Safety Summit

In 2024, we held our third annual Safety & Environmental Summit, where more than 400 participants, including our Chief of Operations, a member of our Board of Directors and several Delta senior leaders, gathered to discuss safety and environmental best practices. The focus of the summit was the importance of teamwork to achieve operational excellence. The summit brought safety, environmental and operations

leaders and professionals together to focus on subjects such as safety culture, investigation techniques, regulatory compliance, environmental risk management, proper handling of dangerous goods, spill prevention, occupational injury prevention and aircraft damage prevention.

Safety Training and Initiatives

Delta provides employees with comprehensive safety training, which covers subjects such as regulatory compliance, workplace hazards, safety behaviors and personal protective equipment. To supplement training and embed a culture of safety throughout Delta, we regularly communicate the importance of safety through weekly videos, internal posts, town halls and daily interactions with leaders and within workspaces.

Additionally, in 2024 Delta continued to make major investments in safety-related infrastructure as well as safety equipment upgrades, such as collision avoidance systems for ground support vehicles, power stows for efficient aircraft loading and air conditioning units to keep aircraft cool for Delta ground teams.

The safety leadership expectations that we set for all our employees also extend to Delta's contractors, vendors and business partners. As a result, we enable a safe working environment across the company and work to maintain and continually improve our overall safety performance year over year, including an 11% reduction in total recordable incident rates since 2023.

3.83

TRIR

(Total Recordable Incident Rate)

3.08

DART

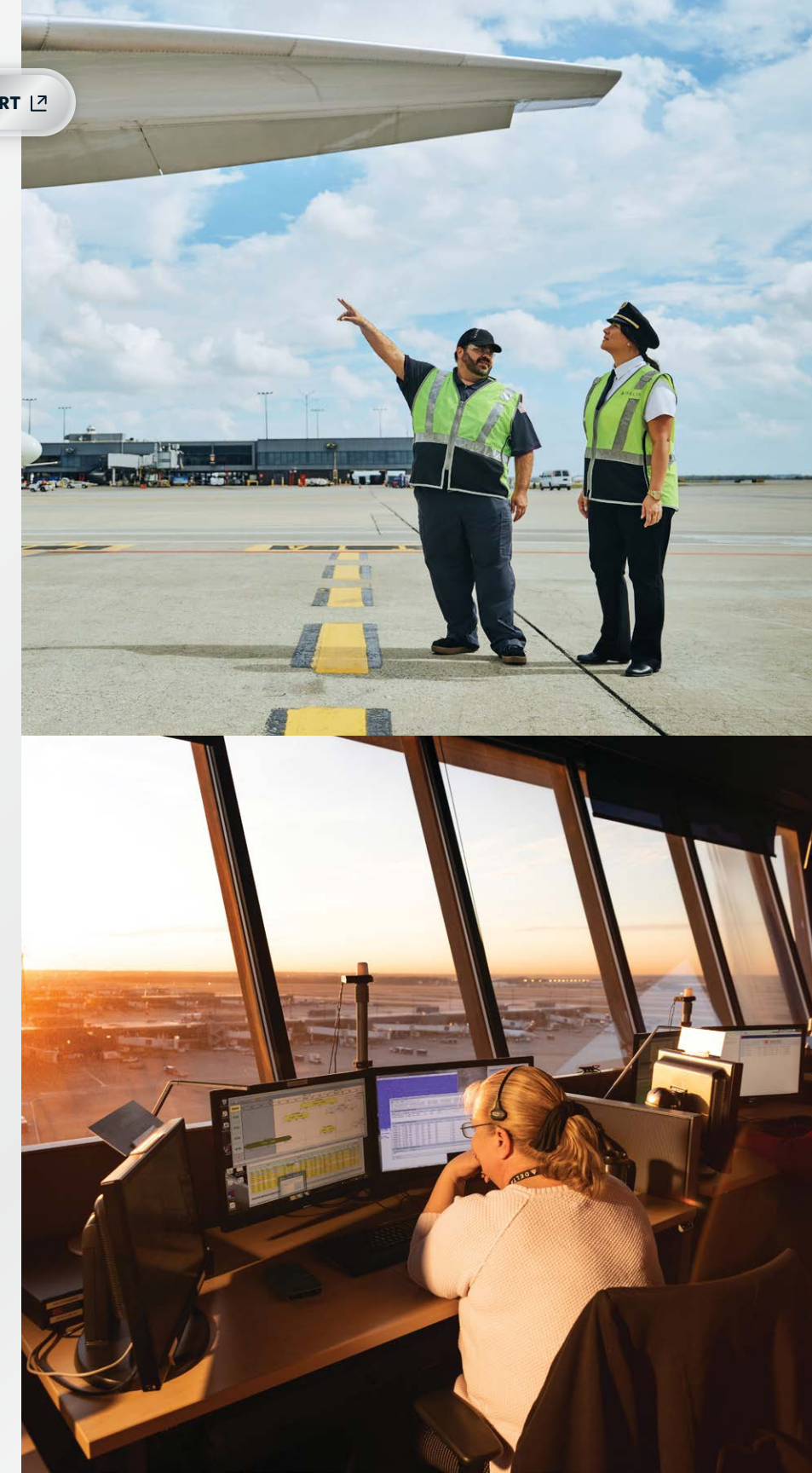
(Days Away, Restricted or Transferred)

Emergency Response



BEING PREPARED FOR IN-FLIGHT MEDICAL EVENTS

Our flight attendants are not only experts in providing elevated service to our customers but are also trained safety professionals who, when necessary can respond to emergency situations, such as an in-flight medical event.



Safety Assessments and Audits

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 and those around them. This includes stopping or slowing down operations if there are safety concerns that need to be addressed. Our people are Delta’s most important asset, and we work to ensure their utmost safety at all times. However, despite our thorough safety prevention measures, accidents may still happen.

In August 2024, a tragic accident occurred in our wheel and brake shop at our Atlanta TechOps facility and we suffered the loss of two beloved Delta family members; a third employee also suffered a serious leg injury. The accident occurred while disassembling a wheel and tire assembly.

Immediately following the accident, Delta took steps to make available a special contingent of health care professionals as part of our Employee Assistance Program, to ensure the mental health and well-being of anyone affected.

Delta Corporate Safety led an internal investigation that resulted in existing safety protocols being reinforced and additional procedural measures being put in place to further ensure tire deflation prior to disassembly. Delta also fully cooperated with the investigations carried out by the FAA and OSHA.

Through Delta’s Internal Evaluation Program, we routinely conduct assessments to evaluate the effectiveness of key operational programs across the airline and their compliance with Delta protocols. Process assessments such as these play a critical role in ensuring the health and effectiveness of our operational and safety policies and procedures. We also conduct regular quality assurance audits across domestic and international locations to monitor all Delta ground and maintenance operations. All audit results are transferred into Delta’s overarching SMS and made available for review by senior leadership on a monthly basis.

To complement our internal safety assessments and audits, Delta also receives independent, third-party safety audits carried out by the FAA, IATA’s Operational Safety Audit (IOSA) Program and the U.S. Department of Defense. In 2024, Delta successfully completed the revised Risk-Based IOSA, focusing on key standards across operating divisions and demonstrating our high performance and dedication to our most important behavior – Safety First, Always.



Safety Programs and Industry Groups in Which Delta Serves as an Active Participant, Leader or Member:



- Airlines for America (A4A) – Safety Council and committees
- American Society of Safety Professionals (ASSP)
- Aviation Safety Action Program (ASAP) – confidential employee safety reporting
- Aviation Safety Team (AST)
- Commercial Aviation Safety Team (CAST)
- Aviation Safety Information Analysis and Sharing (ASIAS) system
- Flight Operational Quality Assurance (FOQA) Program – flight data monitoring
- Flight Safety Foundation (FSF)
- Ground Handling Operations – Safety Team (GHOST)
- ATA – Safety Group and committees
- International Society of Air Safety Investigators (ISASI)
- National Safety Council (NSC)



People

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People Overview

Rooted in our people and culture, the Delta Difference has been our strongest competitive advantage for 100 years. Every day, in everything we do, our more than 100,000 employees live out our core values of Integrity, Care, Resilience and Servant Leadership by delivering welcoming, elevated and caring service. We remain committed to attracting, retaining and developing people who understand and are committed to delivering the high-quality service that Delta has long been known for.

As our colleagues fuel our success, we strive to make meaningful investments in each of them in support of our Virtuous Circle. We work to listen actively, seek input regularly and respond to employee feedback; prioritize employee wellness, including physical, emotional, social and financial health; provide clear career paths; and foster a culture of equity and belonging where everyone, everywhere can thrive.



We offer programs designed to help our people thrive

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 and thus promote high performance

TRAINING AND DEVELOPMENT RESOURCES

Training and development resources that position employees for key roles and future leadership positions by supporting their professional and personal growth

CULTURE PROGRAMS

Culture programs that foster inclusion and transparency through "open-door" access to senior leaders, ensuring all of 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



Visit the Delta Difference Report site to learn more about our people strategy

PEOPLE



Employee Engagement

We build a high-performance culture by engaging employees and listening to their feedback.

A Culture of Engagement



We foster a culture of engagement through a wide range of programs:

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

4,000

Employees engaged in 2024

Note: Not all new employees participate in B-DAY. Frontline, those earning an hourly wage and flexible benefits, and merit, salaried, employees in Atlanta, as well as several outstations, engaged in the program in 2024.

EXECUTIVE STATION VISITS

Town hall-style listening and feedback sessions where senior leaders have candid conversations with frontline employees

23,600

Employees engaged in 2024

55

Executive leaders participated

130

Visits to 53 stations

VELVET

Over the past 18 years, Delta has hosted a [conference experience](#) known as VELVET for our frontline employees. Billed as the ultimate employee engagement experience, VELVET allows frontline employees to meet and hear directly from senior leaders and share their feedback to help shape the company's future.

VELVET is offered multiple times a year, in various cities, reaching roughly 7,000 Delta people annually. Employees learn about company strategy and key initiatives from our CEO and other senior executives at every VELVET. They attend breakout sessions to hear from their divisional leadership, participate in Q&A sessions with the CEO and other executives, and enjoy an evening of networking with their peers and Delta leaders.

Leaders also share how Delta continues to invest in our employees and support frontline teams as they work together across divisions to care for our customers and each other.

These sessions are open to all frontline employees.

~7,000

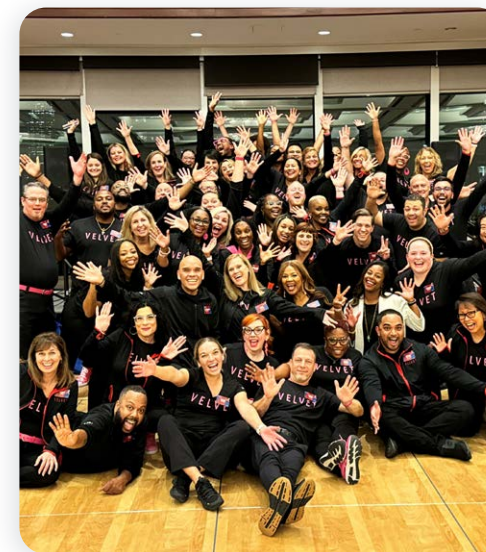
Employees engaged in 2024

15

Sessions

4.8/5

Overall satisfaction score for participants



Business Resource Groups Foster Inclusion

With over 20,000 members, our 12 Business Resource Groups (BRGs) add value to Delta by offering key insights on business strategies, customer offerings and employee perspectives through their unique lens. Also, BRGs support a sense of belonging for all and help make connections across the business.

ABLE - Disability

ADELANTE - Latin America and Hispanic

BOLD - Black

DESI - South Asia

EQUAL - LGBTQ+

FUSION - Asia-Pacific

GENGAGE - Multigenerational Workforce

GREEN UP - Sustainability

SHE - Women

VETERANS - Veterans and Armed Forces

WORKING FAMILIES - Working Parents and/or Caregivers

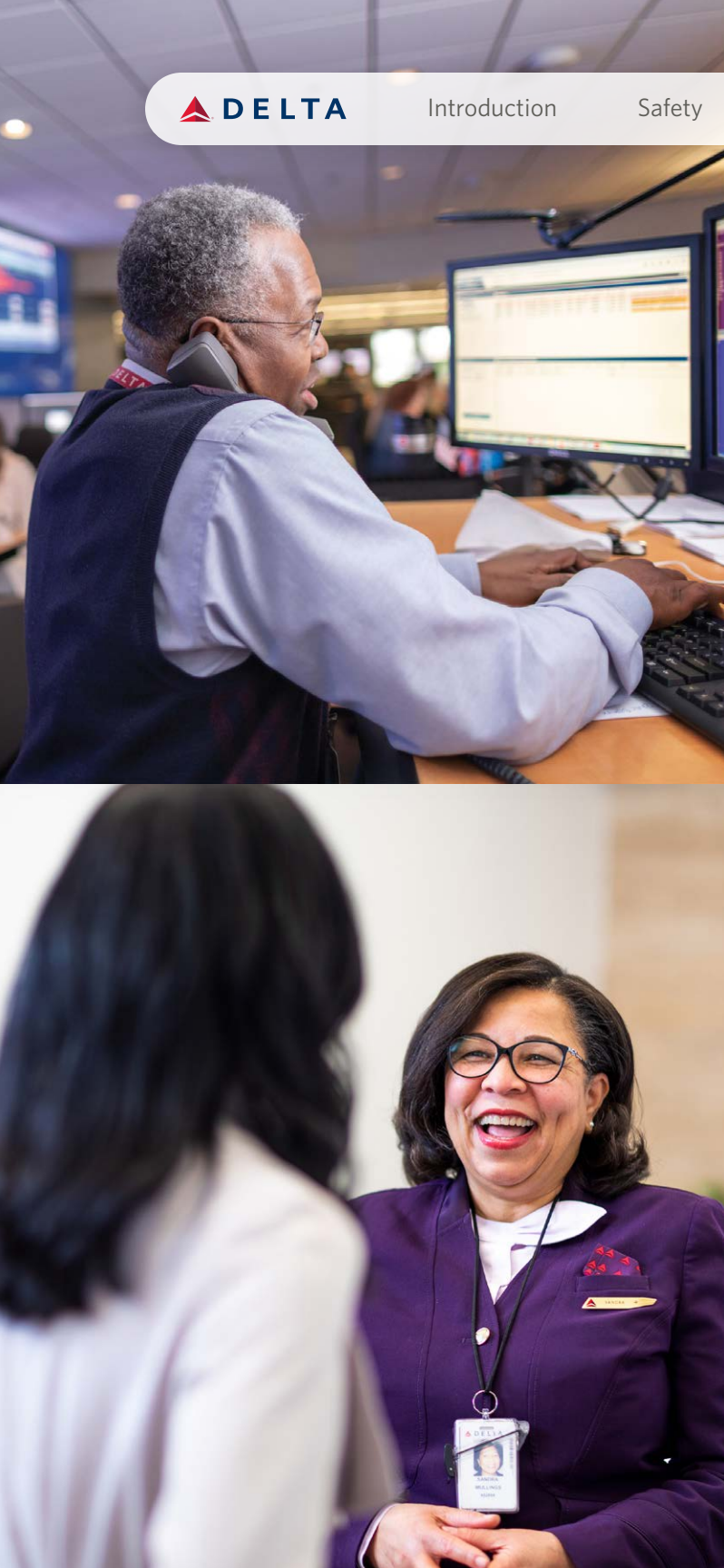
YALLAH - Middle East and North Africa

8%

Growth year over year in the number of Delta employees who belong to a BRG

9%

Of Delta employees participate in more than one BRG



Engagement Surveys

We continually engage our people through our open-door policy, employee engagement groups and Business Resource Groups, in-person events with senior management, digital communications and surveys to evaluate employee satisfaction. We recently adopted a more holistic approach to employee listening in line with the level of sophistication Delta employs in listening to our customers.

In 2024, we conducted a **Total Rewards Survey** to gather feedback on the total package of compensation and benefits our people receive, also known as Total Rewards. We collected 35,000 responses, with participants ranking employee travel benefits as the No. 1 reason they want to work at Delta. Based on the survey feedback, we introduced several pass travel changes for 2025 aimed at providing greater flexibility and opportunities for employees' family and friends to travel.

Also in 2024, we saw record participation in our **Employee Engagement Survey**, with over 42,000 employees participating and sharing almost 68,000 comments. Survey feedback that financial health remained top of mind for employees influenced Delta's decision to extend our [Emergency Savings Program](#) beyond 2025, when it had been set to expire. In addition, the 2024 Employee Engagement Survey included a new Purpose category.

Work anniversaries are so important at Delta that we even put our own spin on the name: Deltaversary, a day to celebrate and check in on each employee. In 2024, we expanded the **Deltaversary Survey** to include all corporate (salaried merit) employees, in addition to frontline employees.

Delta uses employee feedback to inform investments in our people and provide senior leaders with actionable insights concerning programs and policies. Leaders receive aggregated results for their teams, with Employee Engagement Survey responses remaining confidential. The Delta Board Council, comprising employee representatives from every major noncontract operating division, relays employee feedback, perspectives and suggestions directly to our executives and Board of Directors.

67.9K

Comments provided by 56% of Employee Engagement Survey participants

83

Average engagement score for the 2024 survey (increased from 80 in 2023)

85

Average score for the new Purpose survey category (out of a 100-point scale)



We listen to our people and respond to their needs through tools like our annual engagement survey - and we look for new ways to care for them to support their physical, emotional and financial well-being."



ALLISON AUSBAND
EVP and Chief People Officer

Recognizing Employee Excellence



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

UNSTOPPABLE TOGETHER

This program encourages peer-to-peer and manager-to-employee recognition in real time. Managers can also recognize their team members with Delta Difference points that can be redeemed for SkyMiles, gift cards and much more.

126K

Total recipients through 2024 (since the program launch in 2022)

1.3B Points

Worth \$13M, awarded to employees since the program's launch

DELTA LEADERSHIP EXCELLENCE AWARD

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

100

Awarded in 2024

CHAIRMAN'S CLUB

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. In 2024, this program involved 21,201 employees in 2024, including nominators, nominees and leaders recognizing their people.

9,747

Nominated in 2024

SHOW OUR TEAM SOME LOVE

New in 2024, the Show Our Team Some Love Program enables customers to share positive experiences and interactions more easily and directly with employees.

12K

Recognitions extended from customers directly to employees in 2024



Talent Management

At Delta, we equip our people to “Keep Climbing” in their careers through comprehensive training, development and mentorship opportunities. We focus on achieving equitable outcomes for all people through our merit-based approach.

In 2024, we continued to support our people’s strong interest in development opportunities. We further enhanced our iGrow online learning portal of skills-based training and career development resources, adding new growth paths and skill builders aligned with Delta’s core skills and values. Additionally, we expanded our library of digital self-paced learning, incorporating more options for technical skill development, as well as content aligned with the most requested opportunities. Our people’s use of iGrow resources increased by 64% in 2024 over the prior year. In addition, 486 people completed the updated L365: Leading the Delta Way foundational leadership training program. The L365 Training focuses on three core elements: values-based leadership, building team culture, and driving individual and team performance.



2024 by the Numbers

77%

Of corporate and management jobs were filled with internal talent

35%

Of corporate and management openings filled with talent from frontline roles

3,629

Employees made lateral moves or were promoted internally

7,461

New Delta employees hired and trained

486

People completed our foundational leadership training, L365

6%

Attrition rate (1.4% lower than 2023, as more employees remained with Delta)

24,733

Employees opted into development training

Skills-First Approach to Talent

We believe a candidate’s skills, background and experience can be just as important as traditional education. That’s why we embrace a Skills-First approach to hiring and development, one that aims to provide all candidates and employees with merit-based access to the opportunities that can help them build a successful career at Delta. By shifting to a deep understanding of employees’ skills as equivalencies to education, Delta is able to more effectively leverage our people and connect them to more personalized and relevant development experiences.

To better understand, develop and employ our people’s skills, we piloted the Delta Talent Hub in 2024. The Delta Talent Hub pilot builds on our work in recent years to create a taxonomy of standardized skills across the enterprise and then map those skills to job families and learning content. As of 2024, the Jobs Taxonomy tool maps 482 requisite skills and proficiencies to 100% of Delta’s roles. To facilitate career development, we solidified skill sets and development paths for all of our people leader and individual contributor core skills.




Read more about employee training on our website


TALENT MANAGEMENT

Our Approach to Diversity, Equity & Inclusion

At Delta, we believe when we reflect and respect the world, we're able to better connect and serve our global customers. This approach has been core to our business strategy.

Our performance is our proof. Operational excellence, business growth, talent retention, increased innovation, world-class reliability, and customer engagement, satisfaction and loyalty are the result of hiring the best, most qualified people.¹ Delta delivers on its commitments to shareholders by providing opportunities for all. Responsibly stewarding our resources means using them to create a world of possibilities and driving social impact for every one of our 100,000 employees — without regard to race, religion or gender — to thrive.

 [Read more about diversity on our website](#)

OUR APPROACH TO DIVERSITY, EQUITY & INCLUSION 

¹ Delta is an Equal Employment Opportunity employer. We provide reasonable accommodation in our application and selection process for qualified individuals with a disability, 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.

 **In our efforts to achieve equitable outcomes for all employees, key areas include:**

Today, 11% of Delta employees are veterans, and veterans make up 7% of Delta leaders. We continue to provide veteran-specific resources for employment, health and well-being, and support the growth of our Veterans Business Resource Group, which already boasts 2,473 members.

We're dedicated to being an industry leader in closing the gap between employees' needs and the material security they deserve. We champion fair living wages and economic opportunities that ensure secure, stable futures for our employees and their families.


We are always hiring or promoting the best and most qualified talent. We aspire for our senior leadership team to reflect the diversity of backgrounds and experiences of our more than 100,000 employees.


 **As a high-performing company, we understand that bringing together the best and brightest talent allows us to serve and support our customers, communities, shareholders and employees with excellence. Our diversity, equity and inclusion strategy is aligned with our business strategy and company values that fuel our success. As champions of connection, we also bring people together, create access to opportunities and drive social impact for everyone, everywhere to thrive."**

 **KEYRA LYNN JOHNSON**
Chief Diversity, Equity and Inclusion & Social Impact Officer




Delta's DEI Strategy
DRIVING SOCIAL IMPACT FOR EVERYONE, EVERYWHERE TO THRIVE




 **ACTIVELY VALUING DIVERSITY**

We actively value diversity by hiring highly qualified candidates with diverse backgrounds and skills and supporting and uplifting our employees, customers, communities and business partners that reflect and respect the world we serve

 **BOLDLY PURSUING EQUITY**

We boldly pursue equity, with an emphasis on the workforce, community and supply chain, creating fair and open access to opportunities for all.

 **CONSCIOUSLY PROMOTING INCLUSION**

We consciously promote inclusion, building on Delta's culture of listening and engagement to foster greater understanding and a sense of belonging for all.

Our Commitment to Equity and Inclusion

We are working to achieve equitable, merit-based outcomes for all employees through actions aligned with our three DEI focus areas.



★ FOCUS AREA

Strive to Reflect the World We Serve

Delta aims to reinforce our talent pipeline by, among other things, expanding our recruitment efforts and seeking qualified interview panelists of various backgrounds and different experiences.

INSPIRING FUTURE AVIATORS FROM UNDERREPRESENTED GROUPS

Each year, Delta invites students from underrepresented groups to come fly with crews in whom they can see themselves. In celebration of Girls in Aviation Day, we partnered with **Women in Aviation International** to host our eighth **Aviation Women Inspiring the Next Generation Flight**. A flight piloted, staffed and crewed entirely by women brought 136 girls ages 11-18 from Atlanta to NASA's Kennedy Space Center to introduce them to careers in aviation and engage directly with women in these roles.

Another program, **DREAM Flight**, is a special charter flight featuring an all-Black crew that carries Black students from Atlanta to an aviation-themed destination each year in partnership with the **Organization of Black Aerospace Professionals (OBAP)**. We commemorated our 24th annual DREAM Flight with Delta First Officer Kyle Foley as pilot - revisiting his experience as a 12-year-old passenger on our first-ever DREAM Flight in 2000. Delta's partnership with OBAP has given 21 Black students opportunities to better understand pathways to aviation careers.

Read more about how we're engaging youth from underrepresented communities

COMMUNITY →

★ FOCUS AREA

Create Merit-Based Access to Career Pathways

We work to expand our internal and external career pathways and leadership development opportunities, in part, by introducing a [Skills-First talent approach](#), which creates merit-based access to career opportunities by considering skills as equivalencies to education.

PROGRESS AND HIGHLIGHTS

- Required no college degree for 77% of all job openings filled externally in 2024
- Assigned talent acquisition liaisons to Business Resource Groups to advance our Skills-First hiring strategy
- Expanded our K-12 outreach in underserved communities to proactively address projected pilot and mechanic pipeline gaps

PARTNERING TO MATCH MILITARY SERVICE WITH DELTA ROLES

In line with our journey to expand our talent pipeline, in 2024, Delta partnered with the U.S. Army as part of its **Partnership for Your Success (PaYS)** program.

PaYS is a strategic partnership between the U.S. Army and select employers that connects enlisting soldiers and Reserve Officers' Training Corps cadets to interviews and potential full-time jobs following their military service. Delta posts full-time positions to the PaYS database that match with the job skills offered by the U.S. Army, U.S. Army National Guard and U.S Army Reserve.

★ FOCUS AREA

Cultivate Leadership That Reflects Our Diverse Workforce

We aspire to have our senior leadership team reflect the diversity of backgrounds and experiences of our 100,000-plus employees. Delta encourages this by adopting recruitment strategies that seek the most qualified leadership candidates with diverse experiences, skills and perspectives and expanding leadership development programs to continue promoting from within.

PROGRESS AND HIGHLIGHTS

- Included 10 historically Black colleges and universities in our recruitment efforts
- Supported over 200 veterans through virtual and in-person sessions focused on helping them succeed in their first 90 days in civilian roles, and participated in job fairs to help military spouses find employment opportunities, reinforcing our commitment to the military community
- Prepared our employees for key roles and future leadership positions through a variety of training and development programs

Compensation and Benefits

Our employees go the extra mile to deliver unparalleled, award-winning customer service, driving strong performance for the company. In turn, Delta offers industry-leading compensation, holistic wellness programs and career development opportunities to help our people thrive.

Delta's Total Rewards Package

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

BASE PAY

Our goal is for our people, regardless of their roles, to build a long-term career with Delta. In 2025, we announced a 4% base pay increase for ground employees and flight attendants, along with a 4% pool for merit employees, which will take effect in June 2025. This is the 4th annual increase post-pandemic, following 5% increases in 2024 and 2023 and a 4% increase in 2022.

Delta pays frontline (customer facing) employees highly competitive rates based on fixed pay scales by role. As they progress along the pay scale during their first 12 years at Delta, our frontline employees will receive cumulative pay rate increases of 100%+, in addition to our annual base pay increases. In 2024, Delta increased minimum starting pay to \$19 per hour for Airport Customer Service agents, Reservation and Care agents, and TechOps Stock Attendants.

For merit employees, we consider individual performance, market competitiveness and internal equity when determining base pay. For the past three

years, we have increased the merit budget to match the general increase in pay scales for frontline employees.

ANNUAL PROFIT SHARING

Delta's industry-leading Profit Sharing Program recognizes every employee's contribution to meeting our financial target. No other airline shares more of its profits with employees.

We calculate annual profit-sharing payouts based on our Profit Sharing Plan formula. Each year Delta earns a profit, we pay eligible employees worldwide 10% of adjusted profits up to \$2.5 billion, and 20% of adjusted profits over \$2.5 billion. Payments are awarded on February 14, our annual Profit Sharing Day.

For 2024, Delta paid out \$1.4 billion in profit sharing. It was the eighth year Delta has shared more than \$1 billion in profits.

SHARED REWARDS

Our Shared Rewards Program is another way we share our success. 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. In 2024, Delta employees earned \$86 million in Shared Rewards.

RETIREMENT AND 401(K)

Delta's 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. For employees who contribute 6%, the combined contribution results in a total retirement savings of 15% – a target many financial advisors recommend.

ANNUAL PROFIT SHARING

\$1.4B

Paid to employees in 2025 from 2024 profits
= 10% of each employee's eligible earnings

\$10B

Shared with employees since 2015 through industry-leading Profit Sharing Program

SHARED REWARDS

\$86M

In Shared Rewards earned for 2024 operational performance

401(K)

OF GROUND, FLIGHT ATTENDANT AND MERIT EMPLOYEES

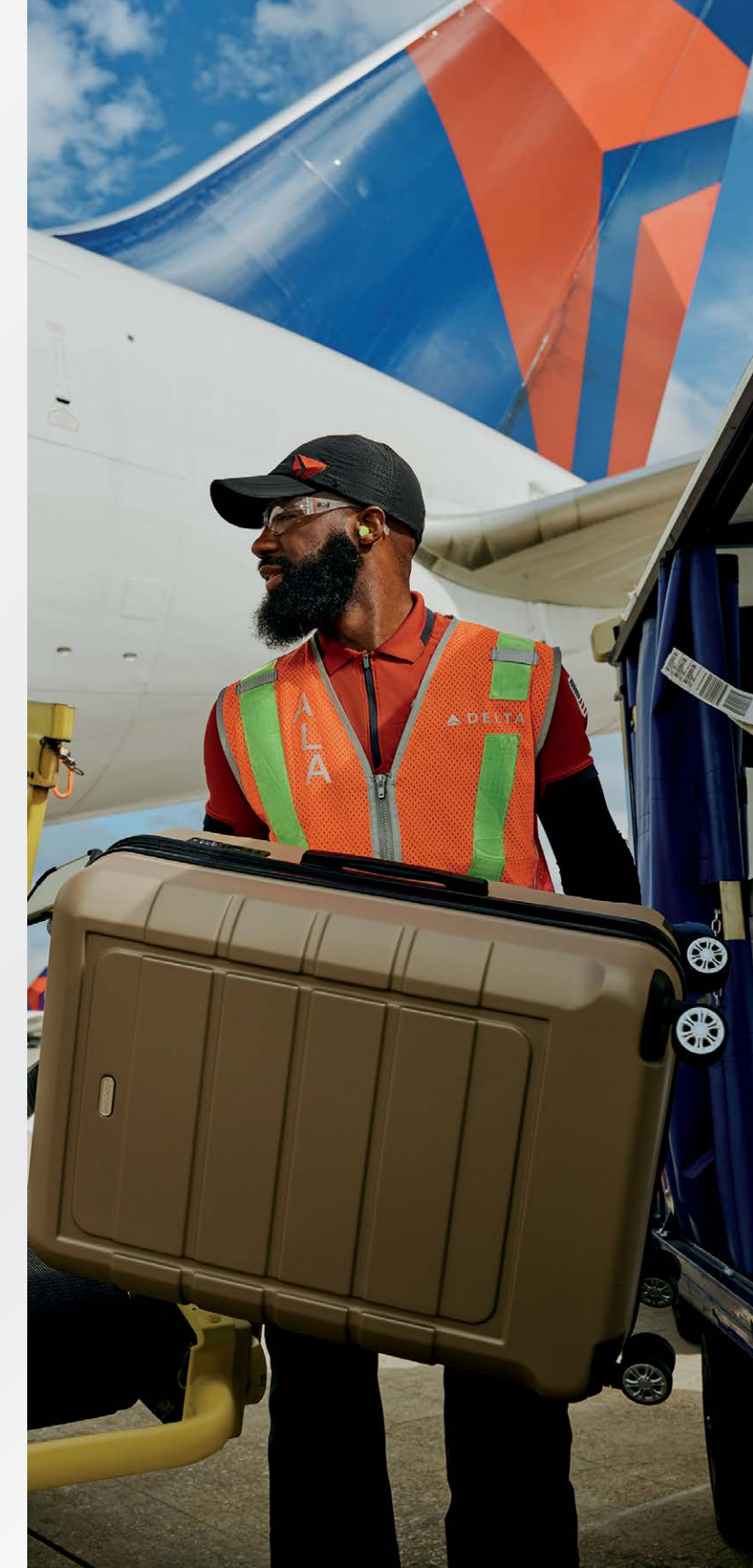
94%

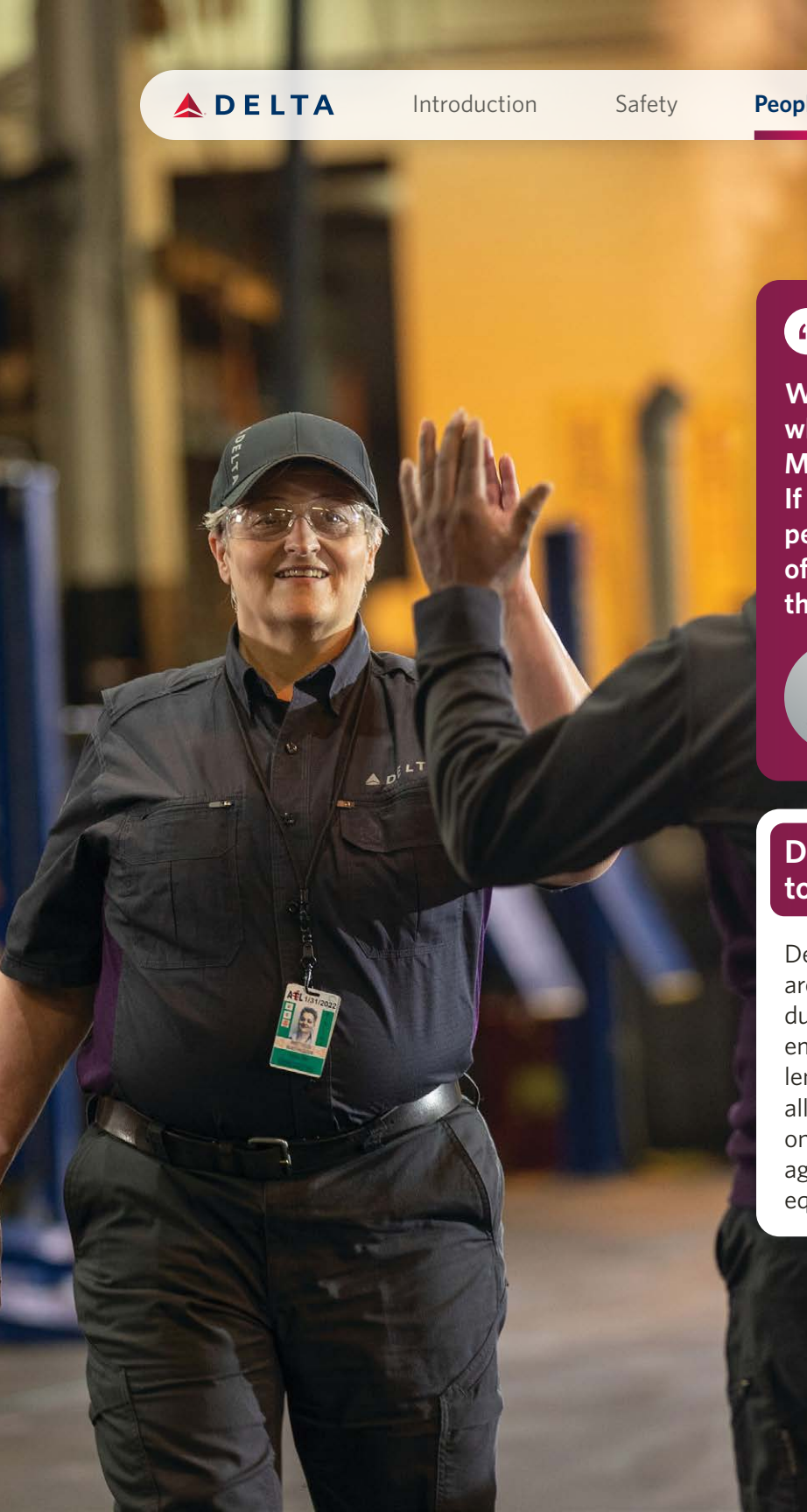
Made 401(k) contributions

87%

Received the full 6% matching contribution in 2024

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. 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.





When people ask me what my job is and what I do, I tell them it's really simple. My job is taking care of our people. If you take care of your people, your people will do a great job taking care of your customers and build loyalty that brings in repeat business."



ED BASTIAN
Chief Executive Officer

Delta's 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.

Other Total Rewards Programs

Delta's Total Rewards Program goes beyond compensation. In addition to paid vacation, personal time and maternity and parental leave, we offer a choice of medical insurance programs and holistic wellness programs. Learn more about our best-in-class wellness benefits in [Wellness](#).

Among our most popular benefits, Delta employees can take advantage of several travel-related perks. These include 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.

Union Representation and Collective Bargaining

Delta is known for its culture centered on taking care of our people so that they can take care of our customers. We support our people throughout their career.

That means respecting all employees' legal rights, including the right to collective bargaining. 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 nonwork and nonoperation 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 nonwork 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.

Wellness



At the heart of Delta's success is a simple belief: When we take care of our employees, they are empowered to take the best care of our customers and each other."



DR. HENRY TING
SVP and Chief Health and Wellness Officer

Delta strives to support the physical, emotional, social and financial wellness of our employees. When our people thrive, they help our customers and communities thrive, too.

Delta believes in the virtuous circle, which is why we invest in an ecosystem of benefits that helps Delta people be their best and, in turn, take the best care of Delta's customers. By focusing on wellness, Delta enables purpose, belonging and affinity among employees. This leads the Delta people to go above and beyond for each other and for our customers. This people-first philosophy helps Delta achieve a culture of safety, high performance and care.

Delta's benefits and resources have always been shaped by employee feedback to make sure we are providing rewarding compensation, holistic wellness resources and fulfilling career journeys. This is

possible through regularly surveying our people about their holistic wellness and tailoring our benefits to enable them to live their best lives (see Assessing Our People's Wellness Needs below).

Assessing Our People's Wellness Needs

Our 12-question Flourishing Index Survey, developed by researchers at Harvard University, provides a quantitative assessment of total wellness supplemented with qualitative interviews with employees. Insights from recent Flourishing Index Surveys influenced the launch of Delta's Emergency Savings Program (see below) and other wellness benefits.

In addition, our leaders regularly engage with employees one-on-one to assess their wellness needs.



DELTA RANKED NO. 2

On Indeed's 2024 Work Wellbeing 100

This award signifies our commitment to the physical, emotional, financial and social wellness of our employees and their families.



Read more about wellness on our website

WELLNESS



Delta Wellness Areas of Focus

Delta Wellness is focused on the physical, emotional, and social health and wellbeing of Delta people, and contributes to our Safety-First and People-First culture. The team is committed to caring for Delta people when they face any expected or unexpected challenges in their health and wellness.

INSIGHTS AND INNOVATION



Use 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 providers with the highest quality and experience

LIVE WELL



Transform the first mile of health and enable our people to live well by eating better, moving better, resting and connecting better



Community

IN THIS SECTION

28 Charitable Giving

33 Employee Fundraising and Volunteerism



Community Overview

Giving back is in Delta’s blood – literally. In 1941, the year Delta moved to Atlanta, we launched a partnership with the American Red Cross to operate blood drives and have been doing so ever since. As Delta grew into a global airline, our commitment to positively impact the communities where our employees live, work and serve grew in turn. Giving back to our communities has been core to Delta’s culture and mission to connect the world for 100 years. While committing 1% of profits, we invest our time, skills and resources through partnerships with local, national and global nonprofits and other strategically aligned organizations to drive progress in our pillars of focus: environment, equity, education and entire wellness.

Delta’s Community Investment Pillars

ENVIRONMENT

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

EQUITY

Pursuing a more fair and just world by expanding economic opportunity for all while closing the access gap for future generations

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

“

Expectations for companies to be leaders in civic engagement continue to increase. Delta Air Lines demonstrates how to maximize the full range of their assets – from people power to policy to financial contributions – to meet pressing needs and create thriving communities where they live and work. We’re thrilled to uplift and celebrate them as an honoree of The Civic 50 2024.”



JENNIFER SIRANGELO
President and CEO, Points of Light

2024 by the Numbers

~\$65M

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

\$18M

Fundraised by Delta employees and customers to support longtime nonprofit partners

124K hours

Spent by Delta people across the globe giving back to the communities where we live, work and serve by participating in activities such as tree plantings, job shadows and beach cleanups, to name a few





2024 Corporate Citizenship Awards and Recognition

7TH YEAR IN A ROW

The Civic 50

Delta was recognized by Points of Light as one of the 50 most community-minded companies in the United States for the seventh year in a row, earning the top spot in the Integration dimension and being named Industrials Sector Leader for a second year running.

2024 PEOPLE® Companies that Care

Great Place To Work ranked Delta 30 out of 100 top companies on the 2024 PEOPLE® Companies that Care List.

No. 1 Corporate Blood Drive Sponsor

Employees, retirees and customers contributed a record 15,585 units of blood to the American Red Cross in fiscal year 2024 (year-end June 30), making Delta the No. 1 U.S. corporate blood drive sponsor for seven years in a row.



Charitable Giving

Aligned with our four giving pillars, Delta Air Lines and The Delta Air Lines Foundation tailor our giving to answer and anticipate community needs. We ensure our communities “Keep Climbing” by working at the frontlines of innovation to support the planet and the people on it.



Environment

We help cultivate more sustainable, livable communities locally as we combat climate change globally.

Delta Air Lines and The Delta Air Lines Foundation have contributed **\$15.5 million** since 2019 to support **Global Citizen’s** efforts to deliver on the 2030 United Nations Sustainable Development Goals. Global Citizen is an advocacy platform dedicated to addressing climate change, poverty and inequality.

Through our partnership with **Clean Miami Beach** and others, Delta sponsors coastal cleanups and educational programs to raise awareness of the harmful effects of plastic pollution on the marine environment. Our volunteers collect plastic debris and litter at beach cleanups throughout the year. In June, we joined forces with Korean Air in Los Angeles International Airport for a team-building competition in partnership with **Heal The Bay** that removed hundreds of pounds of litter along the shore next to the Santa Monica Pier.

To help tackle urban heat and create equitable, healthy neighborhoods, Delta sponsors tree plantings and other green space enhancements in nine markets, including projects with **Trees Atlanta**, **TreePeople** in Los Angeles, **Speak for the Trees** in Boston, **Forterra** in Seattle and **MANG Foundation** in Miami. For the past four years, Delta volunteers have supported the MANG Foundation’s mission to rebuild Florida’s mangrove ecosystems by donating their time at MANG’s plant nursery and in the field for in-the-wild plantings.



Equity

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

Delta supports the **Equal Justice Initiative (EJI)** in our shared commitment to protect basic human rights for the most vulnerable people in American society and create equitable outcomes for all. To date, more than 2,000 Delta employees have traveled to EJI's Legacy Museum and National Memorial for Peace and Justice in Montgomery, Alabama, to better understand history and the need for individuals and corporations to be part of advancing equity.

Continuing the work of icons of the Civil Rights Movement, Delta has contributed to **organizations and initiatives** founded in honor of the Rev. Martin Luther King Jr., Ambassador Andrew J. Young, Rep. John Lewis, Rev. C.T. Vivian, Rev. Joseph Lowery, Rev. Hosea Williams, Xernona Clayton and Hank Aaron.



Where Fly Meets Fly

In 2024, Delta made its first appearance at the ESSENCE Festival of Culture in New Orleans, which is deemed the ultimate celebration of Black culture. We welcomed thousands of travelers upon arrival and connected with multigenerational Black women through shared values. We invited Miss National UNCF and Campus Queens from five historically Black colleges and universities to serve as our Campus Fly Girl ambassadors. Through our partnership with UNCF, we also granted each of the five students a \$10,000 merit scholarship and \$10,000 in needs-based scholarships to each of the queens' respective universities.



Celebrating Pride

Delta sponsored or participated in 25 Pride events worldwide in 2024, including the annual Canal Parade in Amsterdam, where employees from Delta and our partner airline KLM took to the canals in an airplane-shaped boat to demonstrate our global community support. Crowds turned out to watch 80 decorated boats celebrating that year's Canal Parade theme, "Together We Shine." In the United Kingdom, Delta and our partner airline Virgin Atlantic co-sponsored the popular Brighton & Hove Pride for the first time. Over 300,000 people, including more than 100 Delta and Virgin Atlantic colleagues, lined the streets to support the 2024 theme of JOY: Celebrating Life, Spirit, Resilience.



Education

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

As the official airline of the National Flight Academy (NFA) since 2013, Delta has funded more than 3,000 scholarships for middle and high school students to attend a six-day, immersive learning experience aboard an NFA virtual aircraft carrier to inspire and build on their interest in science, technology, engineering and mathematics careers. Through one of these experiences, the annual **All-Girls Week in 2024**, Delta hosted 144 female students, providing an opportunity for them to be exposed to a variety of careers in aviation and encouraging them to pursue roles that were historically not open to them.

Delta supports 20 **YMCA** chapters on three continents through activities that include after-school programs, tutoring, swim lessons and career-exploration opportunities.

Since 2013, Delta volunteers have built 42 playgrounds with **KABOOM!** across 16 U.S. markets and revitalized five urban spaces to be playgrounds and green spaces with **Trust for Public Land**. Our long-term partnership underscores the importance of play in education and working to eliminate the inequities of play spaces.

As part of Delta’s support of 10 **Knowledge is Power Program (KIPP)** schools across the United States, Delta pilots hosted a solar eclipse watch party in April in the path of totality near Austin, Texas, for students at KIPP Paseo Primary and Preparatory schools.

Education for the Real World



Delta partners with innovative education leaders, including **Junior Achievement (JA)** and **3DE**, that are inspiring students worldwide with relevant, experiential learning that connects to the real world.

We support 3DE programming at 60 public high schools in 13 U.S. states to further equitable access to quality education. 3DE 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.

Delta partners with 30 JA chapters across five continents to teach students financial literacy, work readiness and entrepreneurship. In 2024, Delta partnered with **JA Europe** to host the inaugural **Sustainable Skies Challenge**, which challenges the continent’s brightest young minds to formulate innovative sustainable aviation solutions. The winning team among three finalists selected to present to Delta leaders at our Atlanta headquarters was a pair of students from the Netherlands with the idea of making the airline food supply chain more sustainable.

Additionally, we celebrated 25 years of partnership with **JA Nigeria** with a **sustainable innovation competition**. A dozen student companies comprising secondary students from across the nation demonstrated their solutions to pressing societal issues. **The Delta Girls LEAD! Award**

was given out at the event, granting winners a trip to the JA Girls Leadership Camp in Ghana.

To help students envision themselves in a career in aviation, Delta and JA hosted **Job Shadow Days**. At the Miami International Airport, volunteers from Delta and joint venture partner **LATAM Airlines Group** guided high school students through a “day in the life” in various aviation careers. Our JA Job Shadow Day at the Mexico City International Airport was especially eye-opening for its eight participants – many of whom had never been in an airport. The event was an opportunity for the students to engage with aviation professionals from Delta and our joint cooperation agreement partner, **Aeroméxico**.



 Read more about our **KABOOM! volunteerism**

CREATING PLAY SPACES WITH KABOOM! 





Entire Wellness

We partner with organizations to support all aspects of wellness for our community members.

Delta's longest-standing nonprofit partnership, with the **American Red Cross**, dates back to 1941. During fiscal year 2024 (ending June 30), Delta employees, retirees and customers contributed 15,585 units of blood, collected at 373 drives in 83 locations across the country.



We support global disaster relief and international humanitarian aid through the American Red Cross and the **Global Red Cross Movement**. In addition to The Delta Air Lines Foundation's **\$1 million** grant as an Annual Disaster Giving Program partner, Delta contributed **\$1 million** to the American Red Cross for relief efforts after Hurricanes Helene and Milton.

In 2024, Delta and The Delta Air Lines Foundation contributed more than **\$2.5 million** to support 19 children's hospitals globally, including **St. Jude Children's Research Hospital** (United States), **Great Ormond Street Hospital** (United Kingdom), **Emma Children's Hospital** (Netherlands) and **Mayo Clinic Children's Center** (United States).

Through our partnership with **Habitat for Humanity**, Delta has contributed financial and volunteer support to help build or rehab 287 homes in 13 countries since 1995.

Read about our volunteerism with Habitat for Humanity

BUILDING HOMES WITH ATLANTA HABITAT FOR HUMANITY

Delta also supports the **National Alliance on Mental Illness**, the nation's largest grassroots mental health organization, to help raise awareness and provide assistance and education to those in need. Delta takes the mental health concerns of our people seriously, as we invest in the health and well-being of our employees, customers, communities and partners.

Marking 40 Years of Food Bank Partnership, With Honey on Top



Delta provides more than 100,000 meals annually to those in need through our partnerships with 21 food banks on three continents. In 2024, we commemorated 40 years of partnership with the **Atlanta Community Food Bank (ACFB)** with a day of service - and honey from beehives at our Atlanta headquarters that are maintained by **Bee Downtown** beekeepers.

Starting in the morning, Delta people and SkyMiles members at the ACFB gifted jars of the local honey to guests. By the end of the day, our volunteers working at the ACFB had sorted over 15,000 pounds of potatoes to contribute to 12,000 meals and given 1,500 jars of honey to families the food bank serves.



Supporting Breast Cancer Research



Over our 19-year partnership with the **Breast Cancer Research Foundation (BCRF)**, Delta has raised \$28 million for lifesaving breast cancer research and supported 112 research projects. In honor of Breast Cancer Awareness month in October, we organize an annual Breast Cancer One charter flight to recognize Delta people who are battling or have battled breast cancer. Additionally, Delta sells co-branded Delta and BCRF merchandise, with all proceeds benefiting BCRF.

In line with our ongoing support for health initiatives across Africa and around the world, Delta partnered with **Breast Cancer International** for the Walk for the Cure in Ghana for the eighth year in a row. The event helps raise awareness, dispel harmful myths and raise funds for research.

Combating Human Trafficking



In 2024, Delta was again the title sponsor of the **Wellspring Living Courage Gala**, providing critical funds for programming for survivors of and those at risk of human trafficking.

Delta’s commitment to stand against human trafficking dates back to 2011, when we became the first airline to sign the Code of Conduct outlined by the organization **End Child Prostitution, Child Pornography and Trafficking of Children for Sexual Purposes**. We became a founding member of the **Global Business Coalition Against Human Trafficking** the following year. Delta is also a member of **Transportation Leaders Against Human Trafficking**, a U.S. Department of Transportation initiative designed to maximize the transportation industry’s collective impact on ending human trafficking.

Since then, 65,000 of our customer-facing employees have completed training to identify and report human trafficking. Delta partners with **Freedom United** to install anti-trafficking tools and airport signage to educate travelers on human trafficking indicators. We also support the **National Human Trafficking Hotline**, which connects victims with services to get help.



People are precious – not property. Knowing how many survivors traveled by plane, we have a responsibility to act.”



ALLISON AUSBAND
EVP and Chief People Officer



Return to Normandy: Serving Those Who Serve

Delta’s long-standing support for U.S. military members, veterans and their families runs deep, dating back to post-World War II (WWII) when many former military pilots and mechanics helped drive the airline’s growth. Today, veterans represent 11% of our workforce.

In 2024, for the third year in a row, Delta flew 48 WWII veterans back to Normandy, France, to commemorate the 80th anniversary of the D-Day invasion that catalyzed the war’s end. In partnership with **Best Defense Foundation** and with the support of **Michelin North America** and **Boeing**, Delta provided a charter flight directly to Deauville Normandie Airport so veterans could celebrate with 12 days of parades, school visits, ceremonies, the official D-Day Commemoration and more.

After the vets returned home, Delta created a **community volunteer program** that pairs members of our Global Sales team with WWII veterans to continue supporting them year-round.

In addition to offering travel benefits to active service members traveling on orders or for leisure, our commitment to veterans and their families extends throughout the year:

- We provide **professional development and networking** opportunities to current and former members of the armed forces and their families.
- We support 10 **United Service Organizations (USO)** chapters through sponsorship and volunteer work, including assembling care packages and serving hot meals. We also support non-USO-affiliated military lounges at the Detroit Metropolitan Airport, Minneapolis-Saint Paul International Airport and Miami International Airport.

- We have aided the **Marine Toys for Tots Foundation** for almost 20 years, contributing more than \$700,000 annually and providing bicycles and toys to children in need in December. In 2024, our TechOps team raised funds to build 1,700 bikes and collected over 2,000 new toys for Toys for Tots to distribute.
- We grant educational scholarships to the children and spouses of fallen and disabled service members through our partnership with **Folds of Honor**.



Read full details of the Return to Normandy Program

RETURN TO NORMANDY 2024



Employee Fundraising and Volunteerism

Delta people donate their time, resources and expertise to make a positive impact in our communities.

~124K Hours

Spent by Delta volunteers giving back to our communities with their time and skills

Matching Gifts to Education Program

In 2024, The Delta Air Lines Foundation matched **\$3.3 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. Through its Matching Gifts to Education Program, The Delta Air Lines Foundation matches these donations to accredited, eligible nonprofit educational institutions, from pre-K through postgraduate, up to \$5,000 annually per employee, retiree or Board member.



Read more about our volunteerism

VOLUNTEER ENGAGEMENT

\$18M

Raised by Delta employees and customers for major fundraisers in 2024, including campaigns with these longtime partners

BREAST CANCER RESEARCH FOUNDATION

\$28M

Since 2005, including a record-breaking \$3 million in 2024

AMERICAN CANCER SOCIETY

\$25M

Since 2002, including \$3 million in 2024

COVENANT HOUSE

\$442K

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

AMERICAN HEART ASSOCIATION

\$425K

Raised through the 2024 Greater Atlanta Heart Walk, supporting research, training and medical breakthroughs to help end heart disease and stroke

DELTA CARE AND SCHOLARSHIP FUNDS

\$2.5M

To help Delta employees and retirees through unforeseen hardships

CHILDREN'S HEALTHCARE OF ATLANTA

\$270K

Supporting Atlanta's Hughes Spalding Hospital

UNITED WAY

\$2.5M

Raised from employee and customer contributions to help communities in need throughout the U.S.



Partnering With SkyMiles Customers

Through the SkyWish Program, Delta customers around the world can donate miles from the SkyMiles 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 destinations

Human trafficking survivors

For the 10th year, Delta supported veterans and active service members by matching customer-donated miles throughout November for National Veterans and Military Families Month. We matched up to a total of 10 million miles in SkyWish donations to **Fisher House Foundation's** Hero Miles Program and **Luke's Wings** No Service Member Spends the Holidays Alone campaign. The two programs use donated miles to provide air travel to wounded or ill service members and veterans, as well as their families, while they undergo treatment and recovery.



Environment

IN THIS SECTION

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- 39 Advancing Progress Toward Our Goals
- 47 Additional Climate-Related Disclosures



Environment Overview

“

Sustainability is good for business, our people and the planet, and as we enter our centennial year, we're as focused as ever on driving long-term impact as we aspire to net-zero emissions by 2050.”



AMELIA DELUCA
Chief Sustainability Officer



Our Path to Sustainability

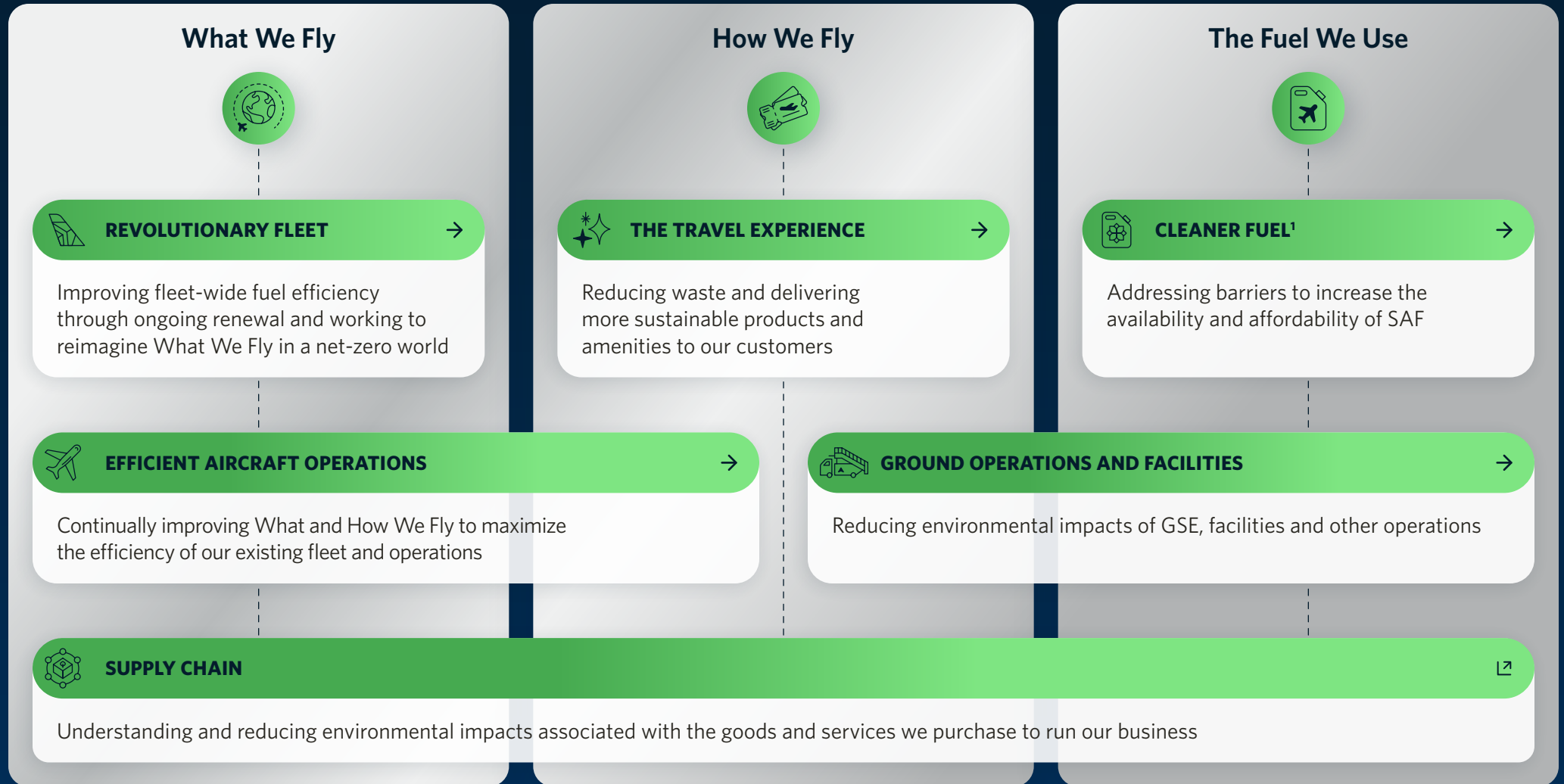
Our focus on environmental sustainability stems from our long history of working to take care of people and communities. Our mission to connect the world includes working to imagine and help deliver a more sustainable future of travel. This is not only important to our customers – it is also essential to positioning our business to thrive into the future.

One of our most significant environmental impacts is greenhouse gas (GHG) emissions. According to the International Air Transport Association (IATA), the global aviation sector represents approximately 2% of total GHG emissions and is among the hardest sectors to decarbonize. Our operations also generate non-GHG emissions and waste materials.

Delta is proud of the progress we are making on our Sustainability Strategy, and 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, research and development, and significant capital allocation across the public and private sectors. As outlined in this section, Delta is actively collaborating within and beyond our industry to advance our vision for a more sustainable future of flight.

Delta's Sustainability Strategy

To address our GHG and waste-related impacts, Delta is pursuing short- and long-term strategy focused on **What We Fly**, **How We Fly** and **the Fuel We Use**. Key levers of change include working to transition our fleet to utilize more fuel-efficient aircraft, leveraging innovation and collaboration to drive more efficient operations and continuing efforts to replace an increasing share of our traditional jet fuel with sustainable aviation fuel (SAF). We are also working to transition our ground support equipment (GSE) to electric power and cleaner fuels, and we continue to incorporate more sustainable practices and products on board our aircraft and across our operations.



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

Our Sustainability Targets

Delta is pursuing a range of near-, medium- and long-term targets to support our sustainability strategy and achieve our net-zero goals, as summarized in the infographic. For additional information about Delta's plans and achievements in each area, click on the title in each header row.

MILESTONE	REVOLUTIONARY FLEET →	EFFICIENT AIRCRAFT OPERATIONS →	CLEANER FUEL →	GROUND OPERATIONS AND FACILITIES →	THE TRAVEL EXPERIENCE →	SUPPLY CHAIN ↗
NEAR-TERM	2025 10+% fuel-efficiency gains; ¹ 5 partnerships with revolutionary tech players	2025 1% fuel burn savings from operational improvements (45M gallons) ²	2030 10% SAF usage	2025 50% GSE electrification; 5 hubs at 100% of core fleet ³	2025 Minimize single-use plastics on board	2025 100% of preferred vendors on a carbon tracking system
MID-TERM	2035 20+% fuel-efficiency gains; ¹ 1st operation of mainline revolutionary technology	2035 3% operational fuel savings; 1.1B gallons cumulative ²	2035 35% SAF usage	2035 100% of hubs' GSE electrified; renewable energy powering operations	2035 65% waste diversion from landfill ⁴	2030 100% of preferred vendors with net-zero plans
LONG-TERM	2050 40+% fuel-efficiency gains; ¹ 25% revolutionary aircraft in fleet	2050 5% operational fuel savings ²	2050 95% SAF usage	2050 100% net-zero operations	2050 100% waste diversion from landfill ⁴	2050 100% net-zero supply chain

¹ Compared to 2019.

² Compared to 2019 and relative to what would have been used had these fuel savings initiatives not been undertaken, and excluding efficiency improvements associated with fleet renewal.

³ Core fleet consists of baggage tractors, belt loaders and aircraft tow tractors.

⁴ As it relates to customer onboard travel experience, excluding other aspects of aircraft operations.

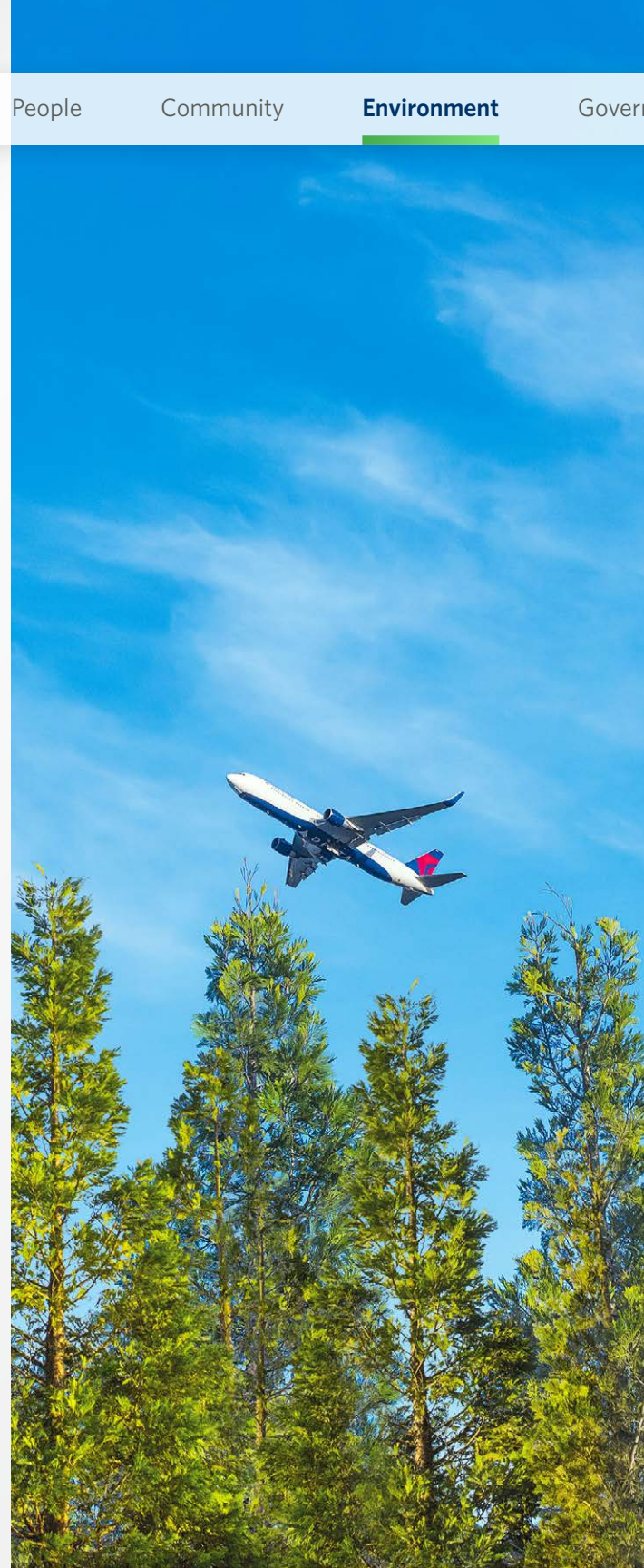
Our Climate Strategy

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 and supporting Delta's success for the next 100 years.

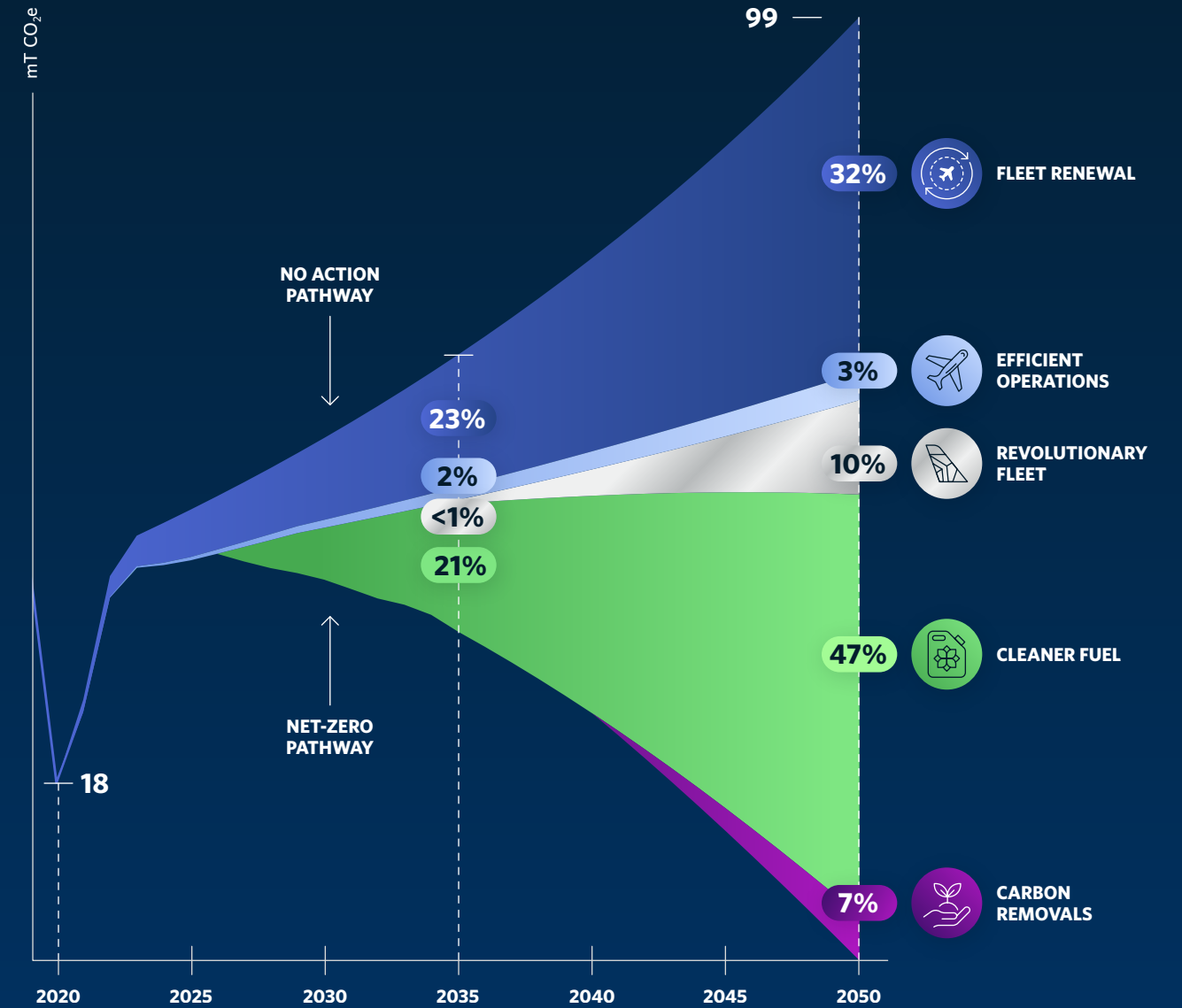
With around 90% of our GHG emissions coming from jet fuel, achieving net-zero emissions by 2050 depends on our ability to successfully decarbonize our flight operations. Our sustainability strategy supports our net-zero goal by focusing on:

- **What We Fly** - e.g., transitioning our fleet to more fuel-efficient aircraft
- **How We Fly** - e.g., adopting new technologies, procedures and other strategies to improve fuel efficiency
- **The Fuel We Use** - e.g., collaborating to scale supply and reduce the cost of SAF

Progress will be shaped in part by our own actions, and 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 collaboration with our industry partners, policymakers and stakeholders and to monitoring and adapting our strategy as conditions change.



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.

Advancing Progress Toward Our Goals

The following sections detail key initiatives and progress for each of the six core components of our sustainability strategy. Through these efforts, we continue to prioritize measures that embrace sustainable innovation to help reduce emissions and minimize environmental impacts throughout our operations while providing a positive business benefit.



Read more about Supply Chain and Environmental Compliance and Stewardship

SUPPLY CHAIN

ENVIRONMENTAL COMPLIANCE AND STEWARDSHIP

Revolutionary Fleet

Addressing our carbon footprint starts with **What We Fly**. In the near term, Delta continues our fleet renewal program by investing in state-of-the-art aircraft that provide safe, reliable and premium customer experiences while delivering superior fuel efficiency and emissions reductions. We are also actively looking toward the future, pursuing partnerships and investments to support revolutionary technologies such as new airframe designs, electric propulsion, hydrogen and more.

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 We Fly

WHAT WE'VE DONE SO FAR

- Took delivery of 38 next-generation aircraft in 2024, including seven Airbus A350s, to reduce fuel usage
- Improved fleet-wide fuel efficiency 6.6% per seat mile¹, delivering significant savings in fuel cost.

¹ Compared to 2019.

FUTURE AIRCRAFT INNOVATION

In the future, we anticipate the availability of even more advanced aircraft technology with the potential to further support our net-zero ambitions. To explore and support the most promising advancements, Delta continually seeks to partner with researchers and disruptive innovators working at the leading edge of sustainable aviation.

Delta has partnered with Airbus on the ZEROe project, which aims to develop the first hydrogen-powered commercial aircraft for market entry. In 2024, Delta worked with Airbus, Plug Power and Hartsfield-Jackson Atlanta International Airport (ATL) to explore the potential for implementing hydrogen as an alternative fuel source for future aircraft and ground equipment operations. As one of the world's busiest airports, ATL offers a unique opportunity for Delta and its partners to better understand airport requirements and fleet expectations for the use of hydrogen fuel within an operational environment. With the study scheduled for completion by 2026, we hope to use the lessons learned to help facilitate the future use of green hydrogen at ATL and across the Delta network.

In 2024, Boeing continued progress toward building the X-66 demonstrator for its transonic truss-braced wing design. Work included the removal of engines from Delta-provided M90 aircraft, performing computational analysis of wing/truss structural and aero design, and performing extensive wind tunnel testing.

Delta is working to bring to market an all-electric vertical takeoff and landing (eVTOL) air taxi home-to-seat (airport) service with our partners at Joby Aviation. As part of the first-of-its-kind arrangement, both companies will work together to integrate Joby-operated eVTOL

service into Delta's existing hub airports in New York and Los Angeles. This will further elevate and differentiate the Delta travel experience in these strategic markets with home-to-airport transportation for customers, providing an opportunity to reserve seats for short-range zero-emissions journeys to and from city airports.

Supporting Aircraft Innovation With JetZero



Delta is partnering with JetZero on a revolutionary more sustainable aircraft that looks and feels like nothing flying today's commercial skies. JetZero's Blended Wing Body (BWB) design is expected to be up to 50% more fuel efficient than aircraft in operation today, with flight range and seat capacity comparable to today's mid-market aircraft - all with existing engine technology. Delta will provide best-in-class operational expertise through its Sustainable Skies Lab to bring the innovative BWB aircraft to commercial viability and provide a safe and elevated customer experience on board.

Developing Innovative Solutions for Sustainable Aviation



The Sustainable Skies Lab continued to partner with innovators to develop and test next-generation technology aimed at reducing fuel burn. This includes taking inspiration from nature and leveraging biomimicry, such as Airbus' fello'fly, a formation flying technique, and MicroTau's riblet technology to reduce drag.



FLEET RENEWAL

Sustainability is one of the core pillars guiding our fleet strategy and associated decisions concerning capital allocation. Delta’s goal is to achieve a minimum of 20% improvement in fleet-wide fuel efficiency by 2035, compared to a base year of 2019, as well as reaching a long-term target of 40% improvement by 2050.

In 2024, Delta took delivery of 38 next-generation aircraft, including seven Airbus A350s. On average, these new aircraft deliver 28% greater fuel efficiency per seat mile than those Delta has retired since 2019. Cumulatively, these efforts have led to a 6.6% improvement in fleet-wide fuel efficiency since 2019, while delivering significant savings in fuel costs.

Fleet Renewal



● New ○ Retired

Fuel efficiency as expressed in gallons per 1,000 available seat miles

SMALL NARROWBODY

Retired models: 717-200¹ | 737-700 | CRJ-200

New models: **A220-100** | **A220-300**



12.6

29%

MORE EFFICIENT

17.7

LARGE NARROWBODY

Retired models: MD-88 | MD-90 | A320¹

New models: **737-900ER** | **A321-200** | **A321NEO**



10.0

30%

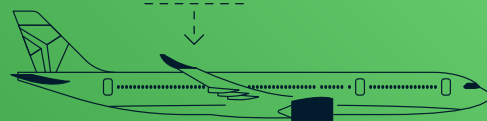
MORE EFFICIENT

14.3

WIDEBODY

Retired models: 767-300ER¹ | 777-200ER | 777-200LR

New models: **A330-900** | **A350-900**



11.1

22%

MORE EFFICIENT

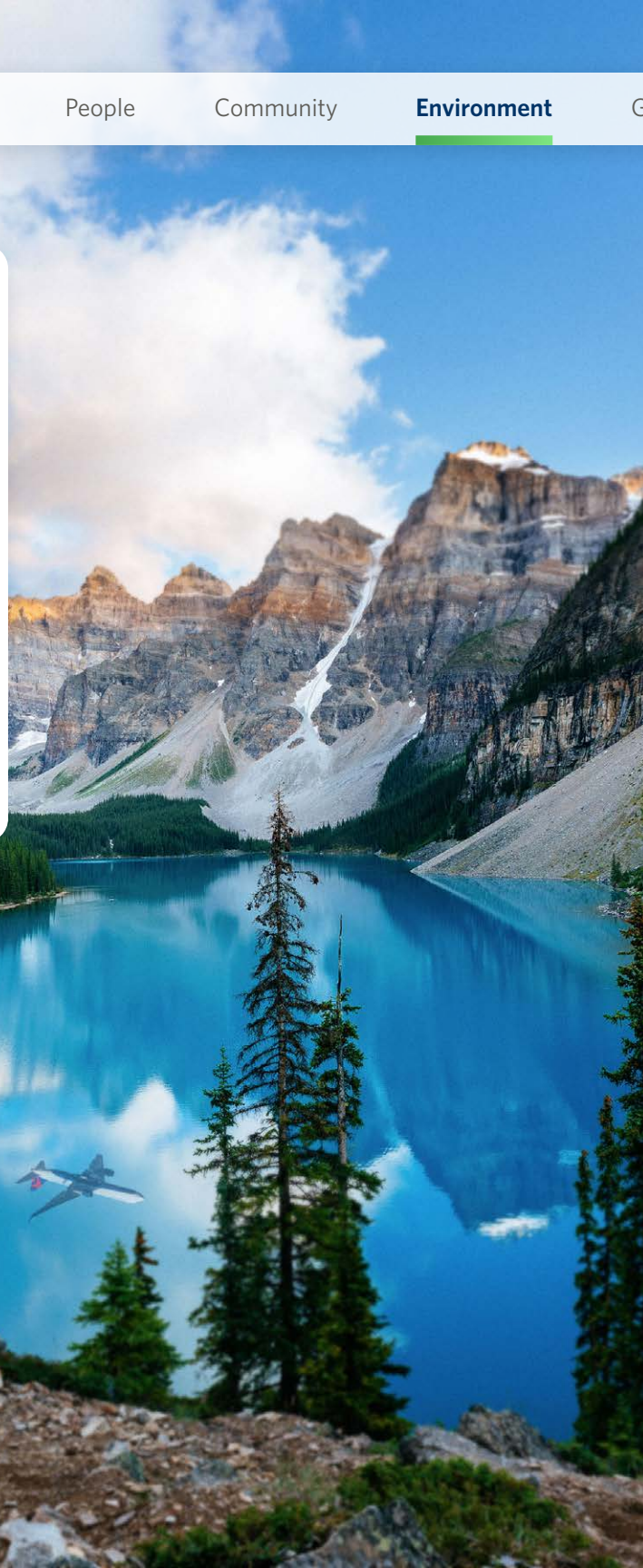
14.3

¹ Partial fleet retirement.

Showcasing Our Sustainability Strategy in Action



In 2024, Delta took part in the third annual [Aviation Challenge](#), formerly known as The Sustainable Flight Challenge. Organized by the SkyTeam Alliance, this challenge highlights sustainability activities from participating airlines around the world, with the goal of spurring innovation throughout the industry. Delta was named a winner for “Best Approach to Roles and Responsibilities” for embedding sustainability performance indicators across multiple divisions. Delta also placed as a finalist for “Best Scaled Inflight Solution” for our paper cup, which began testing in previous SkyTeam challenges.



AT A GLANCE

Efficient Aircraft Operations



CORE CHALLENGE

Continually improving How We Fly to increase the efficiency of our existing fleet and operations

OUR ROLE

Integrating the latest in smart routing, weight reduction, innovative operational processes and fleet enhancements to increase fuel savings

WHAT WE'VE DONE SO FAR

- Saved approximately 44 million gallons of jet fuel, equivalent to over \$100 million in cost savings, in 2024¹ through initiatives like:
 - Enhanced routing and landing procedures
 - Reductions in catering service weight and new engine cleaning technologies
 - AeroCore foam engine washing
 - New 717 Flaps 25 landing procedure
 - Optimized flight routing and speed.
- Installed split-scimitar winglets on our Boeing 737-800 fleet, reducing drag and improving overall fuel efficiency.

¹ In comparison to fuel consumption in 2019 and based on our projected fuel usage had we not undertaken these initiatives.

Efficient Aircraft Operations

Enhancing the efficiency of our aircraft operations includes making changes to **What We Fly** (e.g., adding winglets or other modifications to improve aerodynamics or reduce weight) and **How We Fly** (e.g., enhancing landing procedures, optimizing flight routing and improving speed). Delta’s Carbon Council, a cross-divisional group of senior leaders, is responsible for leading this work and driving reductions in fuel consumption in line with our near-, medium- and long-term goals.

USING LESS JET FUEL IN THE AIR

In 2024, Delta implemented three operational changes to increase fuel savings. We adopted a new engine wash program at five of our domestic service hubs and across eight engine fleets. The new wash solutions, developed by AeroCore, increases engine performance and reduces fuel consumption by using patented foam injection technology to remove harmful deposits and contaminants. We also collaborated with Boeing to certify a new low-flaps landing procedure across our 717 fleet. Finally, Delta has adopted GE Fuel Insight, an application that combines full-flight aircraft data with flight plan and fuel information to enhance the identification of fuel-savings opportunities.

The Carbon Council also oversees efforts to reduce fuel use by optimizing aircraft weight. In 2022, Delta piloted a program utilizing automated data collection and artificial intelligence to track demand for different types of soda on board. Initially tested at a single hub, the detailed data from this study provided insight on which sodas were consumed in flight. With this information, we reduced the amount of certain types of sodas loaded on the plane, helping to reduce weight and fuel consumption, as well as associated costs. In 2024, we scaled the program to six of our hub airports with the goal of gaining more comprehensive insight and reducing service weight across a greater number of flights.

Together, these and other initiatives helped increase total operational fuel savings by 23 million gallons in 2024, for a total of 44 million gallons saved in 2024 and contributing to our goal of 1.1 billion gallons of cumulative fuel savings by 2035, compared to a 2019 baseline.

Delta continues to leverage a series of operational fuel key performance indicators (KPIs) to help reduce our fuel consumption and associated GHG emissions. These include metrics such as average auxiliary power unit (APU) runtime minutes, service weight per available seat mile and excess endurance fuel carried. Roughly 65% of all frontline employees' work is assigned to a fuel KPI to help consolidate our fuel-efficiency efforts across the organization.

USING LESS JET FUEL ON THE GROUND

Another way to drive fuel savings is by limiting the use of APUs during ground operations. We continue to work with airport partners to increase the installation of ground power units and preconditioned air (PCA) units at several of our hubs. In 2024, we introduced a total of 31 new PCA units across our network.

In an effort to further reduce ground fuel use, Delta has also introduced equipment telematics systems at over 90 gates in ATL to identify APU

usage reduction opportunities. We deployed an APU Ambassador at our ATL, John F. Kennedy International Airport (JFK) and Minneapolis-St. Paul International Airport (MSP) hubs to drive awareness of APU energy usage and identify potential reduction opportunities.

In 2024, Delta continued its partnership with the Port Authority of New York and New Jersey to test TaxiBot,® a semi-robotic towing device designed to reduce unnecessary fuel burn during taxiing, at JFK.



Carbon Council Focus Areas



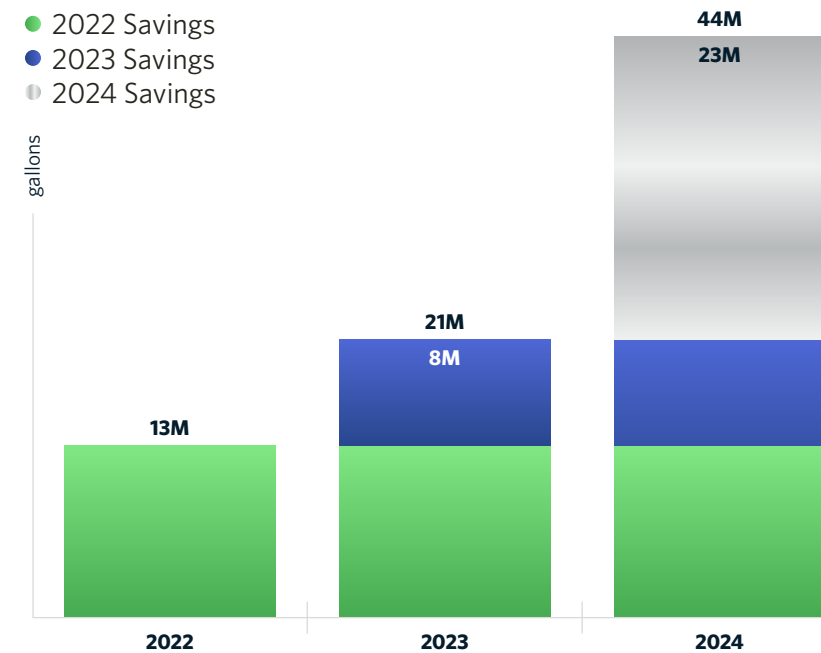
Using less jet fuel in the air:

- Increasing efficiency through enhancements to flight routing and planning, aircraft modifications
- 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

Using less jet fuel on the ground:

- Enhancing ground procedures and infrastructure to reduce fuel burn from APUs at the gate, during taxi and during maintenance

Cumulative Operational Fuel Savings



Cleaner Fuel

One of the most important levers for decarbonizing flight is sustainable aviation fuel (SAF), a liquid hydrocarbon fuel synthetically produced using feedstock derived from renewable sources or waste. However, there isn't enough SAF being produced today to fuel the world's commercial airlines for even one week, so Delta is taking a leading role in supporting the scale-up of the industry.

Delta is committed to being a key player in the growth of the SAF industry and supports the scaling of SAF through engaging across the development value chain and through signing offtake agreements with SAF producers.

13M+

Gallons of SAF uplifted in 2024

119,781

Metric tons CO₂e avoided

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, advocating for incentives and ensuring support of all ecosystem stakeholders required to scale SAF

WHAT WE'VE DONE SO FAR

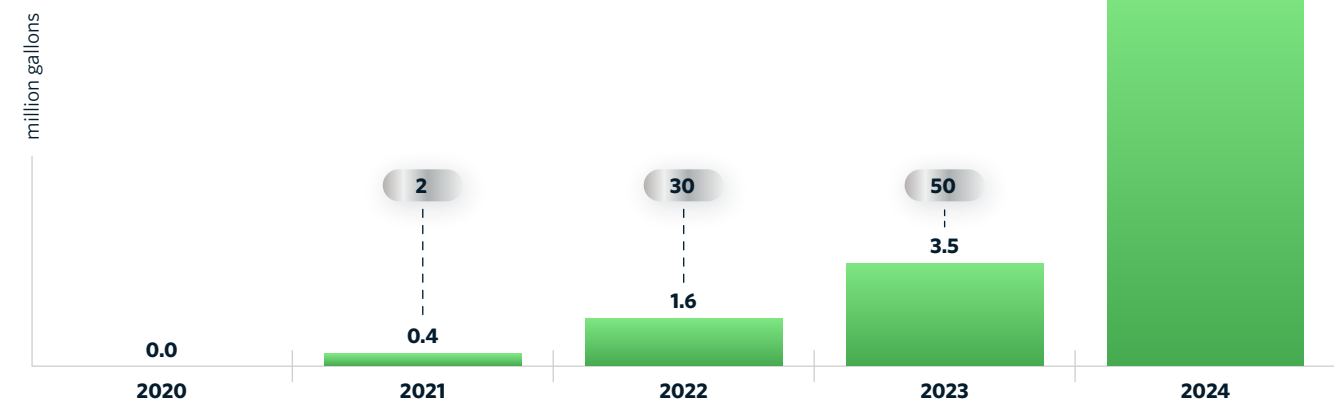
- Signed millions of gallons in long-term offtake agreements with existing and emerging SAF producers.
- In 2024, more than tripled SAF deliveries compared to 2023, for a total of over 13 million gallons.
- Collaborated through the Minnesota SAF Hub to produce the first-ever batch of Minnesota crop-based SAF.
- Announced the launching of a SAF blending facility to serve MSP airport.
- Worked with over 50 industry-leading corporate and cargo customers to leverage SAF for decarbonization of aviation emissions.



Annual SAF Uplift



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



SAF Procurement



Delta continues to increase SAF usage year over year, achieving a total uplift of over 13 million gallons in 2024, more than three times the SAF uplifted in 2023, for a total of 19 million gallons uplifted since 2021. We've partnered with industry-leading producers such as Shell, Neste and Valero to achieve this growth despite a limited global supply of SAF.

For the 2030 long-term target, Delta's SAF procurement strategy focuses on diversifying both the range of technologies and the producers in our portfolio. While we have contracted millions of gallons toward this goal, we recognize the SAF technology and development landscape is nascent, and some significant portion may not be delivered. We believe our procurement strategy is a winning approach and continuously engage across the producer and investor ecosystem to identify and evaluate offtake opportunities to manage the inherent risks in this nascent industry.

At the end of 2024, we launched an offtake evaluation process and received responses from over 30 producers across technology pathways. We are actively considering additional offtake opportunities to further diversify our future supply mix and manage the financing and manufacturing risk.

SAF Market Engagement and Advocacy



As part of our commitment to transparent climate policy leadership, we engage in state, federal and international SAF policy advocacy to help implement initiatives that accelerate SAF development. Within the U.S., Delta has advocated for the bipartisan federal support for the SAF market and proposed new SAF tax incentives within our hub states of Michigan, New York and Massachusetts. At an international level, Delta is engaged in partnerships with various trade associations to scale the global SAF market and enable us to reach our net-zero goal by 2050. To learn more about our SAF advocacy, which underpins our business and climate objectives, please see our [Climate Lobbying](#) section.

Working Together With Americans for Clean Aviation Fuels



Since 2023, Delta has taken part in [Americans for Clean Aviation Fuels](#), the first national collaboration of the largest economic actors in the U.S. economy - from farmers to fuel producers and aviation to agribusiness - to promote the economic benefits of clean aviation fuels. By promoting the benefits of a robust market for SAF and sustainable alternatives to conventional jet fuel, Delta is helping to drive a national effort to advance policies that power economic and energy security for future generations. For more information, see our [Climate Lobbying Report](#).

Scaling SAF Production and Development



Delta continues to support and expand important partnerships and coalitions across industries to help scale the SAF market. In 2023, we introduced the Minnesota SAF Hub, a first-of-its-kind coalition leveraging collaboration across the value chain to scale SAF at MSP and support economic development in the state.

Since launching, Delta and the Minnesota SAF Hub have worked with cross-industry collaborators to pioneer solutions that increase the availability of SAF. In 2024, this work enabled the completion of four major milestones on our journey to develop a fully integrated SAF supply chain in Minnesota.

First, Delta and Flint Hills Resources announced plans to develop a facility to blend up to 30 million

gallons of neat SAF. The blending facility, one of only three in the United States, is expected to be completed in late 2025 and will deliver SAF, when fully operational, into MSP - our second largest hub. This capability development is being led in collaboration with Shell and Montana Renewables.

Second, Delta announced the formation of the Minnesota Demand Consortium to aggregate a strong demand signal to support cost-competitive SAF and further scaling of production. To build this demand, Delta has partnered with Bank of America, Deloitte and Ecolab, and is actively engaging additional participants.

Third, Delta and the Minnesota SAF Hub collaborated with Cargill, Shell, Montana

Renewables, the University of Minnesota and others to produce the first batch of SAF made using Minnesota-grown winter camelina seed - a novel vegetable oil that has the potential to unlock additional feedstock and agricultural opportunities.

Lastly, the SAF derived from Minnesota camelina seed was delivered to MSP and Detroit Metropolitan Airport, marking the first time in aviation history either airport has received SAF.

Delta is committed to capitalizing on the momentum achieved through its coalition efforts and will continue to leverage this cross-industry collaboration to support investor confidence in projects and enable the advancement of SAF technologies and scale.



Ground Operations and Facilities

Adopting sustainable practices within our ground services and critical locations – including terminals, maintenance facilities and corporate offices – helps further reduce environmental impacts across the organization.

AT A GLANCE

Ground Operations and Facilities

CORE CHALLENGE

Reducing the environmental impact of GSE, facilities and other operations

OUR ROLE

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

WHAT WE'VE DONE SO FAR

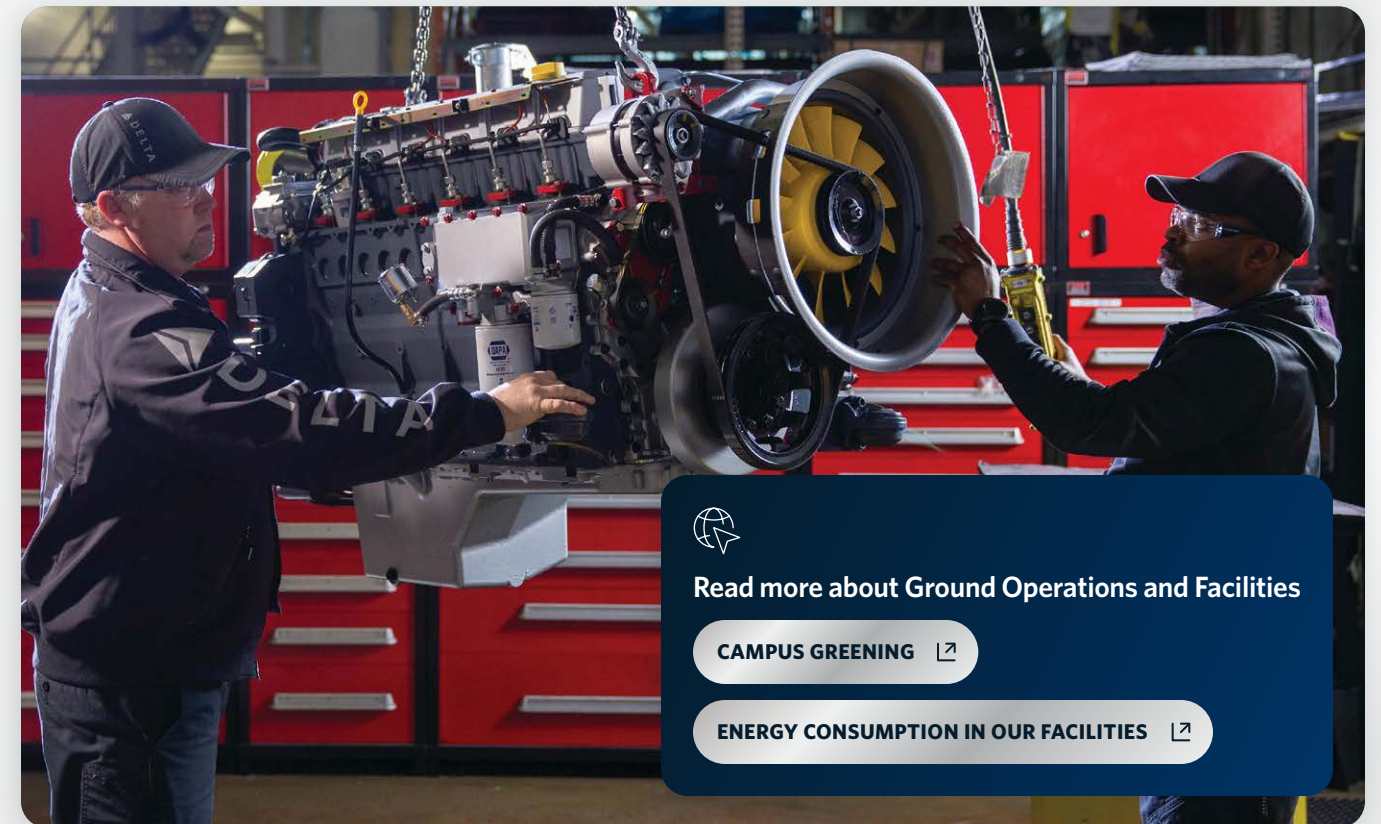
- Purchased and deployed 2,029 electrical ground support equipment (eGSE) units since 2020, achieving 39% electrification of core GSE fleet.
- Made significant progress toward having five hubs at 100% electrification of core fleet.
- Commenced the first installations of rooftop solar panels at our Atlanta campus with Cherry Street Energy; a total of 3.7 megawatts of solar capacity is expected to cover a portion of the campus' electricity needs by end of 2025.

GROUND SUPPORT EQUIPMENT

Ground support equipment (GSE) such as tow tractors and belt loaders are traditionally reliant on diesel and other fossil fuels, contributing to GHG emissions and other pollutants. Where feasible, we have made steady progress toward shifting to electric and other alternative-fuel-powered GSE.

We plan to continue reducing GHG emissions from GSE by replacing our core fleets with eGSE and expanding the use of renewable diesel throughout our operations. Focusing our electrification strategy

on equipment with the highest utilization rates, which contributes a significant portion of our total GSE emissions, allows us to optimize the effectiveness of electric units. And using renewable diesel in existing equipment allows for immediate carbon reductions at a lower cost. Additionally, where electrification is not cost effective or feasible, Delta is reducing non-GHG emissions through new engine technology and equipment retirement.



[Read more about Ground Operations and Facilities](#)

[CAMPUS GREENING](#)

[ENERGY CONSUMPTION IN OUR FACILITIES](#)

The Travel Experience

A lot has changed since 1936 when Delta launched in-flight meal service on 14-passenger Lockheed 10 Electra. Today, we're working to reduce waste and introduce more sustainable products on board to help reduce our environmental footprint while also improving the overall customer experience. Delta's long-term goal is to achieve 100% diversion of waste associated with the customer travel experience by 2050.

REDUCING SINGLE-USE PLASTICS

Delta remains committed to reducing single-use plastics (SUPs) on board. To date, we have successfully implemented several initiatives, including replacing plastic cutlery with bamboo alternatives and transitioning to dishware made from biodegradable materials.

For several years, we have been working to address one of our most significant waste streams: SUP cups. In late 2024, we began the rollout of Delta's new paper cup on international flights, with plans to expand to domestic flights. This cup is the culmination of several years of testing and a full-scale life-cycle analysis and meets both Delta's high standards for performance and stringent regulations across multiple international jurisdictions. The new design can handle a wide variety of beverages and will take the place of two different types of cups, helping to reduce plastic waste, saving space on board and streamlining stocking procedures. When fully rolled out, we estimate the new cup will eliminate nearly 7 million pounds of SUP annually.¹

Delta has also reduced SUPs from other sources within our onboard services, including earbuds and beverages. In 2024, we removed 170,000 pounds of SUPs from our earbud products and packaging.

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 on board and on the ground

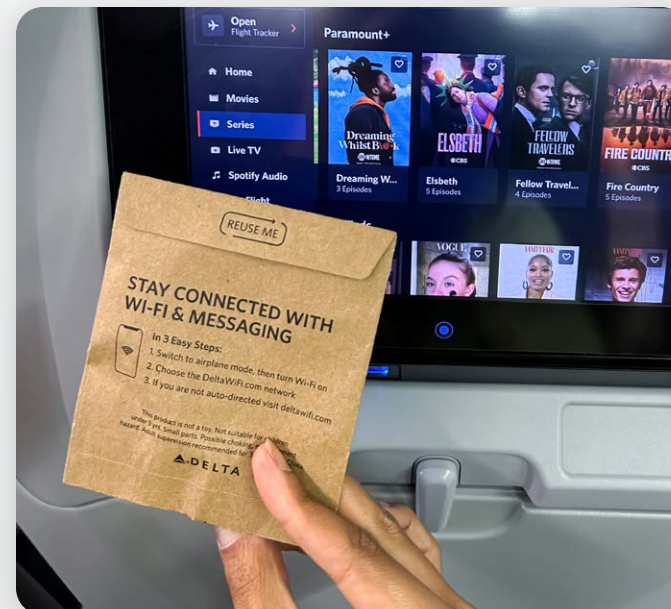
WHAT WE'VE DONE SO FAR

- Removed 170,000 pounds of SUPs from our earbud products and packaging by using new kraft paper earbud wrapping on more than 60 million units handed out each year.
- Started using paper cups in place of plastic cups, aiming to remove 7 million pounds of SUP on board annually.¹

Donations



In 2024, Delta donated over 1.2 million pounds of bedding, amenity kits, food, first-aid supplies, water and other items to those in need.



ENHANCING RECYCLING AND LANDFILL DIVERSION

In 2024, we established a baseline for total solid waste by material type and quantified our largest waste sources. We gathered information on all airline operations globally, from onboard services and catering to Delta Sky Clubs, TechOps and our General Office headquarters.

We conducted extensive site visits to assess the waste-related processes at over 40 different Delta facilities, including our hub locations. Using enterprise waste data, the study found that almost 90% of solid waste from our operations comes from the Travel Experience, including Onboard Services, Catering and Sky Clubs. Delta has prioritized our waste strategy to address key waste types throughout the Travel Experience.

Our strategy to reduce waste within the Travel Experience encompasses several key initiatives. We are enhancing onboard waste sorting protocols for flight attendants on both domestic and international routes, ensuring the availability of appropriate sorting equipment and receptacles onboard; expanding waste diversion infrastructure and capabilities at airports; and enhancing waste diversion to include recycling and composting at our catering kitchens. Delta currently conducts landfill diversion operations across our 10 hub kitchens and seven warehouses domestically, and we are working to expand landfill diversion programs to additional facilities. Across our network, we diverted over 12 million pounds of waste in 2024.

¹ Through changes in product and processes since 2019.

Additional Climate-Related Disclosures

It is 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

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 2024. 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 filings.

The Finance Committee of the Board oversees investments, including the 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 Executive Vice President – Chief External Affairs Officer, the Chief Sustainability Officer and several key executive-level councils, including the ESG Council, the Carbon Council, the Sustainable Aviation Fuel (SAF) 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 help 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 of and timeframe for the risk to manifest, under multiple emissions scenarios. 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 results of our 2023 risk assessment, including the key physical and transition risks identified and their anticipated timelines, potential impacts and related management strategies, can be found on our website.



Read more on **Climate Risk Management** on our website

[ANALYSIS OF CLIMATE-RELATED PHYSICAL RISKS](#)

[ANALYSIS OF CLIMATE-RELATED TRANSITION RISKS](#)



Metrics and Targets

GHG EMISSIONS INVENTORY

Our GHG inventory encompasses emissions from all operations directly controlled by Delta, including Endeavor, Delta Vacations, Delta Material Services and Delta Flight Products. Emissions from Monroe Energy, our wholly owned subsidiary, are excluded except for those categorized as Scope 3, Category 3 emissions (see sidebar).¹

To enhance the accuracy and comprehensiveness of our GHG inventory, we have identified an opportunity to improve Scope 3 emissions reporting. In 2024, we began including Category 5, waste generated in operations, in our Scope 3 emissions calculations. With the addition of this category, we have now captured all of Delta's most relevant and material upstream and downstream Scope 3 emissions categories.

SCIENCE-BASED TARGETS

Delta has set medium- and long-term climate goals aligned with Science Based Targets initiative (SBTi) guidelines. Our ultimate goal is to achieve net-zero emissions for our airline operations by 2050.

In 2022, SBTi validated Delta's medium-term climate target – to reduce well-to-wake Scope 1 and 3 jet fuel GHG emissions 45% per revenue ton kilometer by 2035 from a 2019 base year.² This target is aligned with holding warming well below 2°C. Validation of our 2050 net-zero goal, however, has been delayed pending updated SBTi guidance for

setting aviation sector targets aligned with limiting warming to 1.5°C. We have been reevaluating with SBTi whether we can continue to wait for updated aviation guidance or whether we must withdraw and reapply for 2050 net-zero validation in the future.

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 Delta's Projected Net-Zero Roadmap infographic.

[DELTA'S PROJECTED NET-ZERO ROADMAP →](#)

OUR MEDIUM-TERM SBTI-VALIDATED TARGET

45% ↘

Reduction in well-to-wake Scope 1 and 3 jet fuel GHG emissions of 45% per revenue ton kilometer by 2035 from a 2019 baseline.²

5.3%

45%

PROGRESS

5.3% ↘

Reduction in our jet fuel-related GHG emissions per revenue ton kilometer in 2024

GHG Emissions Inventory (mT CO₂e)

	2019 (baseline)	2022	2023	2024
SCOPE 1 TOTAL	37,328,421	30,741,000	35,891,846	37,284,766
SCOPE 2 TOTAL	295,889	203,486	188,387	165,384
SCOPE 3 CALCULATED³	10,946,766	12,299,299	20,099,112 ⁴	23,119,882
SUM OF EMISSIONS	48,571,076	43,243,785	56,179,344	60,570,033

- 1 Consistent with the GHG Protocol, we report GHG emissions from business activities under Delta's operational control. Monroe files GHG emissions reports annually with the U.S. Environmental Protection Agency. The publicly available Monroe GHG emissions report can be viewed [here](#).
- 2 Delta includes the well-to-tank (WTT) emissions from all regional partners. 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.
- 3 Scope 3 data for 2019 includes Category 3; Scope 3 data for 2022 includes Categories 1, 2, 3 and 4; Scope 3 for 2023 includes Categories 1, 2, 3, 4, 6, 7 and 15; Scope 3 for 2024 includes Categories 1, 2, 3, 4, 5, 6, 7 and 15. Scope 3 Categories 3, 5, 7 and 15 calculations use primary data. Scope 3 Categories 1, 2, 4 and 6 use secondary (spend) data.
- 4 This reflects corrections to Category 3 fuel and Category 7 employee commuting data in the 2023 Report.

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 57 and our verification statement is available on Page 56.

SCOPE 1

Consists of all direct emissions generated by Delta's airline 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 2024, we expanded the Scope 3 emissions categories we calculate and report to include Category 5, waste generated in operations. With the addition of this category, we have finalized our Scope 3 GHG inventory. Delta continues to calculate and disclose our indirect value chain emissions from purchased goods and services; capital goods; upstream transportation; well-to-wake GHG emissions from jet fuel from Delta Connection carriers that we do not wholly own; emissions from jet fuel and SAF production from our suppliers, including business travel; employee commuting; and investments (Categories 1, 2, 3, 4, 5, 6, 7 and 15).

Climate Lobbying

As part of the highly regulated global aviation industry, Delta advocates for thoughtful, harmonized policies that will help us achieve our net-zero-aligned climate and business goals. This includes building coalitions and 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.

Consistent with our commitment to transparent policy leadership, this summary provides a high-level overview of our 2024 climate lobbying activities, which are consistent with our net-zero by 2050 ambition and our policy principles. A more detailed analysis, inclusive of alignment with our trade association advocacy, can be found in the [Appendix](#).



More information on climate lobbying can be found on our website

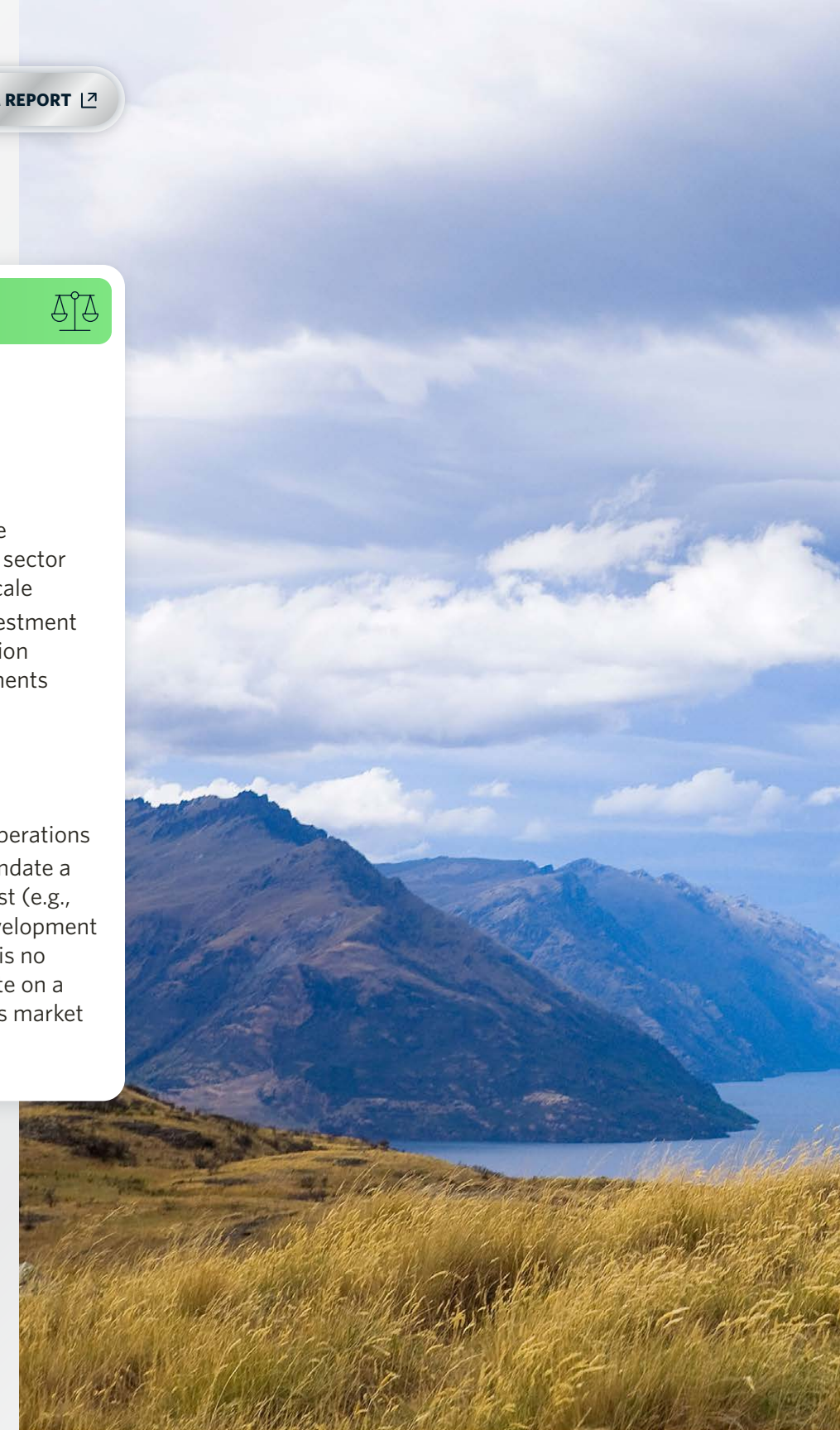
CLIMATE LOBBYING [↗](#)

Climate Lobbying Principles

Our climate change policy principles provide a foundation for our advocacy and ensure consistency in our position development process. As a basis for navigating policies across the global markets, we embrace internationally and nationally harmonized policies to prevent the inconsistent application of policies that may result in competitive market distortions or send conflicting market signals. U.S. law, for example, recognizes the need for national consistency in aircraft regulation and preempts state and local regulation.

Delta believes climate policy for the aviation industry should also be:

- Sector-specific but augmented by complementary policies to support our broader sustainability strategy (e.g., electrification of GSE and operations)
- Preventative of revenue diversion for non-aviation climate mitigation purposes, ensuring we reinvest any revenue generated into this hard-to-abate sector and the diverse workforce it supports
- Grounded in science to ensure GHG emissions reductions are maximized and realized in a manner designed to minimize increased costs for travelers
- Performance-based, feedstock-neutral and technology-neutral, recognizing the innovations needed to decarbonize our sector are not yet commercially available at scale
- Supportive of the long-term capital investment necessary to sustain multidecade aviation infrastructure and equipment commitments
- Rooted in the need for operational safety, technological feasibility and economic reasonableness
- Designed to drive efficiency in fleet procurement, fuel burn and air traffic operations
- Designed to incentivize rather than mandate a zero-carbon trajectory at the lowest cost (e.g., tax incentives, grants, research and development investment, voluntary opt-in), as there is no scalable market where SAF can compete on a level playing field with the on-road fuels market





Governance

IN THIS SECTION

- 51 Board-Level Oversight
- 53 Political Activity and Policy Engagement
- 53 Business Ethics
- 54 Data Privacy and Information Security
- 54 Responsible Approach to AI



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, qualifications, skills and experiences.

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 2025 Annual Meeting of Shareholders.

Oversight of Environmental, Social and Governance Matters

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

The Board includes several directors with skills and experience directly relevant to these topics, which ensures a broad perspective in evaluating environmental, social and governance 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 matters.

OVERSIGHT OF RISK

The Board of Directors has ultimate responsibility to oversee Delta’s Enterprise Risk Management (ERM) program, including with respect to environmental, social and governance 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 that the risk-governance systems are functioning appropriately.

The Board discusses risk throughout the year, particularly when reviewing operating and strategic plans and when considering specific actions for approval. The Board’s oversight of certain risk areas is managed through delegation of that risk item to the applicable Board committee, with regular reporting to the entire Board.



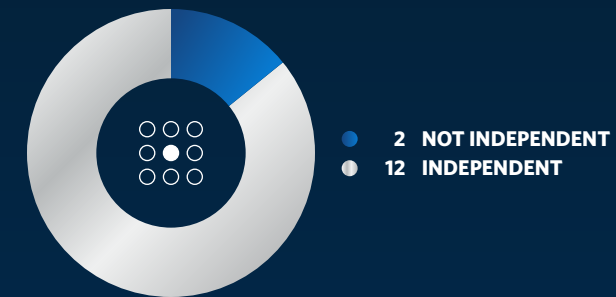
Read more information on the Board’s oversight on ESG initiatives and our approach to managing ESG goals and initiatives

MANAGEMENT-LEVEL OVERSIGHT AND IMPLEMENTATION

About Our Board

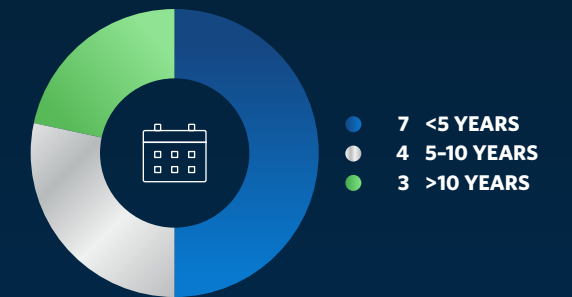
INDEPENDENCE

All independent except CEO and ALPA¹ nominee



TENURE

Average tenure 5.6 years



DEMOGRAPHICS

8 of 14

DIRECTORS OF HISTORICALLY UNDERREPRESENTED GENDER, RACE AND/OR ETHNICITY



29%

FEMALE DIRECTORS

43%

RACIALLY/ETHNICALLY DIVERSE

- 1 Hispanic
- 2 Asian
- 1 Latino
- 2 African American

¹ Air Line Pilots Association, International.

Delta Leadership Committee

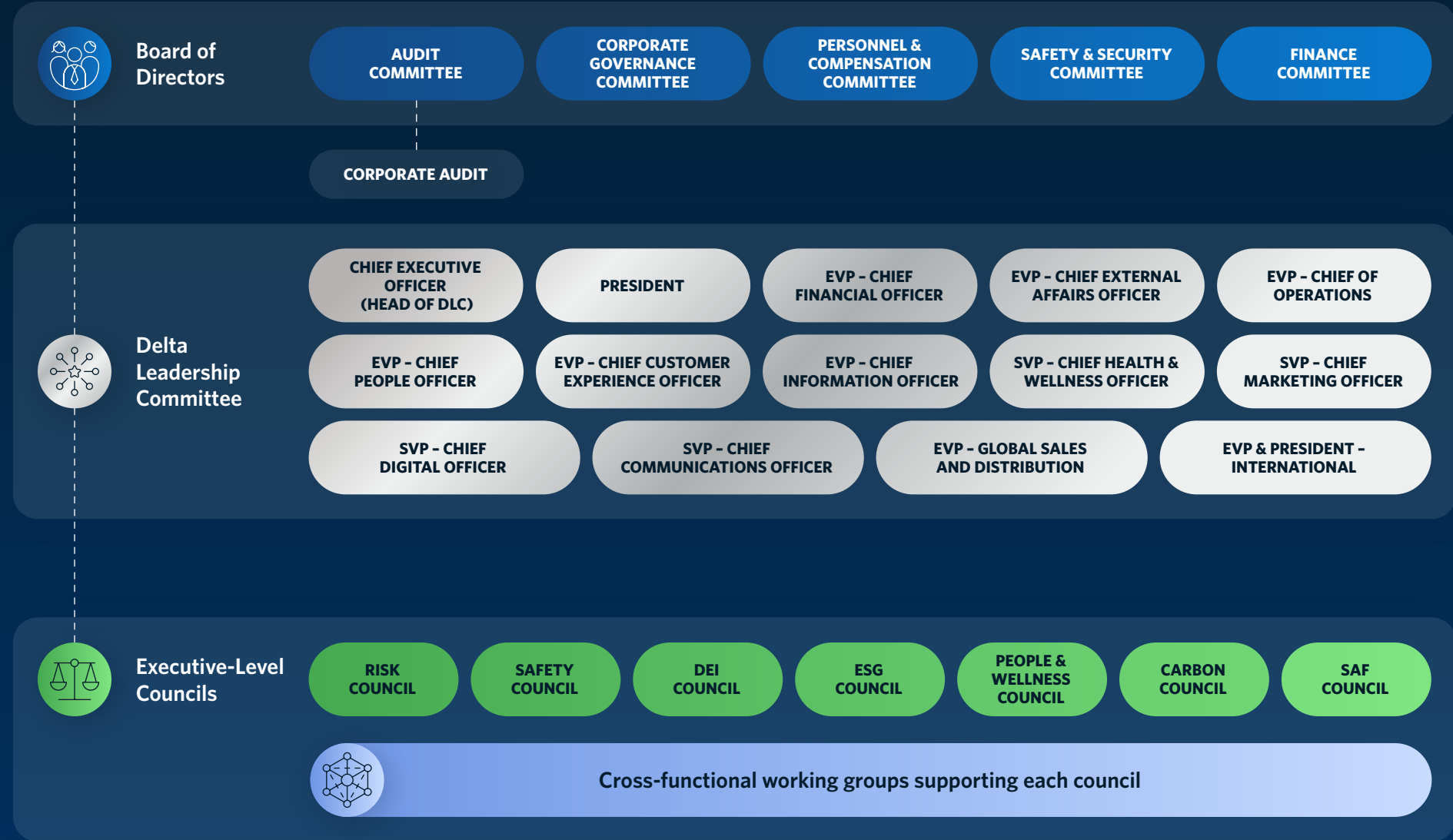


The Delta Leadership Committee (DLC), under the leadership of our CEO and oversight of the Board of Directors, manages the strategic direction of our business, including the implementation of our environmental, social and governance initiatives.

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 environmental, social and governance matters by our EVP – Chief External Affairs Officer and frequently engages with internal subject-matter experts on these topics. Over the course of 2024, 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 for our short-, medium- and long-term milestones and targets, which will drive our path to net-zero emissions by 2050, and progress against that strategy. The strategy review also included potential risks and opportunities specific to our sustainable aviation fuel (SAF) strategy, which is core to Delta’s decarbonization efforts.

Oversight and Management of Environmental, Social and Governance Matters



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 - Chief External Affairs Officer in conjunction with our Senior Vice President - Government Affairs and our Vice President - State and Local Government Affairs. The Delta Leadership Committee 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 fourth year, have provided 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

2024 CLIMATE LOBBYING

Business Ethics

[The Way We Fly](#), our code of ethics and business conduct, provides an overview of our standards and key policies that guide the interactions of our employees, customers and business partners around the world. Our [Rules of the Road](#) outline 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 expanded our Ethics and Compliance Ambassador Program in 2024 to include over 30 representatives. 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 maintains 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

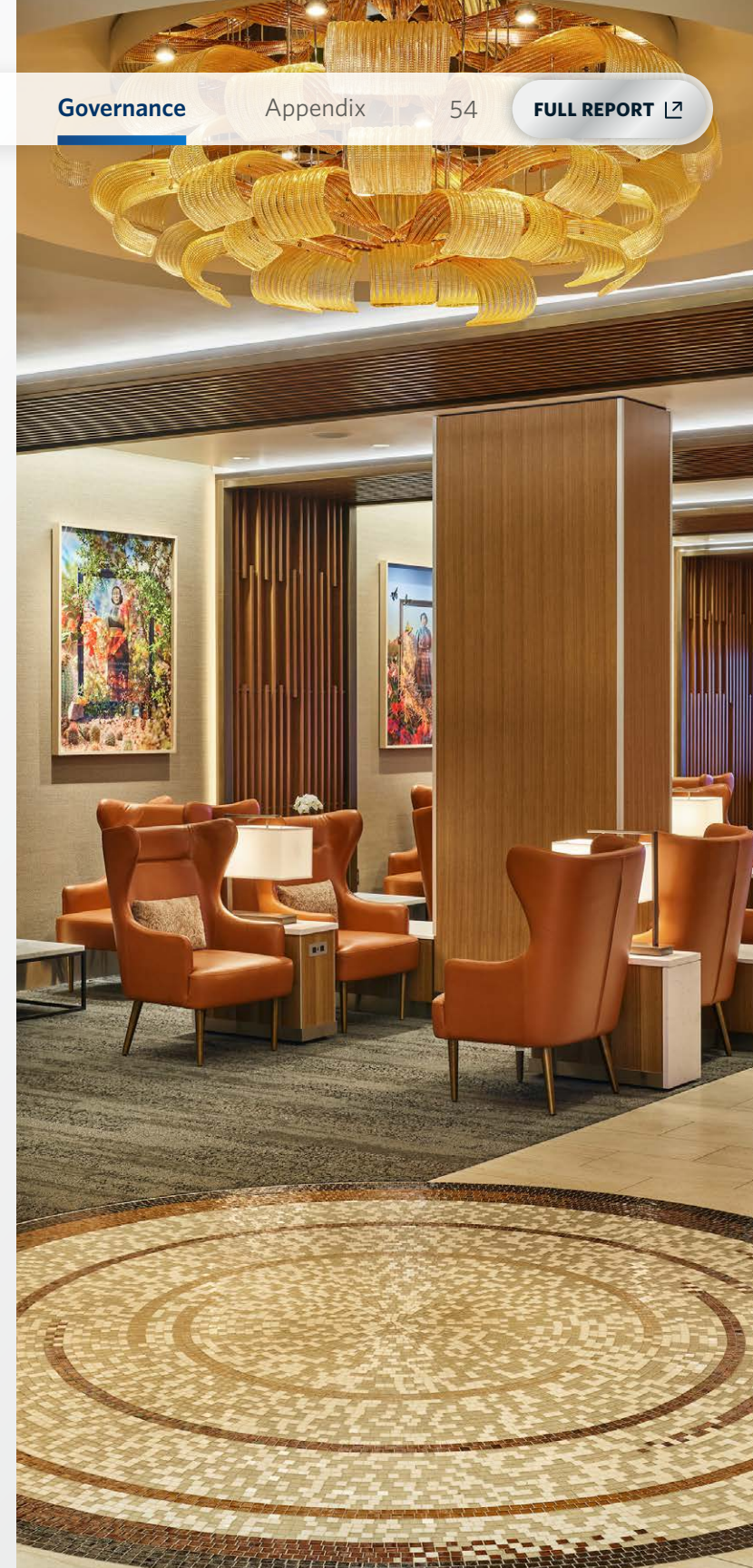
We recognize that data protection and privacy practices are key elements of our customers' experience and contribute to the safety and efficiency of our operations.

The Audit Committee of our Board is responsible for reviewing cybersecurity risks and overseeing the security and operations of our information technology (IT) systems. Our IT Risk team monitors and regularly reports on cyberrisk so that senior leadership can make informed business decisions. Security awareness activities go beyond annual training and include engagement and reinforcement exercises 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, 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, 2024, as filed with the Securities and Exchange Commission.



Responsible Approach to AI

As Delta continues to integrate advanced technologies into our business, we take a balanced approach to artificial intelligence (AI), using it to improve operations and enhance the customer experience while prioritizing our customers' and employees' safety, security and trust.

The Board of Directors oversees Delta's AI strategy through the Audit Committee. In 2024, management reported to the Audit Committee on the company's use of AI in a comprehensive technology overview, which included a review of the company's IT environment, digital transformation and cybersecurity risk management. Additionally, a management-level AI Governance Committee consisting of cross-functional subject-matter experts oversees the responsible design, development and deployment of AI, including generative AI, using principles of safety and security, transparency and reliability, and ethics.

Delta has implemented various AI-driven solutions utilizing these frameworks, including tools to support reservation and customer care specialists through advanced knowledge management capabilities and Delta.com site search capabilities for customers. Moving forward, Delta will continue to responsibly leverage AI to improve operations and enhance the customer experience while effectively managing risks.



Appendix

IN THIS SECTION

- 56 Emissions Verification
- 57 Historical GHG Emissions Data
- 57 Environmental Data
- 58 Legal Disclaimer



See our website for more information on Delta's climate- and sustainability-related reporting performance and policies

DISCLOSURE TABLES [↗](#)

FUEL EFFICIENCY [↗](#)

CLIMATE LOBBYING [↗](#)



Emissions Verification

We obtain third-party verification of our greenhouse gas (GHG) 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 2024 were calculated and verified using the GHG Protocol, which aligns with the Science Based Targets initiative (SBTi) framework.

The 2019, 2022 and 2023 emissions shown in the [Environment](#) and [Historical GHG Emissions Data](#) sections of this report are also calculated using the GHG Protocol.

May 9, 2025

Delta Air Lines Inc.
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 2024 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 2024 Delta Difference Report GHG assertion that covers emissions from January 1, 2024 to December 31, 2024 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 2024 Emissions Inventory		
Source	Description	Total Emissions (tCO ₂ e)
Scope 1		
Mobile	Jet Fuel - Mainline Delta	35,441,975
Mobile	Jet Fuel - Wholly-Owned Subsidiaries	1,890,298
Mobile	Sustainable Aviation Fuel (SAF) - Mainline Delta	257
Mobile	Gasoline - Ground Support Equipment (GSE)	19,610
Mobile	Overall GSE	63,760
Mobile	LPG - GSE	38
Stationary Combustion	Boilers, heaters, and test cells, Non-GSE	67,343
Stationary Combustion	Diesel, Non-GSE (Generators)	723
Fugitive	Chemicals	644
Fugitive	Refrigerants	3,110
Total Scope 1 Emissions		37,284,786
Scope 2		
Indirect	Electricity - Direct Billed	106,477
Indirect	Electricity - Leased Facilities	44,950
Indirect	Natural Gas - Leased Facilities	18,257
Total Scope 2 Emissions		169,684
Scope 3		
Category 1	Purchased Goods and Services	16,274,496
Category 2	Capital Goods	1,828,810
Category 3	Jet Fuel - (Well-to-tank mainline, subsidiaries and regional operators, tank-to-tank regional operator, airlines)	10,377,646
Category 4	Upstream Transportation	1,041,000
Category 5	Waste	68,454
Category 6	Employee Bus Travel	1,016,717
Category 7	Employee Commute	14,364,538
Category 15	Investments	6,619,771
Total Scope 3 Emissions		23,188,982
Total Emissions		60,579,832
Mobile	Biogenic Emissions (SAF)*	124,592

*AF Biogenic emissions were verified with a reasonable level of assurance although they are not part of Delta Air Line's 2024 Emissions Inventory.

Sincerely,
DILLON CONSULTING LIMITED


Ana Calleja, M.Sc.
Lead Verifier



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Dillon Consulting
Limited



Historical GHG 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 GHG emissions.

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

	(baseline) 2019	2022	2023	2024
SCOPE 1				
Jet Fuel – Mainline Delta	34,967,854	28,905,698	34,078,477	35,448,915
Sustainable Aviation Fuel (SAF)		93	203	757
Jet Fuel – Wholly Owned Subsidiaries	2,181,283	1,668,437	1,616,701	1,680,266
Ground Operations (ground support equipment fuel use)	97,316	79,417	86,106	82,807
Ground Operations (other sources)	81,968	87,355	110,359	72,021
Total Scope 1	37,328,421	30,741,000	35,891,846	37,284,766
SCOPE 2³				
Electricity – Direct Billed Facilities	152,849	126,653	107,920	106,477
Electricity – Leased Facilities	105,701	41,776	46,550	44,550
Natural Gas – Leased Facilities	37,339	35,057	33,917	14,357
Total Scope 2	295,889	203,486	188,387	165,384
SCOPE 3⁴				
Cat 1 (Purchased Goods & Services)		1,514,455	1,664,146	1,627,496
Cat 2 (Capital Goods)		1,395,376	1,565,215	1,828,810
Cat 3 (Fuel) ⁵	10,946,766	8,450,703	9,307,422 ⁶	10,377,646
Cat 4 (Upstream Transport)		938,765	690,054	1,041,200
Cat 5 (Waste)				68,454
Cat 6 (Business Travel)			91,472	120,677
Cat 7 (Employee Commute)			1,617,821 ⁶	1,436,828
Cat 15 (Investments)			5,162,982	6,618,771
Total Scope 3	10,946,766	12,299,299	20,099,112	23,119,882
SUM OF EMISSIONS	48,571,076	43,243,785	56,179,344	60,570,033
Biogenic TTW Emissions (SAF) (CO₂)⁷	—	15,324	33,398	124,582

1 All emissions were calculated and verified using the GHG Protocol, which is in alignment with the guidance of SBTi.

2 All emissions calculations use the most current emission factors except for Scope 1 (Jet Fuel), to stay aligned with other International Civil Aviation Organization member airlines, and Scope 3 (Categories 1, 2 and 4).

3 Scope 2 emissions are calculated using only location-based methodology; emission factors from contractual instruments between Delta and energy providers are not available.

4 Scope 3 data for 2019 includes Category 3; Scope 3 data for 2022 includes Categories 1, 2, 3 and 4; Scope 3 for 2023 includes Categories 1, 2, 3, 4, 6, 7 and 15; Scope 3 for 2024 includes Categories 1, 2, 3, 4, 5, 6, 7 and 15. Scope 3 Categories 3, 5, 7 and 15 calculations use primary data. Scope 3 Categories 1, 2, 4 and 6 use secondary (spend) data.

5 Mainline + Wholly Owned Subsidiaries well-to-tank (WTT), Regional Partners well-to-wake (WTT), SAF WTT.

6 This reflects a correction to data in the 2023 Report.

7 Biogenic tank-to-wake (TTW) carbon dioxide emissions are reported separately from the scopes, consistent with current guidance from the GHG Protocol. The 2024 biogenic TTW emissions from SAF were 124,582 mT CO₂e.

Environmental Data

	2022	2023	2024
HAZARDOUS WASTE (tons)⁸			
Waste Totals	652	700	801
REGULATED AIR EMISSIONS FROM STATIONARY SOURCES (metric tons)			
Nitrogen Oxides (NO _x)	152	149	155
Carbon Monoxide (CO)	58	55	63
Sulfur Dioxide (SO ₂)	12	13	15
Particulate Matter (PM)	28	29	29
Volatile Organic Compounds (VOCs)	127	85	180
Hazardous Air Pollutants (HAPs)	39	29	23
PENALTIES ASSOCIATED WITH NOTICES OF VIOLATION⁹			
Penalties	\$0	\$1,000	\$6,000

8 Waste data for 2022 and 2023 was corrected in 2023 based on an improved methodology to address omissions identified during data quality evaluation.

9 Beginning in 2023, Delta started 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,

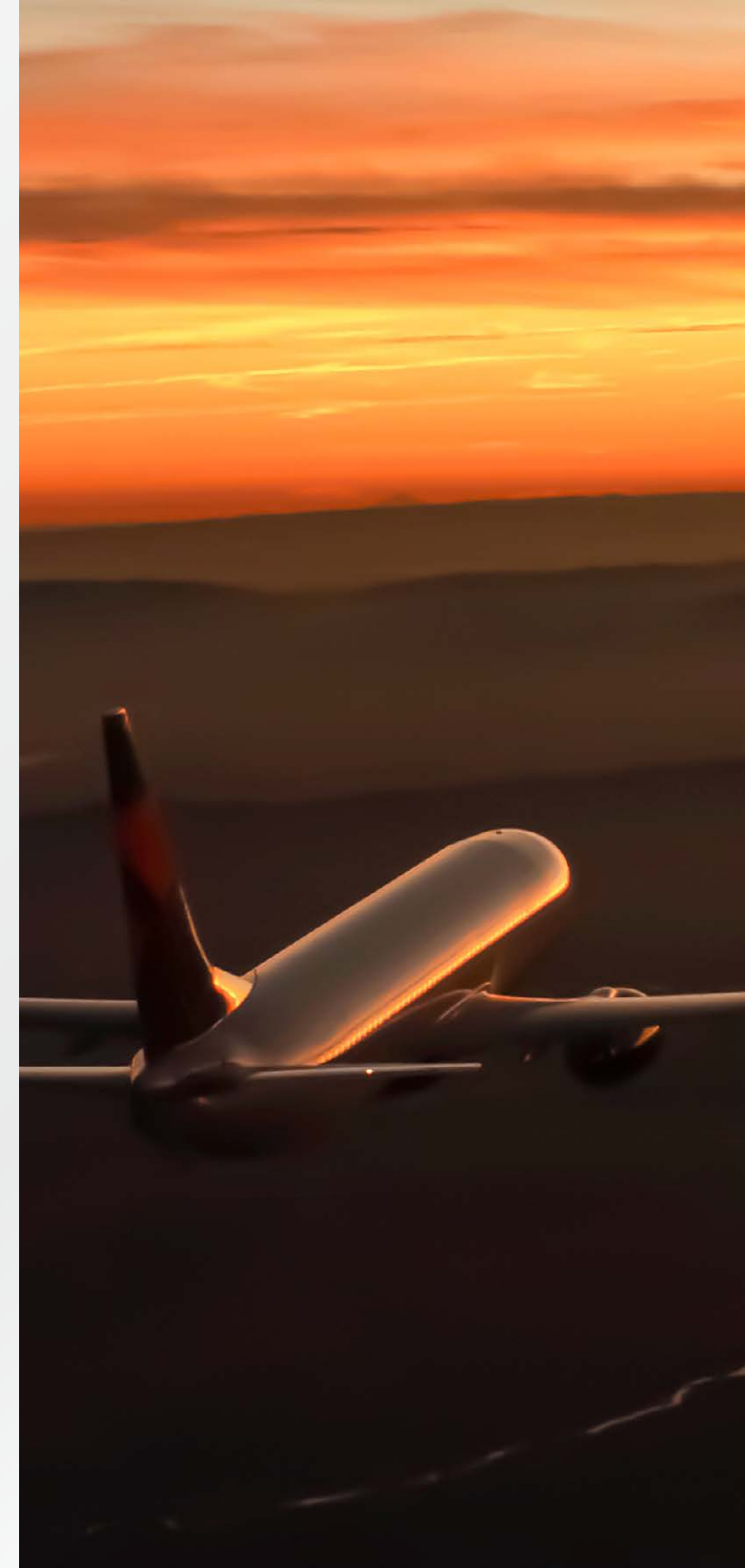
including from Monroe Energy, LLC (“Monroe”), a wholly-owned subsidiary of Delta that operates the Trainer Refinery; failure to receive the expected results or returns from our commercial relationships with airlines in other parts of the world and the investments we have in certain of those airlines; 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-related disruptions; 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 or other 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 regulatory and legal compliance requirements 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 Securities and Exchange Commission (SEC) filings, including our Annual Report on Form 10-K for the fiscal year ended December 31, 2024 and other filings filed with the SEC from time to time. 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 have no intention to update except to the extent required by law.

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