SAFETY IS OUR #1 PRIORITY

**GOALS**

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

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

- Reduce the risk of transmission of COVID-19 in our operation

**PROGRESS**

Zero serious customer injuries in 2020

**GLOBAL INJURY RATE**

<table>
<thead>
<tr>
<th>Year</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>3.95</td>
</tr>
<tr>
<td>2019</td>
<td>3.90</td>
</tr>
<tr>
<td>2020</td>
<td>2.36</td>
</tr>
</tbody>
</table>

- Established Global Cleanliness Division, which implemented more than 100 measures as part of the Delta CareStandard™
- Began offering on-site rapid COVID-19 testing in most locations and making at-home testing available for all U.S.-based employees and rapid testing available in most U.S. hubs for active flight crews
- Implemented pay protection program for employees who test positive for COVID-19, who must quarantine due to COVID-19 exposure or who are at high-risk of illness from COVID-19

SOCIAL

Empathy, Respect and Care for All

**DIVERSITY, EQUITY AND INCLUSION**

- Goal to double % of Black Officers and Director-level employees by 2025
- 20K employees trained on unconscious bias in 2020

**STRENGTHENED COMMITMENTS:**

- Rebuilding Delta to better reflect our world
- Reimagining our talent strategy
- Addressing inequity
- Creating more opportunities for underrepresented groups
- Stepping up inclusion training at every level
- Committing to supporting our minority-owned business partners

**SUPPLIER DEI PROGRAM**

Delta to increase spend with diverse suppliers – plans to double spend with Black-owned businesses by 2025

**DELTA’S WORKFORCE DIVERSITY**

- White: 57%
- Black: 22%
- Hispanic: 10%
- Asian: 7%
- Native American, Alaska Native, Native Hawaiian and Pacific Islander: 2%
- Two or more: 2%

Delta is a founding member of OneTen; A coalition supporting 1 million jobs for Black Americans over 10 years

HUMAN CAPITAL MANAGEMENT

**OUR OBJECTIVES**

Our people programs seek to support the principal objectives of attraction, retention and development through training and development, DEI, compensation, benefits and wellbeing, and engagement.

**Delivery of Delta Difference in 2020:** Avoided involuntary furloughs of U.S. employees thanks to dedication and determination of Delta people.

**COMMUNITY ENGAGEMENT**

**ENVIRONMENT**

- Approximately $32M contributed to support communities in 2020

**EQUITY**

**EDUCATION**

- Delta has been named an honoree of The Civic 50 by Points of Light, the world’s largest organization dedicated to volunteer service, for the past three years in a row

**HELPING HEALTHCARE HEROES**

- 70,000 face shields manufactured
- 350+ free medical flights for healthcare professionals

DELTA'S WORKFORCE DIVERSITY
Protecting The Environment

Climate Change Milestones

- 2012: Capped Greenhouse Gas Emissions
- 2020: Carbon neutral airline from March 2020 forward
- 2022: 25% of our Ground Support Equipment Electrified
- 2030: 10% of jet fuel from SAF

Achieving Carbon Neutrality

- Fleet: 200+ Delta aircraft retired early in 2020
- SAF: 33 metric tons of CO₂ reduced as a result of SAF use on aircraft delivery flights
- SAF: 70M gallons of SAF annually expected by 2025 through offtake agreements with Gevo and Northwest Advanced Biofuels
- Fuel efficiency: 5.7% improvement (gallons/available seat mile) in 2020 resulted in more than 1M metric tons of avoided emissions
- 12% of our ground support equipment is currently electrified
- 13M Metric tons of emissions from 2020 being offset, making the airline carbon-neutral from March to December 2020

Stakeholder Engagement and Coalition Building

- Customers: Started SAF purchasing program for corporate customers
- Aviation Industry: Collaborating across the aviation ecosystem with industry, academia, and NGOs to advance sustainability goals
- Climate Policy: Engaging with industry, government and ICAO on CORSIA and other climate and environmental policy, including A4A goal on net zero carbon by 2050.

Transparency and Climate Disclosure

- DJSI North America: 10 years in a row
- FTSE4Good Index: 6 years in a row
- The Climate Registry: 15 years (gold status)
- TCFD and SASB Disclosure in annual ESG report
- CDP: B score in 2020

Waste Reduction

We have a goal to reduce hazardous and non-hazardous waste year over year.

- 71% decrease in nonhazardous waste in 2020 (due to impacts of COVID-19)
- 50% decrease in hazardous waste in 2020 (due to impacts of COVID-19)

Since 2007, we’ve recycled more than 3 million pounds of aluminum onboard, and with the rebates, have fully funded 12 Habitat for Humanity homes around the United States

Delta has committed $1B over 10 years to achieve carbon neutrality. Over the long term, Delta plans to evaluate other carbon reduction and sequestration technologies that are currently very limited and expensive.

Refer to the Delta 2020 ESG Report for additional information, including risks and uncertainties in forward-looking statements.