



2025  
**DELTA**  
**DIFFERENCE**  
**REPORT**



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Delta is connecting the world. *For good.*



The full report can be found at [difference.delta.com](https://difference.delta.com). This downloadable PDF is a subset of the full report, with links to additional content in the full report on our [website](#).

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## A Message From Ed Bastian

As Delta enters our second century of flight, we're focused on building the airline of the future for our people, customers, investors and the communities we serve. Our foundation for growth is built on our longstanding value of always putting people first, which has guided us for 100 years.

This "Delta Difference Report" reflects what has always set us apart. Our commitment to people isn't just good hospitality. It's a competitive advantage. When Delta people show up for our customers and each other, every flight and every day, we deliver meaningful value for all our stakeholders.

### Safety First, Always

Safety remains our North Star. Exceptional service starts with ensuring everyone – on the ground and in the air – returns home safely. In 2025, we advanced that commitment with major investments in safety infrastructure and equipment, and we expanded the use of AI to help identify trends earlier and reinforce our already strong safety culture.

We also continued our leadership in Safety in Flight, working closely with our affiliate carriers. As climate patterns evolve, we invested in new cooling equipment at high-risk stations to mitigate heat-related risks during ground operations. And because safety includes vigilance against exploitation, more than 40,000 customer-facing employees completed human-trafficking awareness training.

### Taking Care of Our People

Our industry-leading operation is powered by over 100,000 Delta people who hold themselves to the highest standard. In 2025, we celebrated their performance through \$1.3 billion in Profit Sharing, a 4% raise and \$67 million in Shared Rewards.

We continued expanding long-term investments in our people's well-being and development, which range from building financial confidence through Ready Set Retire, to helping employees grow their careers through Talent Hub and Propel. Since its launch in 2023, more than 80,500 employees have participated in our Emergency Savings Program, where they can earn \$1,000 in savings by completing financial education and coaching.

### Serving Our Communities

Giving back to the communities where we live, work and serve has always been core to Delta's culture. In 2025, our people and customers raised support for causes we care deeply about, including the Delta Care and Scholarship Funds. Together with The Delta Air Lines Foundation, we contributed \$72.5 million to nonprofit partners and helped communities responding to crises, including devastating wildfires in California.

We also celebrated Global Volunteer Month, mobilizing Delta people at more than 150 events worldwide. From mentoring students to cleaning coastlines, our people made a meaningful impact where we live and work.

### Supporting Our Environment

Efficiency and sustainability strengthen our business and our communities. In 2025, we made progress on multiple fronts: saved 1% of fuel use from operational improvements;<sup>1</sup> rolled out paper cups globally to minimize single-use plastics on board; partnered with JetZero and Maeve Aerospace to explore innovative new aircraft design; and incrementally increased sustainable aviation fuel (SAF) usage compared to 2024. We have also entered into new SAF offtake agreements with industry-leading suppliers for 2026 and beyond.

As we fly beyond 100, I'm inspired by the professionalism and care of our Delta people. The magic of flight isn't just crossing continents – it's the connections we create and the opportunities we open. That purpose will continue to guide us as we "Keep Climbing" together.



**ED BASTIAN**  
Chief Executive Officer  
Delta Air Lines

## Awards and Recognition

**RANKED 9TH**  
**100 Best Companies to Work For® 2026**  
Fortune

**5TH YEAR IN A ROW**  
**North America's Most On-Time Airline**  
Cirium

**RANKED 2ND**  
**World's Best Employers 2025**  
Forbes

**RANKED 10TH**  
**Most Trusted Companies in America 2026**  
Forbes

**RANKED 25TH**  
**Fortune Best Workplaces for Women™ 2025**  
Fortune

**RANKED 3RD**  
**2025 PEOPLE® Companies That Care**  
People magazine

**8TH YEAR IN A ROW**  
**The Civic 50® Most Community-Minded Companies in the U.S.**  
Points of Light

[READ MORE ONLINE](#)



[More on Delta's awards and recognition](#)



<sup>1</sup> Compared to 2019, relative to what would have been used had these fuel-saving initiatives not been undertaken and excluding efficiency improvements associated with fleet renewal.

# 2025 Highlights



## Promoting Safety First, Always

Nearly **500**

Participants in our fourth annual Safety & Environmental Summit

Refreshed and expanded access to our company-wide Safety Management System course to all Delta employees and specific contract employees

[READ MORE ON SAFETY →](#)



## Our People Are Core to Our Success

**\$1.3B**

Paid to employees in 2026 from 2025 profits

**83**

Average engagement score for the 2025 Employee Engagement Survey (out of a 100-point scale; unchanged from 2024)

[READ MORE ON PEOPLE →](#)



## Supporting the Communities Where We Live, Work and Serve

**\$72.5M**

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

**\$18.5M**

Raised by Delta employees and customers for major fundraisers in 2025

[READ MORE ON COMMUNITY →](#)



## Commitment to Leading Governance

Delta's Board of Directors is committed to sound corporate governance in line with evolving best practices.

[READ MORE ON GOVERNANCE →](#)



## 2025 Highlights



### Connecting People to a More Sustainable Future of Travel

#### WHAT WE FLY

**38**

Next-generation aircraft received in 2025, with 27% greater fuel efficiency than aircraft retired since 2019

**5**

Revolutionary fleet technology partners in our Sustainable Skies Lab, representing a breadth of aircraft types and propulsion technologies

#### HOW WE FLY

**59M**

Gallons of jet fuel saved in 2025, worth over \$135M in cost savings Savings in comparison to fuel consumption in 2019, based on our projected fuel usage had we not undertaken these initiatives and excluding efficiency improvements from fleet renewal.

#### THE FUEL WE USE

**23.4M**

Gallons of sustainable aviation fuel (SAF) secured, 80% more than in 2024

[READ MORE ON ENVIRONMENT →](#)



## About This Report

This 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, 2025. Progress on long-term strategies and initiatives during the first quarter of 2026 is also included and noted as such, where relevant. All references to “Delta,” “we,” “us” and “ours” are references to Delta Air Lines, Inc.

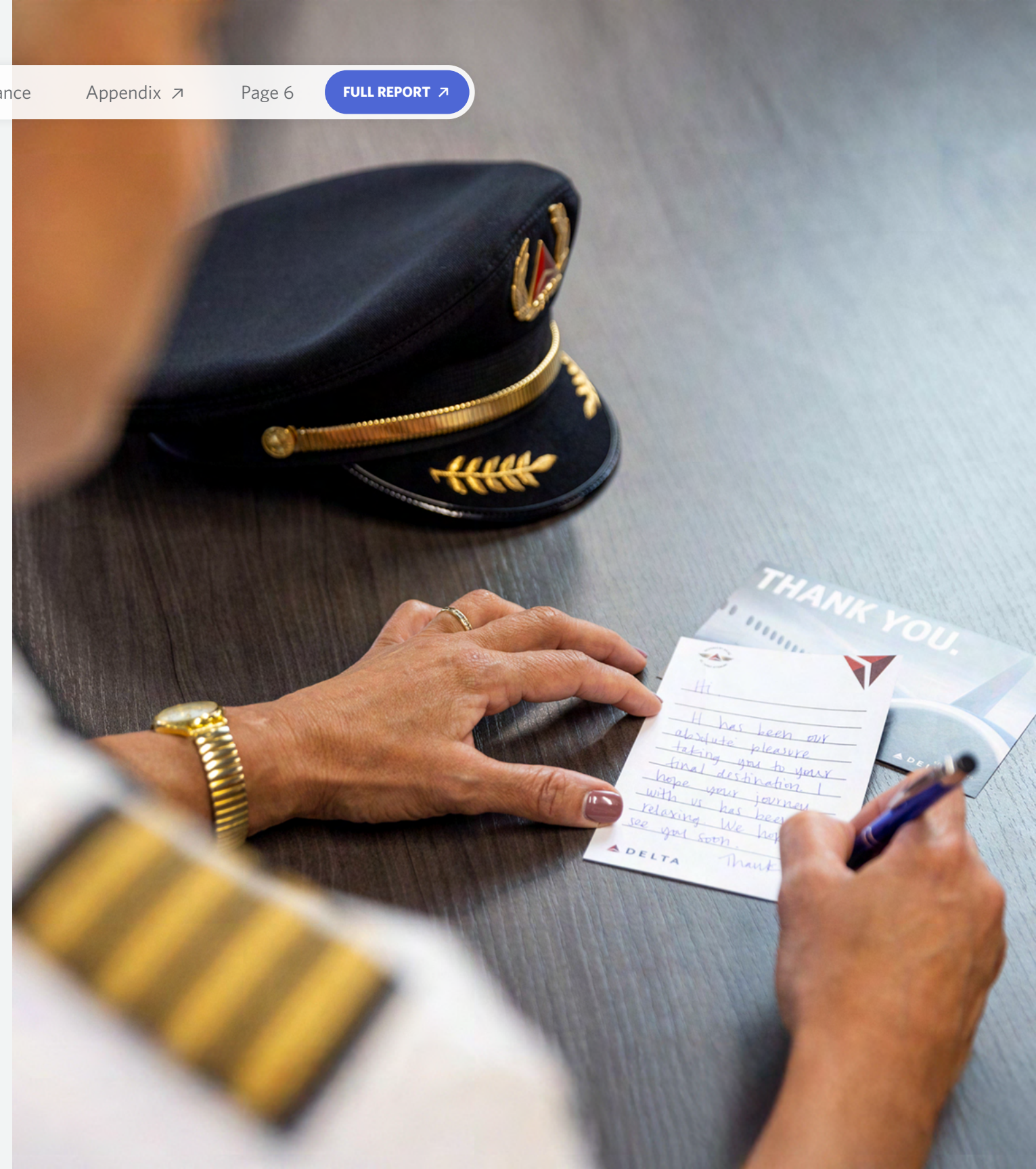
This report aligns with the reporting standards of the Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-related Financial Disclosures (TCFD). It also covers additional topics we have identified as most relevant to our business, investors and other stakeholders, using a range of formal and informal engagement methods, including materiality analysis, ongoing dialogue with key stakeholders and our Enterprise Risk Management process.

We continue to refine our approach in alignment with evolving best practices, voluntary guidance and the regulatory landscape. In 2025, Delta updated its materiality assessment based on business and policy trends, dialogues with internal stakeholders, employee surveys, proxy information and data on potential financial impacts. The results of this assessment informed the selection, prioritization, and organization of the topics addressed in this Delta Difference Report.

The materiality assessment process we used relies on a different standard from 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.**

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.<sup>1</sup> Monroe files GHG emissions reports annually with the U.S. Environmental Protection Agency, which are publicly available and 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 on [our website](#).

<sup>1</sup> The GHG Protocol establishes comprehensive global standardized frameworks to measure and manage greenhouse gas (GHG) emissions from private and public-sector operations, value chains and mitigation actions.





# Safety

Our policy is "Safety First, Always." Safety, operational reliability and customer service have been Delta's foundation for more than 100 years. That commitment to providing safe and secure operations remains our fundamental obligation to our customers, colleagues and communities. Safe working conditions and behaviors are a nonnegotiable principle for all Delta people, because providing exceptional care and service begins with keeping everyone safe.

## 2025 Highlights

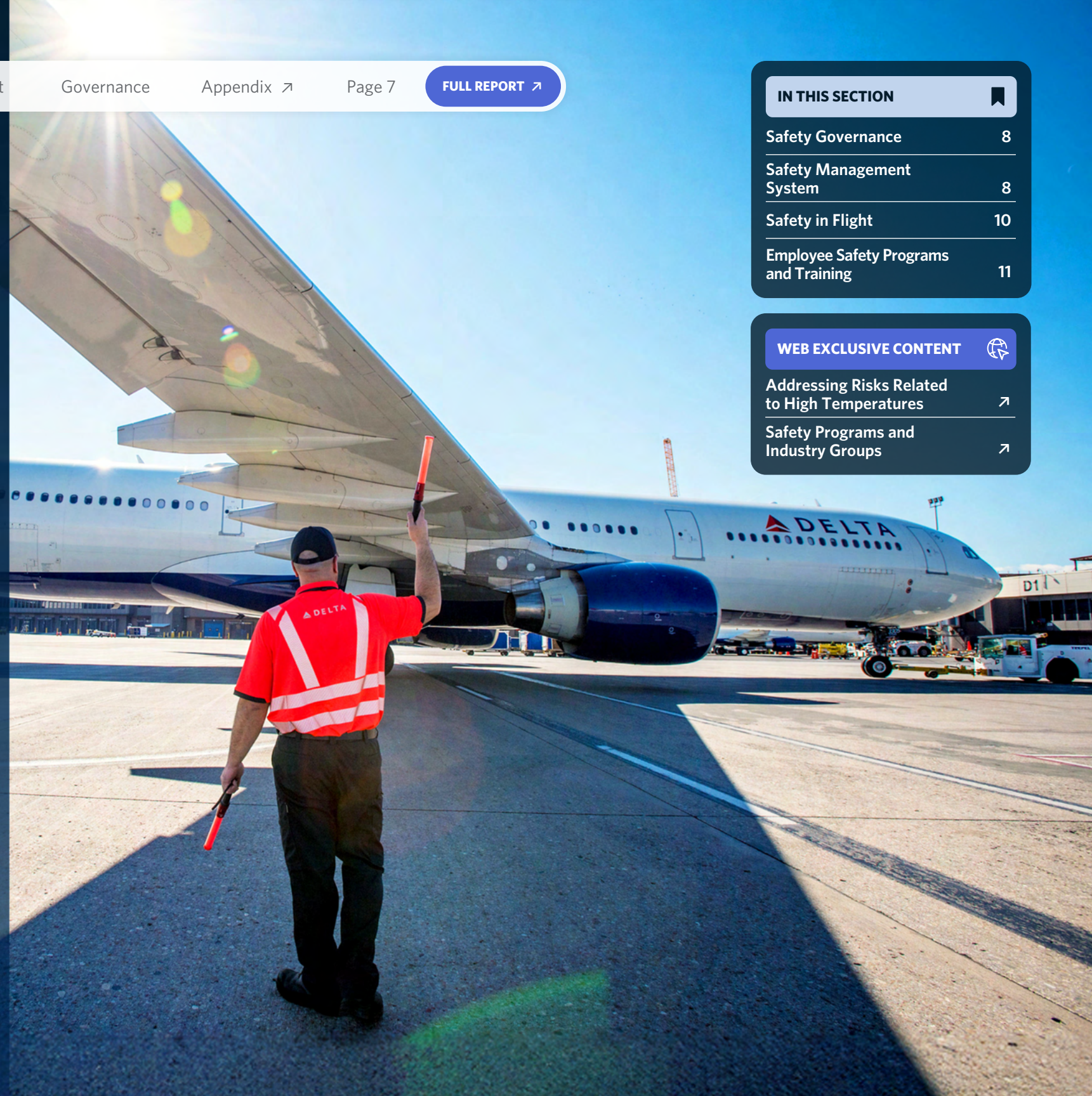
### SAFETY TRAINING AND INITIATIVES

Nearly

**500**

Participants in our fourth annual Safety & Environmental Summit

Refreshed and expanded access to our company-wide Safety Management System course to all Delta employees and specific contract employees



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## 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. 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.

Safety Leadership is an essential element 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. With each and every employee embracing these shared principles, we continue to illustrate our commitment to the safety of our people and customers and to making safety our No. 1 value.

### Safety Management System



## Proactive Safety Management

As part of our SMS, Delta uses Safety Risk Management (SRM), a process through which we proactively identify potential safety 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 2025, Delta safety teams continued to integrate artificial intelligence (AI) to analyze operational safety reports. With AI, the pilot safety reporting team has reduced report-processing time significantly, enabling the team to reallocate its time to analyzing reports and identifying safety trends. In addition, by using AI to more consistently code safety taxonomy, the teams are better able to leverage data from safety reports in their risk management discussions. 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 ensure 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.

### 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 in a nonpunitive environment. 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.

In 2025, 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.

### 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 ensure we proactively manage risk to provide safe operations.

In 2025, Delta began integrating our flight crew deice checklists into the same iPad application that flight crews use to compute their anti-ice holdover time, thereby simplifying the process for them.



### Safety Assessments and Audits

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 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. In 2025, Delta moved to continuous (rather than “snapshot”) assessments through the global Line Operations Safety Audits (LOSA) program, enabling us to better mitigate risk.

To complement our internal safety assessments and audits, Delta also receives independent, third-party safety audits carried out by the Federal Aviation Administration (FAA), the International Air Transport Association’s (IATA’s) Operational Safety Audit (IOSA) Program and the U.S. Department of Defense. In 2024, Delta successfully completed the revised Risk-Based IOSA, a biennial audit focused on key standards across operating divisions and demonstrating our high performance and dedication to safety. Our next IOSA is scheduled for 2026.

[READ MORE ONLINE](#)



Safety programs and industry groups in which Delta serves as an active participant, leader or member



### Addressing Risks Related to High Temperatures



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

Our SMS provides the framework to proactively manage risks related to high temperatures. We use data from the Occupational Safety and Health Administration (OSHA) recordable injuries reporting, employee safety reports, equipment reliability reports and customer experience reports to provide an understanding of 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 are reviewed monthly and quarterly to ensure safety risks are regularly discussed and addressed with those providers. In 2025, Delta had zero recordable heat-related injuries or illnesses.

[READ MORE ONLINE](#)



More on our efforts to manage heat-related risks





## Safety in Flight

Delta has long been a key contributor to U.S. and global commercial aviation safety. After years of active participation in the Commercial Aviation Safety Team (CAST), it is Delta’s honor to now serve as the Industry Co-Chair of the U.S. Aviation Safety Team (USAST). In this role, Delta helps lead efforts alongside safety leaders throughout the industry, promoting a collaborative, data-driven approach to sharing insights that have contributed toward a proactive system of identifying and mitigating safety risks.

Delta’s safety leadership extends across the global aviation community. As one of the first U.S. airlines to receive FAA validation for its Safety Management System (SMS) in 2017, Delta continues to build a strong, proactive safety culture rooted in transparency and continuous improvement. We are a signatory of the International Air Transport Association (IATA) Safety Leadership Charter, and our leaders hold the chair position within the IATA Safety Group (SG), and member positions of other working groups in in-flight, ground operations and emergency management, partnering with carriers, regulators and air traffic organizations to mitigate risk. Delta also contributes to committees within the International Civil Aviation Organization (ICAO) and the Flight Safety Foundation (FSF), reinforcing our role in shaping global safety standards.

Delta also works closely with our affiliate carriers to advance in-flight safety. Among the myriad of ways we collaborate with our partners, we participate in their Safety Risk Management activity as appropriate. We review their top risks and mitigations and continuously monitor safety metrics, including risks related to heat injury and illness prevention, for our Delta Connection

operators. Delta personnel also support and participate in partner safety days and forums.

Delta maintains a robust safety-reporting process, where all employees can voluntarily report safety hazards and concerns through a process called the Aviation Safety Action Program (ASAP). In 2025, Delta pilots submitted over 25,000 of these reports. In addition, Delta monitors safety indicators through Flight Operational Quality Assurance (FOQA) Program aircraft flight data monitoring. In partnership with the Air Line Pilots Association, both programs bring information that teams across Delta use to reduce risk. One key risk-reduction tool is the use of FlightPulse. This application, available to all Delta pilots, allows for pilots to review their past flights using FOQA data, and includes a pre-flight tool that allows the pilots to look at recent trends, historical flight paths and fuel information for their upcoming flights.

In 2025, we built on our SMS by introducing a “Seated by 10K” policy for flight attendants, to reduce the risk of turbulence injuries, and we updated our Flight Path Management (FPM) systems to enhance our criteria for a stabilized approach to the runway and usage of autopilot. Delta also launched Safety Spotlights, a magazine providing flight crews with comprehensive coverage of trending safety topics such as smoke and fume (SnF) events and evacuations.

Our cross-divisional working groups, including executive leadership and Delta Connection partners, establish targeted initiatives and controls to mitigate key risks, including SnF in the cabin and thermal incidents related to power banks and lithium batteries. In 2025, we partnered with aircraft manufacturers to design engine and power unit components that mitigate SnF risks.

### Emergency Response

Delta is committed to running the safest operation possible. Our people and our operating partners are empowered to take all necessary steps to ensure the safety of themselves, their colleagues and our customers at all times. Despite all measures and preparations, accidents may still happen. Our goal is for them to be rare and their consequences as minimal as possible.

In February 2025, Delta Connection flight 4819, operated by Endeavor Air, was involved in a single-aircraft accident at Toronto Pearson International Airport. All customers and crew safely evacuated the aircraft. Delta and Endeavor incident response teams, including specially trained Delta Care Team representatives, were immediately deployed to support customers, employees and their loved ones and to ensure full cooperation with investigators.

### 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. Delta flight crews use technology including SkyPro mobile devices to communicate with doctors on the ground, to support appropriate care during a medical emergency.

## 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.

**3.32**

DART in 2025  
(Days Away, Restricted or Transferred)

**4.02**

TRIR in 2025  
(Total Recordable Incident Rate)

DART and TRIR are standard industry safety metrics used to measure workplace injury rates and the frequency of more severe injuries that result in job restrictions or time away from work. Monitoring these measures enables us to identify trends and assess performance over time, reinforcing proactive actions that help reduce injuries and promote a strong safety culture.

### Safety Culture

Delta's [Code of Ethics and Business Conduct: The Way We Fly](#) reinforces our safety expectations and standards for employees and business partners around the world. We are committed to empowering employees and partners to report hazards and mistakes, to responding in a fair manner, and to prioritizing continuous improvement and 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 2025, nearly 90,000 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. Our safety culture focuses on implementing lessons learned rather than placing blame on individuals. In 2025, Delta employees reported 128,511 safety concerns internally, helping us to continue proactively managing risk.

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.

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 a 3% reduction in total recordable injuries since 2024.

### 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.

In 2025, we refreshed and expanded access to our company-wide SMS course to all Delta employees and specific contract employees, to support awareness and understanding across the company and bolster the division-specific trainings already underway. The new course also includes an assessment to help us better gauge the overall SMS competency of our employee base.

A cornerstone of our safety program is our annual Safety & Environmental Summit, where nearly 500 of our safety and operations leaders and professionals, including our Chief Operating Officer and other members of our senior leadership team, gathered to discuss safety and environmental best practices in 2025. Seminars and workshops at the summit focus on subjects such as safety culture and improvements, investigation techniques, regulatory compliance, environmental risk management, proper handling of dangerous goods, spill prevention, occupational injury prevention and aircraft damage prevention.

### Combating Human Trafficking

Recognizing the reality of human trafficking in aviation, we are committed to stand against human trafficking by equipping our employees to help protect the travelers most at risk.

In 2011, 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.

Since then, Delta has required our customer-facing employees to complete training to identify and report human trafficking.

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. We partner with Freedom United to educate travelers on human trafficking indicators. We also support the National Human Trafficking Hotline, which connects victims with services to get help.

In 2025, Delta was again the title sponsor of the Wellspring Living Courage Gala, funding critical programming for survivors of and those at risk of human trafficking.



# People

We believe that Delta’s people and culture are our strongest competitive advantage, and that the high-quality service our employees provide sets us apart from other airlines. Our strong brand and world-class operation are a direct result of the dedication of our more than 100,000 employees, each one accountable to the same high standard. We are committed to promoting a culture of open, honest and direct communication, rewarding our people when Delta succeeds, offering high-value programs to enhance their wellness and building an environment that fosters engagement, integrity and respect.

## 2025 Highlights

### HIGH-PERFORMANCE CULTURE

83

Average engagement score for the 2025 Employee Engagement Survey (out of a 100-point scale; unchanged from 2024)

### COMPENSATION AND TOTAL REWARDS

\$1.3B

In profit sharing payments paid to employees in 2026 from 2025 profits

### WELLNESS

\$95.3M

In Emergency Savings Program contributions from Delta and our employees in 2025

### TALENT MANAGEMENT

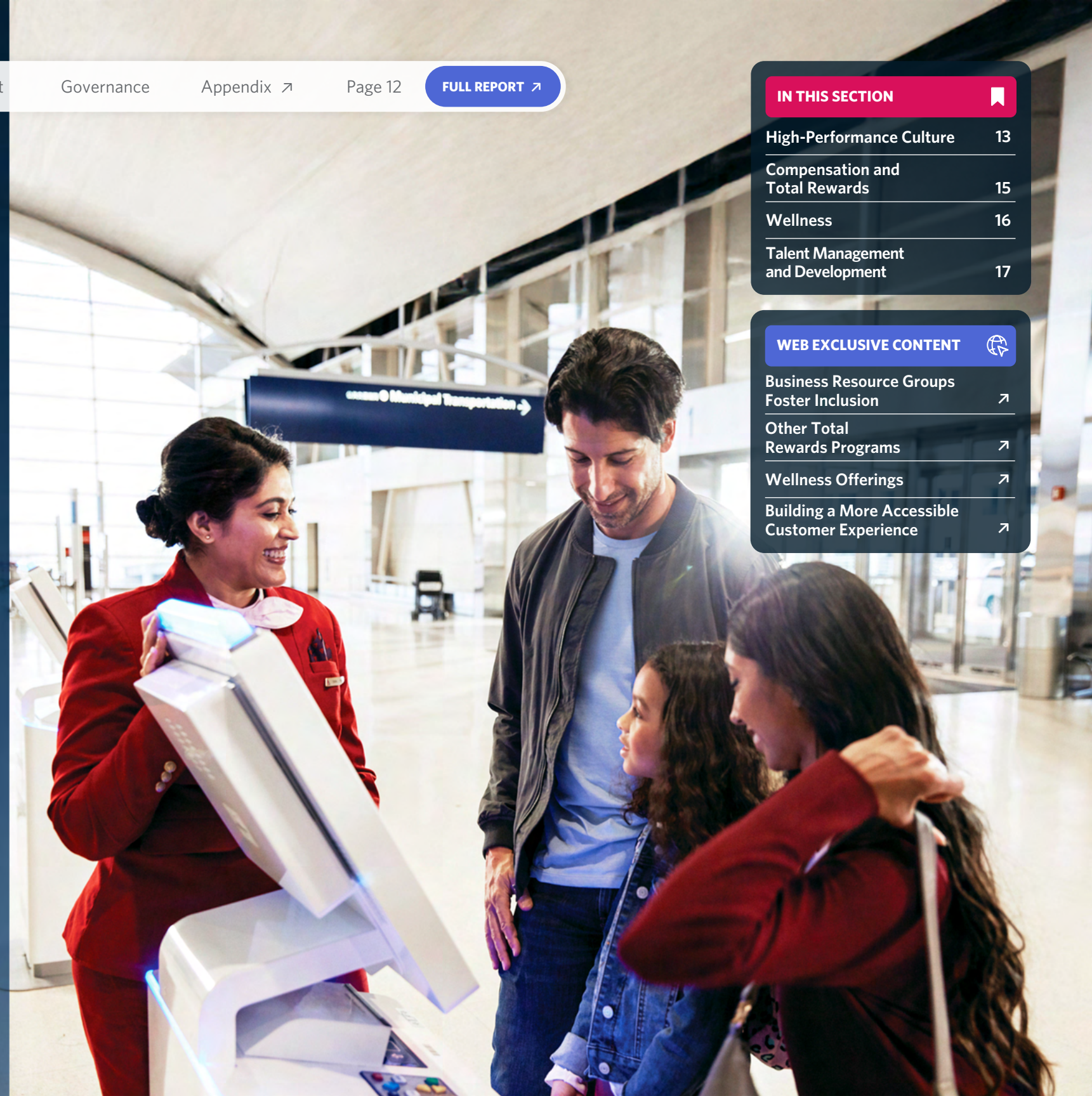
78%

Of corporate and management jobs were filled with internal talent

### ACCESSIBLE CUSTOMER EXPERIENCE

177K

Wheelchairs, scooters and other mobility devices carried across our global network in 2025



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## High-Performance Culture

At Delta, the work we do matters. Ensuring our customers' safety and high-quality service demands that we perform at our highest level. That means coming together as a team, with all of our people doing their part to ensure a safe, clean, on-time operation and going above and beyond for every customer, every day, on every flight.

“

At Delta, our No. 1 job is taking care of our people. Our success flows from this simple concept.”



**ED BASTIAN**  
Chief Executive Officer

As our colleagues fuel our success, we foster this culture of integrity, care, servant leadership and resilience, grounded in personal accountability. We do so guided by our simple philosophy that when we invest in our people, they take care of our customers, who reward us with their business and loyalty. We work to engage our people, listen and respond to their feedback and recognize their achievements. We know that when we unite to be the best at what we do, we make a difference for our customers and for the success of our business.

## Engagement Through Connection



We build 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

### EXECUTIVE STATION VISITS

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

**24,870**

Employees engaged in 2025

**67**

Executive leaders participated

**137**

Visits to 50 stations

### VELVET

Delta's VELVET [conference experience](#) enables 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 6,300 Delta people annually.

These sessions are open to all frontline employees.

**4.9/5**

Overall satisfaction score for participants

**14**

Sessions

**6,300**

Employees engaged in 2025



## Building on Our Culture of Accessibility



Presenting to the thousands of Delta leaders gathered for our Winter LEAD Conference in 2025, members of our Advisory Board on Disability and Accessible Travel [shared the deeply personal ways](#) Delta supports their comfort and accessibility when they travel.

Customers Minna Hong, who uses a wheelchair, and Thomas Panek, who is blind and travels with his service dog, Ten, shared what it feels like to entrust their physical agency to Delta when they board a flight and how, through our accessibility-focused training, they feel truly understood and valued. Leaders were able to bring these powerful experiences back to the front line and throughout Delta as we propel into the next century of flight.



## Engagement Through Listening

We continually engage with 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 and priorities for the compensation and benefits they receive.

In 2025, we saw record participation in our **Employee Engagement Survey**, with nearly 58,000 employees participating. The annual survey is an opportunity for our people to reflect and share feedback on their work experience, leadership and safety at Delta. As a result of employee feedback, in 2025, we introduced greater flexibility for employees' family and friends to travel, including the addition of a secondary travel companion and the expansion of our discounted Fly Confirmed For Less programs.

**58K**

Employees participated in our annual Employee Engagement Survey

**83**

Average engagement score for the 2025 survey (unchanged from 2024) (out of a 100-point scale)

[READ MORE ONLINE](#)



[More on how we engage and recognize employees ↗](#)

[More on accessible customer experience ↗](#)

## Engagement Through Recognition



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 award their team members with Delta Difference points that can be redeemed for SkyMiles, gift cards and much more.

### DELTA LEADERSHIP EXCELLENCE AWARD

This 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.

**100**

Awarded in 2025

### SHOW OUR TEAM SOME LOVE

This program enables customers to share positive experiences and interactions more easily and directly with employees.

**48K**

Recognitions extended from customers directly to employees in 2025

**RANKED 9TH**

**100 Best Companies to Work For® 2026**  
Fortune

### 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 peer nomination and selection process, the honorees are recognized and celebrated with their families and peers at a red-carpet event and black-tie gala.

**11,342**

Nominated in 2025



## Compensation and Total Rewards

We believe that when Delta succeeds, our employees should too. It's an approach that has enabled us to navigate challenging times together, outpace our peers during growth times and empower our people to build lifelong careers at Delta. We offer unrivaled pay potential through our profit-sharing program, holistic wellness programs and career development opportunities to help our people thrive.

### Delta's Total Rewards Package

Our pay philosophy is rooted in the belief that investing in our people is investing in the continued success of our business. That's why we provide employees with competitive base pay and unrivaled pay potential via our profit-sharing program.

In 2025, to further enhance employees' understanding of the full package of total rewards, Delta introduced the Total Rewards portal. The portal provides employees<sup>1</sup> with a personal Total Rewards statement showing their year-to-date compensation and benefits provided by Delta, including health care premium costs and retirement contributions.

### BASE PAY

We strive for our people, regardless of their roles, to build long-term careers with Delta. In June 2025, we invested in a 4% base-pay increase for ground employees and flight attendants, along with a cumulative 4% pool for merit<sup>2</sup> employees. This was the fourth annual increase post-pandemic, following 5% increases in 2024 and 2023.

Delta pays frontline (customer-facing) employees highly competitive rates based on fixed pay scales by role. As an example, the flight attendant pay scale increases more than 120% over the first 12 years of tenure in role. In addition to moving up through the steps on the scale, frontline employees also receive any company-wide general increases to base pay.

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

### 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 2025, Delta paid out \$1.3 billion in profit sharing.

**\$1.3B**

Paid to employees in 2026 from 2025 profits  
8.9% of each employee's eligible earnings

**\$11.4B**

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

### SHARED REWARDS

Delta's 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 2025, Delta employees earned \$67 million in Shared Rewards.

**\$67M**

In Shared Rewards earned for 2025 operational performance

### RETIREMENT AND 401(K)

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

**93%**

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

### Delta's Commitment to Pay Equity

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

### Union Representation and Collective Bargaining

Delta is known as a great place to work, and a great airline to fly, because of our culture, centered on taking care of our people so that they can take care of our customers. We support our people throughout their career.

We respect 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.

[READ MORE ONLINE](#) 

[More on our Total Rewards programs](#) ↗

[More on union representation and collective bargaining](#) ↗

<sup>1</sup> The Total Rewards portal is available for all domestic ground, flight attendant and merit employees through the manager level.

<sup>2</sup> 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.



## Wellness

Delta strives to support the physical, emotional, financial and social health and well-being of our employees so that they can live their best lives and bring their best selves to work. We offer valuable benefits and programs to help our people and their families thrive at every stage of life. Strengthening health and wellness is a partnership between our people, their care providers and Delta, so we provide resources and trusted partners to help ensure employees have access to the right care, at the right time, every time.

By investing in a broad suite of benefits, Delta enables purpose, belonging and affinity among our people, which in turn leads them 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 prioritizing programs with the greatest impact and value.

[READ MORE ONLINE](#)[More on our wellness offerings](#)

### Delta Wellness Areas of Focus

At Delta, wellness is focused on the physical, emotional, financial and social health and well-being 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 and listening to our people to inform our wellness investments

#### GLOBAL BENEFITS



Transform employer-led benefits with best-in-class medical, pharmacy, family-building, paid parental leave and paid vacation benefits

#### CLINICAL CARE



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

#### LIVE WELL



Enable our people to make healthy choices and live well by eating better, moving better, resting and connecting better

## Talent Management and Development

At Delta, we equip our people with comprehensive training, development and mentorship opportunities to “Keep Climbing” in their careers. Through our commitment to fairness and accountability, we strive to create an environment where everyone can achieve their fullest potential. Our skills-based approach includes merit-focused hiring assessments; Talent Hub, our learning framework with upskilling opportunities; and the Propel Career Path Program for aspiring aviators, aircraft maintenance technicians, ground maintenance mechanics and flight dispatchers.

[READ MORE ONLINE](#)[More on talent development ↗](#)

### 2025 by the Numbers

**78%**

Of corporate and management jobs were filled with internal talent

**32%**

Of corporate and management openings filled with talent from frontline roles

**5,796**

New Delta employees hired and trained

**5%**

Attrition rate

**22,652**

Employees made lateral moves or were promoted internally

Delta's expanded methodology for 2025 includes all roles for this metric, not just corporate office personnel.

**552**

People completed our foundational leadership training, L365

**10,485**

Employees opted into development training

### Skills-Based Approach to Talent

We embrace a skills-based approach to hiring and development, one that unlocks opportunity and empowers growth at every stage of a Delta career. By shifting our hiring focus to a deep understanding of candidates’ and employees’ skills and experiences, Delta is able to leverage our people more effectively and connect them to more personalized and relevant development opportunities that help them thrive.

To better understand, develop and employ our people’s skills and to help employees position for career mobility, we launched **Talent Hub** enterprise-wide in 2025. We continue to integrate Talent Hub into talent engagement and management programs and processes, including new-hire onboarding, VELVET and performance management.

We also continue to support our people’s interest in development opportunities. Our people used Talent Hub’s Learning & Development component more than ever in 2025, increasing by 15% over the prior year. In addition, 552 leaders completed the updated **L365: Leading the Delta Way** foundational leadership training program, which focuses on values-based leadership, building team culture, and driving individual and team performance.



## Our Approach to Diversity, Equity and Inclusion

At Delta, we believe that 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.<sup>1</sup> Delta delivers on its commitments 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 more than 100,000 employees to thrive, without regard to race, religion or gender.



### To achieve equitable outcomes for all employees, we focus on several key areas:



- 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 more than 3,000 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.

### Delta's DEI Strategy

DRIVING SOCIAL IMPACT FOR EVERYONE, EVERYWHERE TO THRIVE

#### ACTIVELY VALUING DIVERSITY



We actively value diversity by hiring the best, most qualified candidates with a variety of 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.

#### READ MORE ONLINE

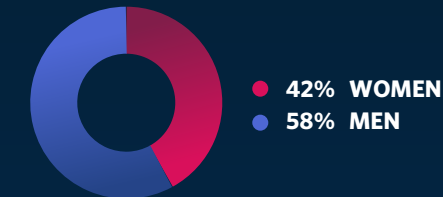


More on our commitment to equitable, merit-based outcomes

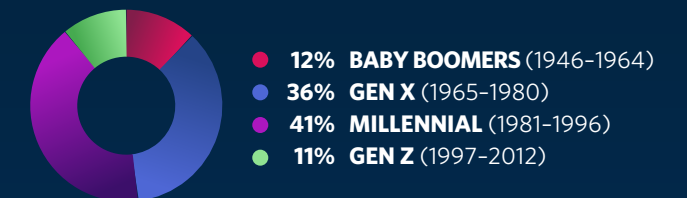


## Workforce Demographics at Delta<sup>2,3</sup>

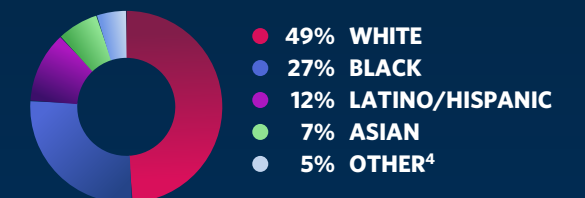
### GENDER



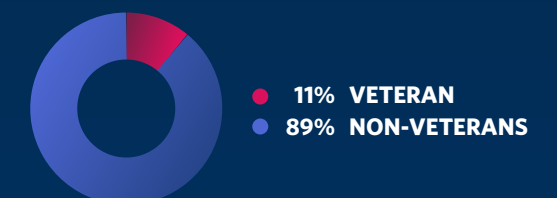
### AGE



### RACE AND ETHNICITY



### VETERAN STATUS<sup>5</sup>



<sup>1</sup> Delta is an Equal Employment Opportunity employer. We are committed to compliance with all federal, state and local non-discrimination laws. Delta employment decisions are based on merit. Employment decisions are not, and have never been, based on quotas or set-asides. 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 investor relations website.

<sup>2</sup> Reflects demographic characteristics of our active domestic employees, expats, employees in U.S. territories and employees on Voluntary Unpaid Leave of Absence as of December 31, 2025.

<sup>3</sup> Totals may not sum due to rounding.

<sup>4</sup> The demographics present in Other Racial and Ethnic Groups: Native American, Alaska Native, Native Hawaiian, Pacific Islander and Two or More races/ethnicities.

<sup>5</sup> Based on employees who have voluntarily declared veteran status.



# Community

Giving back to our communities has been a core part of Delta's culture and mission to connect the world for more than 100 years. We invest our time, skills and resources, including 1% of profits, 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.

## 2025 Highlights

### CHARITABLE GIVING

**\$72.5M**

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

### EMPLOYEE FUNDRAISING AND VOLUNTEERISM

**\$18.5M**

Raised by Delta employees and customers for major fundraisers in 2025, breaking our previous fundraising records

### 134K 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



### IN THIS SECTION

Charitable Giving

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### WEB EXCLUSIVE CONTENT

Employee Fundraising and Volunteerism



## Charitable Giving

Delta Air Lines and The Delta Air Lines Foundation tailor our giving to anticipate and respond to community needs, in alignment with our four giving pillars. We ensure our communities “Keep Climbing” by investing in key programs and partnerships that create a lasting impact for the planet and its people.



## Environment



We are cultivating sustainable and livable communities locally as we combat climate change globally.

In support of our work to combat climate change, Delta Air Lines and The Delta Air Lines Foundation have contributed \$16.6 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.

To help tackle urban heat and create equitable, healthy neighborhoods, Delta sponsors tree plantings and other green space enhancements in 10 markets, including projects with **Trees Atlanta**, **TreePeople** in Los Angeles, **Speak for the Trees** in Boston, **Forterra** in Seattle and **MANG Foundation** in Miami.

Delta partners with the **Patagonia Azul Foundation** to protect and restore some of the world's most vulnerable marine ecosystems. This collaboration focuses on empowering local communities along the Chilean Patagonian Sea by providing advanced technology and specialized training to enhance marine conservation efforts. The partnership creates financial mechanisms that generate economic returns for the communities' conservation investments.



## Equity



We are pursuing a more fair and just world by expanding economic opportunity for all while closing the access gap for future generations.

Delta Air Lines and The Delta Air Lines Foundation will deliver more than \$16.5 million in charitable support over the next five years to **Clayton County, Georgia**, a Metro Atlanta community near Delta's headquarters and the world's busiest airport, Hartsfield-Jackson Atlanta International Airport. These grants will support Junior Achievement of Georgia, Clayton County Public Schools, the Flint River Boys & Girls Club and scholarships for Clayton County students who wish to build a career in aviation.

Additionally, Delta supports **City of Refuge** and its faith-based workforce development initiatives through the Workforce Innovation Hub. This programming empowers individuals to build sustainable careers and move forward on a path of economic opportunity.



## Education



We are connecting tomorrow's employees, customers and communities with skills and experiences they need to take on the world with purpose.

As the official airline of the **National Flight Academy (NFA)** since 2013, Delta has funded 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.

Delta partners with 32 **Junior Achievement (JA)** chapters across five continents to teach students financial literacy and career readiness.

With Delta's support of **Junior Achievement Africa**, more than 50 students from seven African countries annually attend Delta Girls LEAD! Camp, an immersive all-girls learning experience in Accra, Ghana, that aims to develop future leaders.



## Entire Wellness



We nurture all aspects of wellness to prepare members of our communities for thriving futures and flourishing lives.

Through Delta's partnership with the **American Red Cross**, during fiscal year 2025 (year-end June 30), Delta employees, retirees and customers contributed 16,178 units of blood, collected at 386 drives across the country. Delta was the No. 1 corporate blood drive sponsor for the American Red Cross for the eighth consecutive year. We also support global disaster relief and international humanitarian aid through the American Red Cross and the **Global Red Cross Movement**, including The Delta Air Lines Foundation grant of \$1 million as an Annual Disaster Giving Program partner. Delta Air Lines contributed \$1 million for disaster relief for those affected by the wildfires in Southern California.

In support of the 9/11 National Day of Service, our colleagues volunteered at food pantries nationwide and continued our commitment to combating food insecurity also with the **Central Texas Food Bank, Hands On Atlanta, the Latin American Association** and others.



[READ MORE ONLINE](#)

More on charitable giving and employee volunteerism





# Environment

Delta's 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 essential to positioning our business to thrive into the future.

Delta is proud of the progress we are making on our sustainability strategy, but we know we can't do it alone. We are actively collaborating within and beyond our industry to advance our vision for a more sustainable future of flight.



## 2025 Highlights

### WHAT WE FLY

**38**

Next-generation aircraft received in 2025, with 27% greater fuel efficiency than aircraft retired since 2019

**5**

Revolutionary fleet technology partners in our Sustainable Skies Lab, representing a breadth of aircraft types and propulsion technologies

### HOW WE FLY

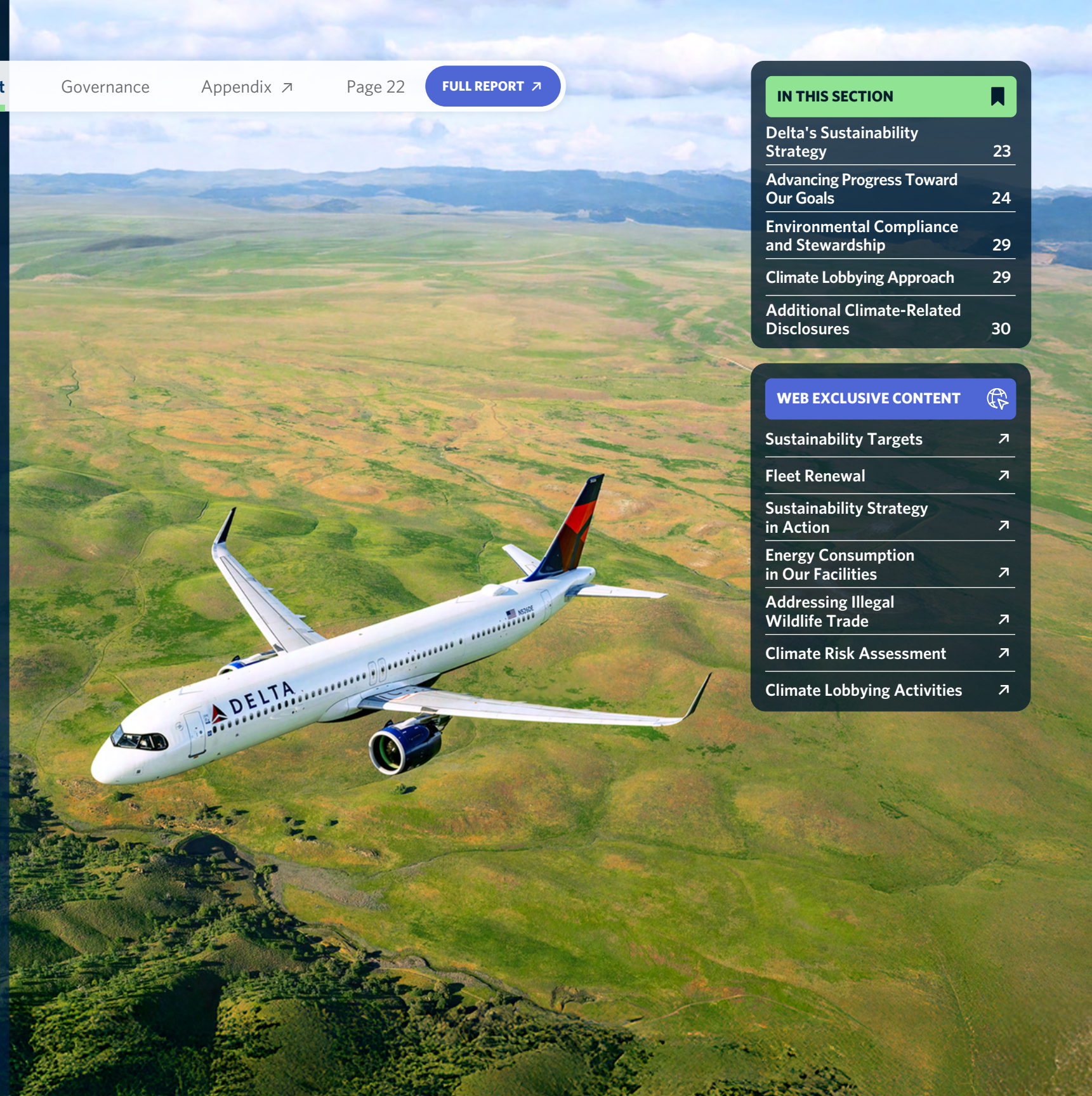
**59M**

Gallons of jet fuel saved in 2025 compared to 2019<sup>1</sup> - worth over \$135M in cost savings

### THE FUEL WE USE

**23.4M**

Gallons of sustainable aviation fuel (SAF) secured, 80% more than in 2024



### IN THIS SECTION

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Sustainability Strategy in Action	↗
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Climate Risk Assessment	↗
Climate Lobbying Activities	↗

<sup>1</sup> Savings in comparison to fuel consumption in 2019, based on our projected fuel usage had we not undertaken these initiatives and excluding efficiency improvements from fleet renewal.

## Delta's Sustainability Strategy

We believe that addressing the climate impact of aviation is essential to preserving the vital role that air travel plays in global connectivity and commerce. That is why we continue to focus on decarbonizing our airline operations, with the aspiration of achieving net-zero carbon emissions by 2050.

With around 90% of our greenhouse gas (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 aspiration by focusing on:

- **What We Fly:** evolving our fleet through continued investment in next-generation aircraft while partnering to develop revolutionary fleet technology
- **How We Fly:** adopting new technologies, procedures and other strategies to improve fuel efficiency
- **The Fuel We Use:** collaborating to scale supply and reduce the cost of sustainable aviation fuel (SAF)

We are also working to integrate electric power and cleaner fuels into our ground support equipment (GSE) and incorporate more sustainable products and practices in the travel experience and our supply chain.

Progress will be shaped both by our own actions and 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.

We are in the process of recalibrating our [net-zero glide path](#) to better reflect progress to date and future projections. We anticipate providing an update to our 2050 pathway in our 2026 Delta Difference Report.

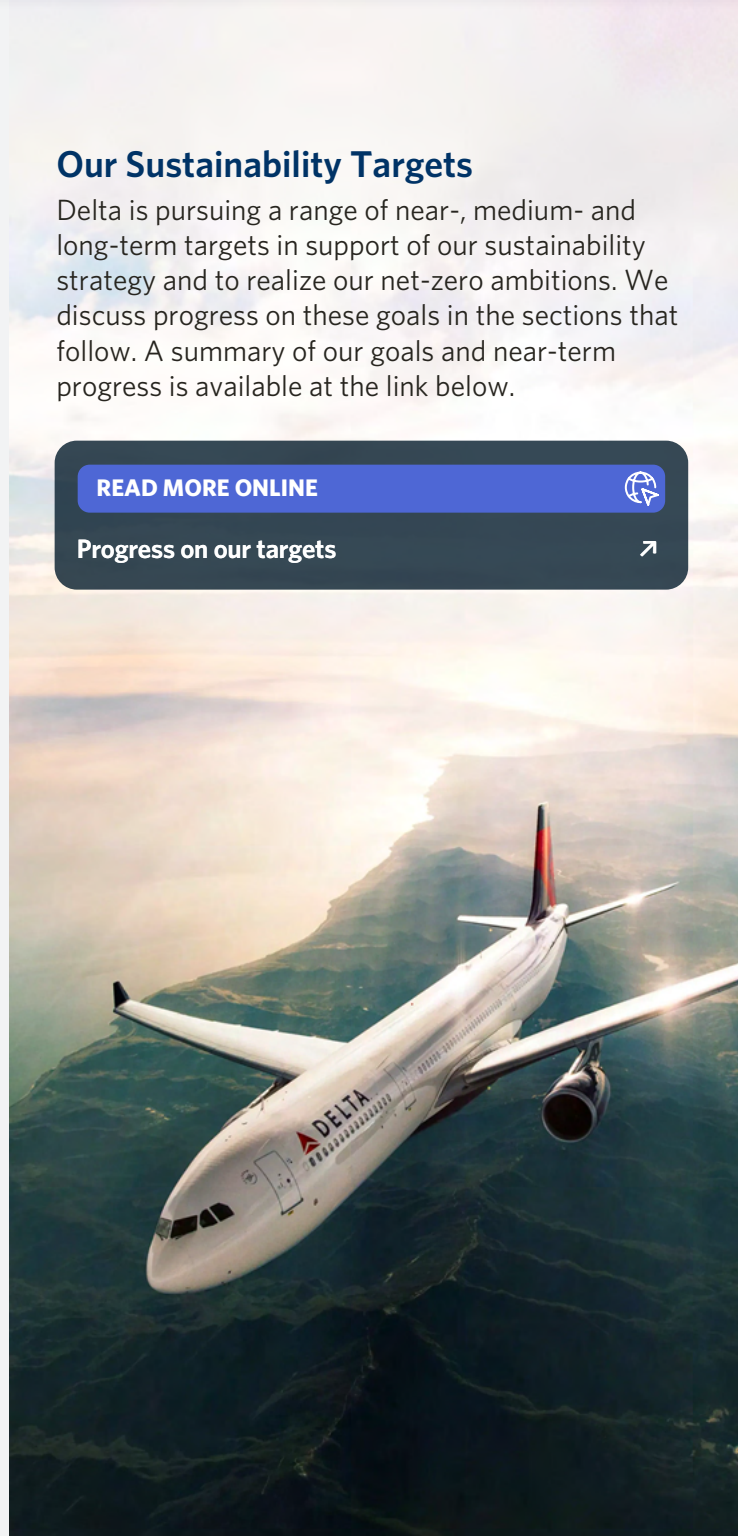
### Our Sustainability Targets

Delta is pursuing a range of near-, medium- and long-term targets in support of our sustainability strategy and to realize our net-zero ambitions. We discuss progress on these goals in the sections that follow. A summary of our goals and near-term progress is available at the link below.

[READ MORE ONLINE](#)



[Progress on our targets](#)



### What We Fly



#### FLEET EVOLUTION →

Improving fleet-wide fuel efficiency through ongoing renewal and working to reimagine What We Fly in a net-zero world

#### EFFICIENT AIRCRAFT OPERATIONS →

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

#### SUPPLY CHAIN →

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

### How We Fly



#### THE TRAVEL EXPERIENCE →

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

#### GROUND OPERATIONS AND FACILITIES →

Reducing impacts of GSE, facilities and other operations

### The Fuel We Use



#### CLEANER FUEL<sup>1</sup> →

Addressing barriers to increase the availability and affordability of SAF

<sup>1</sup> SAF is not emissions-free, but it has lower life-cycle GHG emissions as compared to conventional jet fuel because it is made with renewable feedstocks.

## 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.



### Fleet Evolution

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 and more.

#### FLEET RENEWAL

Sustainability is one of the core pillars guiding our fleet strategy and associated decisions concerning capital allocation.

As of 2025, we have achieved a fleet-wide fuel efficiency improvement of 6.4%, falling short of our 10% target.<sup>1</sup> Industry-wide supply chain constraints have delayed aircraft delivery and thus our achievement of this milestone. Despite the delay, we remain committed to investing in our fleet and confident in our long-term trajectory to improve fuel efficiency and lower emissions, as aircraft deliveries begin to catch up with our planned delivery schedule.

In 2025, Delta took delivery of 38 next-generation aircraft. On average, these new aircraft deliver 27% greater fuel efficiency per seat mile than those Delta has retired since 2019 and deliver significant savings in fuel costs.

#### REVOLUTIONARY FLEET

Our net-zero aspirations anticipate the availability of even more advanced aircraft technology with the potential to significantly reduce aircraft emissions, and we are actively working to explore and support the most promising advancements. Through our Sustainable Skies Lab, an innovation incubator within Delta, we continually seek to partner with researchers and disruptive innovators working at the leading edge of sustainable aviation. We recognize that not all technologies we explore will ultimately be commercialized, which is why we pursue a diverse portfolio of partners.

From the Lab's inception in 2023, we set out to build a strategic portfolio of revolutionary fleet partners that could serve across short-, medium- and long-haul markets, using multiple propulsion technologies. We aimed to sign five strategic partnerships by 2025, and we have achieved that target: Airbus on its hydrogen-powered ZEROe project,<sup>3</sup> Boeing on its X-66 transonic truss-braced wing design,<sup>3</sup> Joby Aviation on its electric vertical takeoff and landing air taxi, JetZero on its blended-wing-body aircraft, and Maeve Aerospace on its hybrid-electric regional aircraft. We launched our partnerships with JetZero and Maeve in 2025.

[JetZero's blended-wing-body \(BWB\) design](#) looks unlike anything flying today's commercial skies. Compared to conventional tube-and-wing airframes in operation today, the BWB design creates less drag, provides more lifting surface area, provides even load and lift distribution, and overall is markedly lighter in weight, with flight range and seat capacity comparable to today's mid-market aircraft. As a result, it's expected to be up to 50% more fuel efficient, while using existing engine technology. With the engines mounted on top, BWB aircraft are also expected to be significantly quieter than existing aircraft. In 2025, Delta formally committed to providing its best-in-class operational expertise to bring the innovative BWB aircraft to commercial viability and provide a safe and elevated customer experience on board. JetZero is building a full-scale demonstrator, anticipated to take its first flight in 2027.

[Maeve Aerospace's revolutionary hybrid-electric regional aircraft](#) is designed to achieve up to 40% fuel reduction through a hybrid-electric engine architecture that provides power assistance at low altitude operations on short-haul regional flights, enabling optimization of the power plant and the wing for lower fuel consumption. The hybrid model can also support the efficient integration of more electric aircraft systems. In 2025, Delta became Maeve's exclusive North American global airline partner and committed to lend operational expertise to support the MAEVE Jet's development.

#### AT A GLANCE

### Fleet Evolution



#### OUR TARGETS

- 2025:** 10+% fuel-efficiency gains<sup>1</sup> and five partnerships with revolutionary tech players
- 2035:** 20+% fuel-efficiency gains<sup>1</sup> and first operation of mainline revolutionary technology
- 2050:** 40+% fuel-efficiency gains<sup>1</sup> and 25% revolutionary aircraft<sup>2</sup> in fleet

#### OUR PROGRESS

- Achieved our target of signing partnerships with five companies developing revolutionary fleet technology, rounding out our portfolio across short-, medium- and long-haul markets and multiple propulsion technologies.
- Improved fleet-wide fuel efficiency by 6.4%,<sup>1</sup> delivering significant savings in fuel costs.

<sup>1</sup> Measured in gallons of fuel consumed per available seat mile, compared to 2019.

<sup>2</sup> We define revolutionary aircraft as those using novel technologies that deliver a marked improvement in fuel efficiency beyond business-as-usual fleet renewal.

<sup>3</sup> Since entering into these partnerships, Airbus and Boeing have paused work on the ZEROe and X-66 programs, respectively.

READ MORE ONLINE



More on fleet evolution



## Efficient Aircraft Operations

Enhancing the efficiency of our aircraft operations includes making changes to both operational procedures and aircraft. Much of Delta's near-term progress has been focused on optimizing fuel efficiency through operational changes and actions taken by the Carbon Council. Additionally, Delta's Sustainable Skies Lab has begun exploring innovations that enhance our current fleet with new operational technologies.

### CARBON COUNCIL

Our drive for efficiency is led by our Carbon Council, a cross-divisional group of senior leaders responsible for driving reductions in fuel consumption in line with our goals.

In 2023, we set a goal to institute operational improvements that save 1% of fuel burn compared to 2019, or 45 million gallons of fuel. In 2025, the operational improvements we put in place over the last few years saved 59 million gallons of jet fuel, worth more than \$135 million in annual cost savings. We achieved this milestone by reducing weight on board, introducing technology to track and reduce auxiliary power unit (APU) usage between

flights, optimizing aircraft speed and routing, certifying new landing procedures and adding drag reduction technology to our existing fleet, among other initiatives.

In 2025, actions we took to reduce fuel burn included:

- Enhancing operational efficiency at Salt Lake City International Airport (SLC) through design and implementation of adjusted FAA-approved procedures that safely support reduced aircraft separation and more direct arrival paths.
- Reducing catering service weight on transoceanic flights by streamlining the wine selection.
- Reducing fuel weight by equipping additional airports for use as diversion points, reducing contingency fuel weight and associated fuel burn.

We continue to enhance ground procedures and infrastructure to reduce consumption of fuel at the gate, during taxiing and during maintenance.

Our major focus on the ground has been introducing technology to track and reduce APU use between flights. APUs are small engines at the back of the plane that provide power and temperature control while the plane is on the ground. Reducing APU usage can lead to significant fuel savings.

Our efforts to reduce APU runtime include:

- Working with airport partners to increase the installation of ground power units and preconditioned air (PCA) units as an alternative to running APUs at the gate. In 2025, we introduced 15 new PCA units across our network to keep aircraft cool without APU use.
- Installing equipment telematics systems at Hartfield-Jackson Atlanta International Airport (ATL), where we have the greatest concentration of gates, to identify APU usage reduction opportunities. As of 2025 year-end, this equipment was in place at 81%

of gates. We also installed indicator lights at 54% of gates to inform pilots that the jet is connected to air and APUs can be turned off.

- Electrifying maintenance pads to replace APU usage with cleaner, quieter electric ground power and air. We electrified our first maintenance pad, in Atlanta, in 2025, which we project will save up to 7 million gallons of fuel annually while enhancing team comfort.

### OPERATIONAL INNOVATIONS VIA THE LAB

Our Sustainable Skies Lab supports operational efficiency by building a pipeline of solutions, working with innovators to develop and test [next-generation technology](#) aimed at reducing fuel burn. This effort often takes inspiration from nature and leverages biomimicry, such as Airbus' fello'fly, rooted in the formation flying technique of geese, and two technologies to reduce drag inspired by fish - riblets for aircraft exteriors from MAKO (formerly MicroTau) and finlets on the back of the fuselage from Vortex Control Technologies. In 2025, Delta dispatchers and pilots took a leading role with [Airbus in fello'fly testing](#), successfully executing rendezvous flights with other participating airlines.

The Sustainable Skies Lab also works with companies that offer ways to reduce fuel consumption during taxiing. For example, the Lab is helping Green Taxi Aerospace develop its electric taxiing system for regional aircraft. Green Taxi's electric motors can be retrofitted into the main landing gear to power taxiing with the aircraft's APU, rather than using jet engines.

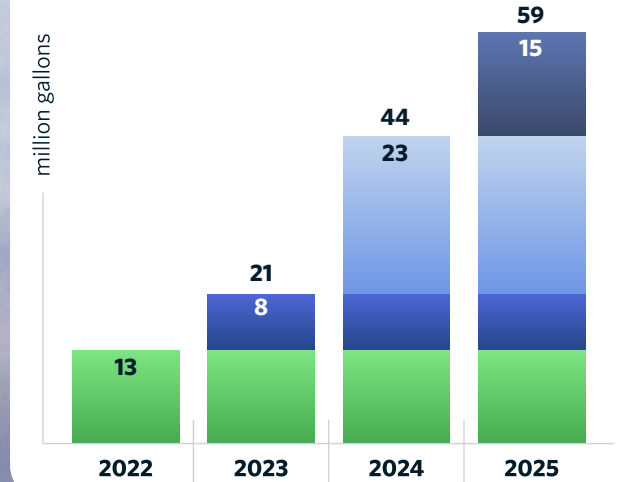
[READ MORE ONLINE](#)
[More on efficient aircraft operations ↗](#)

## Fuel Savings

### Fuel Savings During the Year From Operational Improvements Implemented Since 2022

Savings from improvements in:

● 2022 ● 2023 ● 2024 ● 2025



AT A GLANCE

### Efficient Aircraft Operations



#### OUR TARGETS

**2025:** 1% fuel burn savings from operational improvements (45M gallons)<sup>1</sup>

**2035:** 3% operational fuel savings<sup>1</sup>

**2050:** 5% operational fuel savings<sup>1</sup>

#### OUR PROGRESS

- Exceeded our 1% target, saving 59 million gallons of jet fuel in 2025, equivalent to over \$135 million in cost savings.<sup>1</sup>

<sup>1</sup> Savings in comparison to fuel consumption in 2019, based on our projected fuel usage had we not undertaken these initiatives and excluding efficiency improvements from fleet renewal.



### 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. While Delta has been successful at increasing SAF usage year on year, the technology has not advanced as rapidly as the industry requires, driving potential risk for decarbonization ambitions across the airline industry.

Most of the challenges around scaling are outside airlines' control, including policy uncertainty, price premiums, the high cost of capital and logistical constraints, all of which contribute to ongoing limited supply.

Despite the current challenges for SAF, Delta is committed to being a key player in the growth of the SAF industry. We strive to deliver progress in the areas we can influence and where we have a direct ability to support scaling - by engaging across the development value chain, signing offtake agreements with SAF producers and advocating for government policies to address SAF affordability and support financing and development of greater production capacity.

### SAF PROCUREMENT

Delta continues to increase SAF usage, securing 23.4 million gallons<sup>1</sup> in 2025, an increase of 80% from 2024, for a total of 42 million gallons used since 2021.

Long-term SAF procurement has been a challenge for all airlines, and we recognize the current state of development means we will not receive all gallons we contract for. To address this supply risk, our procurement strategy focuses on maintaining a diverse portfolio of SAF technologies and suppliers, with continuous producer engagement and ongoing evaluation for offtake opportunities.

In 2025, we collaborated with industry-leading suppliers such as Shell Aviation, Montana Renewables, Neste, Valero and others to source SAF across voluntary and mandated markets, enabling continued growth despite limited global supply. We have also entered into new offtake agreements with many of these suppliers for 2026 and beyond. Our experience has shown that collaborating with proven suppliers that leverage existing capabilities and established supply networks is critical to scaling SAF.

We are also expanding how and where we receive SAF. In 2025, we received SAF at over 30 airports globally, including the first-ever commercial-scale SAF delivery at Portland International Airport (PDX), in collaboration with Shell Aviation, Montana Renewables and the airport. In addition, we expanded our supply portfolio to include both physical SAF deliveries and purchases of SAF certificates (a process also known as "book and claim," where the emissions reduction attributes are decoupled from the physical fuel). This flexibility in how we receive SAF enables our efforts to increase procurement across voluntary and mandated markets worldwide.

Beyond supply availability, the high cost of SAF relative to conventional jet fuel remains a challenge. To help mitigate some of the SAF premium, Delta provides a range of corporate and cargo customer offerings to support mutual decarbonization efforts, as well as consumer-facing programs. To date, these programs have been central to enabling growth and will play a key role in our strategy until SAF prices achieve parity with conventional fuels. At the same time, achieving affordability relative to conventional jet fuel is critical for SAF to meaningfully scale and become widely adopted.

### SCALING SAF PRODUCTION AND DEVELOPMENT

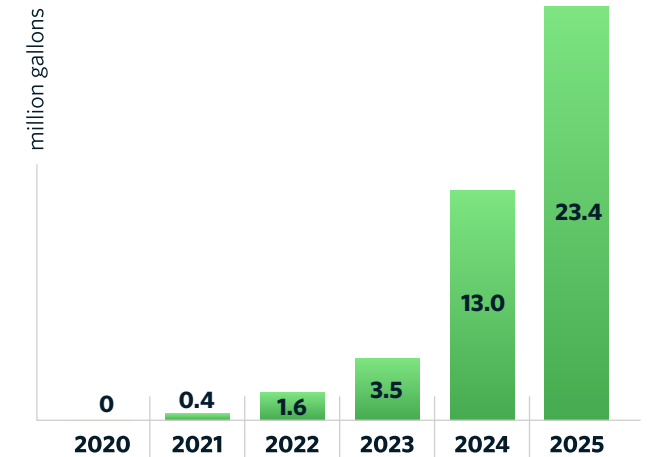
Delta continues to support and expand important partnerships and coalitions across industries to help scale the SAF market.

We remain a committed anchor partner in the Minnesota SAF Hub, a first-of-its-kind coalition that leverages collaboration across the value chain to scale SAF at Minneapolis-St. Paul International Airport (MSP) while supporting economic development in Minnesota. The next major milestone for the Minnesota SAF Hub is activating ratable SAF supply at MSP in 2026, through a blending facility currently under development in collaboration with the Hub and Flint Hills Resources.

We are committed to capitalizing on the momentum generated through our coalition efforts and will continue to leverage cross-industry collaboration to support investor confidence and advance SAF technologies.

Finally, legislative support is essential for scaling SAF production. As part of our commitment to transparent climate policy leadership, we engage in state, federal and international SAF policy advocacy to support initiatives that will help accelerate SAF development and affordability. For more information on this work, please see our [Climate Lobbying](#) update.

### Annual SAF Procurement<sup>1</sup>



### AT A GLANCE Cleaner Fuel



#### OUR TARGETS

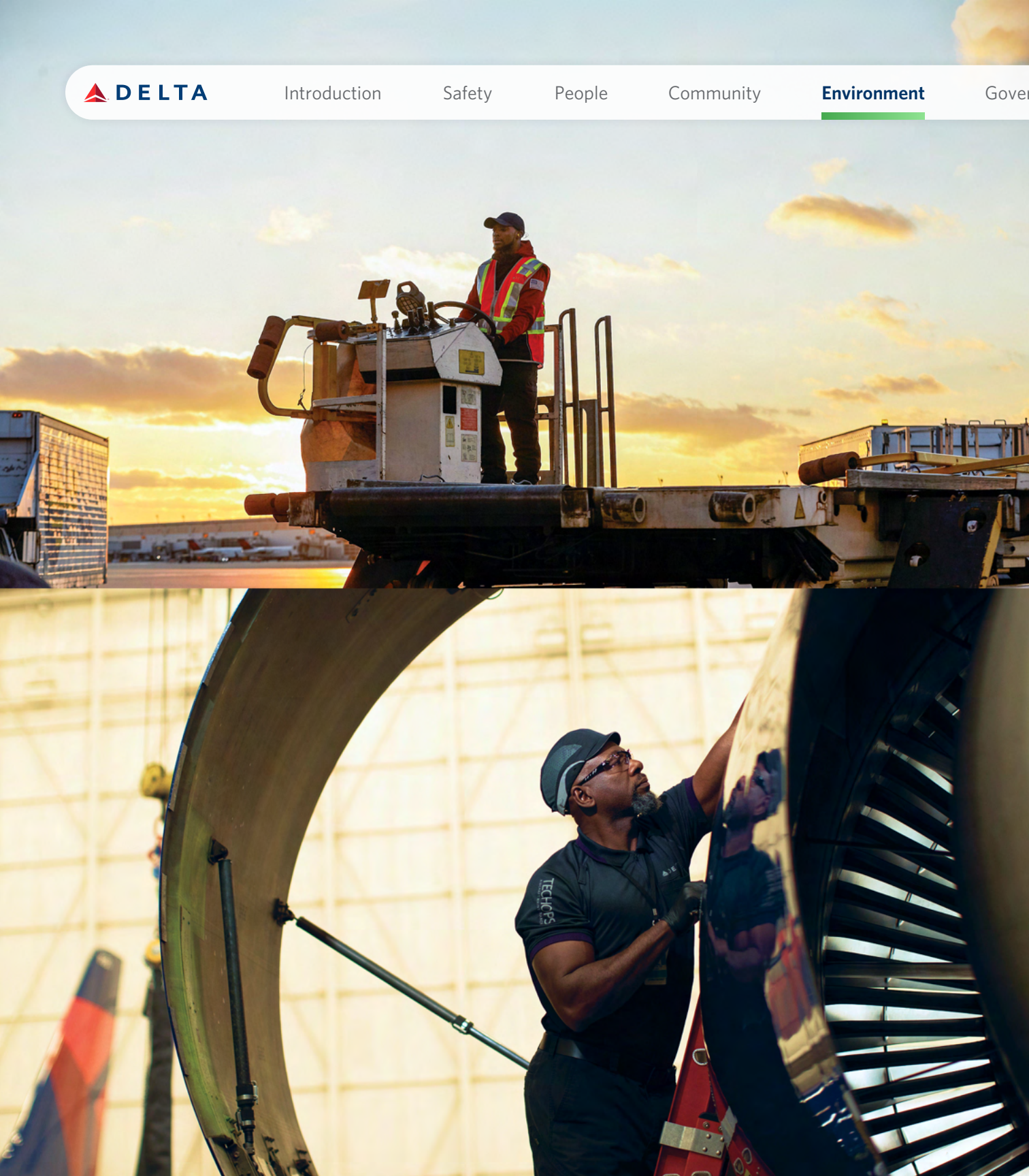
- 2030:** 10% SAF usage
- 2035:** 35% SAF usage
- 2050:** 95% SAF usage

#### OUR PROGRESS

- Increased SAF usage by 80% compared to 2024, for a total of 23.4 million gallons,<sup>1</sup> avoiding 205,000 metric tons CO<sub>2</sub>e of GHG emissions in 2025.
- Received SAF at over 30 airports globally.



<sup>1</sup> SAF volume is measured and reported neat, before blending. In 2025, SAF accounted for less than 1% of Delta's total fuel usage.



## Ground Operations and Facilities

Adopting sustainable practices at our facilities, including terminals, maintenance hangars and corporate offices, helps further reduce our environmental impacts.

### GROUND SUPPORT EQUIPMENT

Ground support equipment (GSE) such as tow tractors and belt loaders traditionally rely on diesel and other fossil fuels, contributing to GHGs and other emissions. Replacing fossil fuel-powered GSE with electric GSE (eGSE) helps reduce fuel consumption and GHG emissions, improves air quality, lowers noise levels and unlocks significant operational efficiencies for Delta's ground services teams, including reduced maintenance, lower operating costs and enhanced safety performance. As of 2025, we have electrified 42% of our core GSE fleet.<sup>1</sup>

Delta continually evaluates our sustainability strategy and prioritizes investments in areas that deliver the greatest reduction in emissions per dollar spent. In 2023, we set targets to electrify 50% of GSE by 2025 and 100% of hubs' GSE by 2035. As we pursued this work, it became clear that the carbon impacts vary greatly, depending on factors like utilization rates of the units, engine emission rates, advances in emission technology and the fuel mix used. Consequently, we are refocusing our GSE electrification efforts on our core fleet (our most utilized units) and revising our 2035 goal, targeting electrification of 100% of core GSE fleet at our hubs. We are simultaneously shifting near-term investments to accelerate emissions reductions in aircraft fuel consumption, as these initiatives offer more impactful ways to reduce carbon emissions.

We also continue to replace older gas and diesel units with new engines with strict emission controls and expand use of renewable diesel. Using cleaner fuels in existing assets allows for immediate emissions reductions at a lower cost.

### CAMPUS GREENING

We also seek to minimize the environmental impacts of our corporate facilities. Delta's 1940s headquarters are the oldest surviving buildings of the Atlanta airport and were designated a Historic Aerospace Site in 2011. Rooftop solar installed at our General Office headquarters produced 606 megawatt-hours of electricity over the course of six months in 2025 and reduced associated electricity costs for Delta.

#### AT A GLANCE

### Ground Operations and Facilities

#### OUR TARGETS

**2025:** 50% GSE electrification and five hubs at 100% of core fleet<sup>1</sup>

**2035:** 100% of hubs' core GSE electrified<sup>1,2</sup>

**2050:** 100% net-zero operations

#### OUR PROGRESS

- Purchased and deployed 2,576 electric GSE units since 2020, achieving 42% electrification of core GSE fleet<sup>1</sup>
- Began installation of rooftop solar panels across our Atlanta campus with Cherry Street Energy, capable of covering up to 60% of campus electricity demand during peak solar hours once the project is fully completed<sup>3</sup>

<sup>1</sup> Core GSE fleet consists of baggage tractors, belt loaders and aircraft tow tractors.

<sup>2</sup> Delta updated this target in 2025. The previous target was 100% of hubs' GSE electrified and renewable energy powering operations by 2035.

<sup>3</sup> Peak solar hours defined as the equivalent 4-6 hours per day when solar irradiance is highest.

[READ MORE ONLINE](#) 

[More on ground operations and facilities](#) 

### The Travel Experience

The majority of solid waste from our operations comes from the travel experience, including onboard services, catering and Delta Sky Clubs.

Our long-term ambition is to send no waste associated with the customer travel experience to landfill by 2050. In the near term, we are working to reduce single-use plastics from our cabins and divert more waste from landfill, while improving the overall customer experience.

#### REDUCING SINGLE-USE PLASTICS

We set a target for ourselves of minimizing single-use plastics on board by 2025. Since then, we have replaced plastic cutlery and dishware<sup>1</sup> with plant-based alternatives, replaced plastic packaging for earbuds with kraft paper and replaced plastic cups with paper cups.

Historically, single-use plastic cups have been one of our most significant waste streams. After several years of testing and a full-scale life-cycle analysis, we introduced a new paper cup in 2024 and fully rolled it out across our global operations in 2025. Our new paper cup meets Delta’s high standards for performance and stringent regulations across multiple international jurisdictions.

Our cups need to: keep hot drinks hot, keep cold drinks cold, hold up to the dissolving properties of alcohol, easily separate with one hand, fit efficiently in galley cart drawers and avoid polyethylene liners that make traditional paper cups difficult to recycle or compost. With expert partners and engaged flight crews, catering and operations teams, we designed a cup that meet these demands, with additional benefits for efficiency: The new design replaces two different types of cups, helping to save space on board and streamline stocking procedures. In addition, the cups can be composted or recycled where airport facilities are in place. We estimate the new cup will avoid seven million pounds of plastic annually.<sup>3</sup>

#### ENHANCING RECYCLING AND LANDFILL DIVERSION

One of the primary challenges to increasing landfill diversion is the availability and consistency of recycling infrastructure at airports.

To address this challenge, our efforts to divert waste from landfill center on recycling and composting programs in our catering kitchens co-located at airports where recycling infrastructure is available. In 2025, we added composting to a fourth catering kitchen, at Boston Logan International Airport (BOS).

Beginning in 2026, we are piloting a refreshed onboard recycling process designed to reduce reliance on airport-based systems. Under this new approach, recyclable materials collected on board will be returned to catering kitchens where established recycling infrastructure already exists. We also anticipate launching an international recycling pilot on select inbound international routes in fall 2026.

### Supply Chain

Advancing ethical and responsible procurement practices supports our aim of creating a world-class supply chain and helps deliver on our climate goals. Our current focus is on better understanding the environmental performance of our suppliers.

Delta has developed a proprietary carbon tracking system to enable our supply chain organization to calculate and track supplier carbon emissions. In 2025, we loaded all our suppliers into the new system, surpassing our target of onboarding all preferred vendors. In early 2026, we began to enhance the system by incorporating supplier-specific emissions-based reporting, supplementing with spend-based reporting when supplier information is not available.

We continue to encourage our suppliers to complete the EcoVadis sustainability assessment, to help us understand supplier performance and to recognize positive practices that support our goals. As of 2025, 1,051 Delta suppliers, representing 61% of our supplier spending, were onboarded to the EcoVadis platform, up from 710 in 2024.

#### AT A GLANCE The Travel Experience



##### OUR TARGETS

- 2025:** Minimize single-use plastics on board
- 2035:** 65% waste diversion from landfill<sup>2</sup>
- 2050:** 100% waste diversion from landfill<sup>2</sup>

##### OUR PROGRESS

- Fully replaced onboard plastic cups with newly designed paper cups, avoiding seven million pounds of plastic annually.<sup>3</sup>

<sup>2</sup> As it relates to customer onboard travel experience, excluding other aspects of aircraft operations.  
<sup>3</sup> Based on changes in product and processes since 2019. Includes paper cups lined with plastic and 100% plastic cups.



#### AT A GLANCE Supply Chain



##### OUR TARGETS

- 2025:** 100% of preferred vendors<sup>4</sup> on a carbon tracking system
- 2030:** 100% of preferred vendors<sup>4</sup> with net-zero plans
- 2050:** 100% net-zero supply chain

##### OUR PROGRESS

- Exceeded our 2025 target, with 100% of vendors in our carbon tracking system.

<sup>4</sup> Preferred vendors are vendors that are also Delta corporate sales partners and calculate their emissions per the GHG Protocol.

<sup>1</sup> Disposable hot item dishware currently requires a plastic lining to prevent leakage.

## Environmental Compliance and Stewardship

Environmental compliance and stewardship are the foundation of our sustainability initiatives, and Delta approaches them in a comprehensive and holistic manner. We focus on key environmental programs, including air and water quality, responsible waste management, incident response, remediation and industrial hygiene.

Our Environmental team has overall responsibility for developing best-practice management systems and continues to implement policies and programs that help ensure compliance with a wide array of regulations, to mitigate risks and reduce Delta’s environmental footprint.

### PERFORMANCE MEASUREMENT

We measure environmental compliance and stewardship performance through a variety of metrics, including air emissions, hazardous waste generation and penalties associated with recorded violations.

#### READ MORE ONLINE

[Environmental data tables](#) ↗

[Addressing illegal wildlife trade](#) ↗

### Key System Tools for Environmental Compliance and Stewardship

#### ENVIRONMENTAL PROGRAMS MANUAL

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

#### ENVIRONMENTAL MANAGEMENT SYSTEM (EMS)

Modeled after the ISO 14001 framework, Delta’s EMS outlines our enterprise-wide environmental management processes and initiatives. Our EMS provides a single digital platform with internal control procedures that systematically organizes all related compliance documents and risk-based tools into a comprehensive management suite. In addition to establishing defined roles and responsibilities to enact compliance procedures, the EMS enables Delta to identify and evaluate environmental risks and mitigate them through compliance tasks, inspections and assurance visits.

#### ENVIRONMENTAL MANAGEMENT INFORMATION SYSTEM

Delta’s Environmental Management Information System is a web-based, system-level tool that supports the EMS by tracking required tasks and inspections and providing proactive, site-specific data analytics and task management notifications to help our Environmental team stay ahead of, and validate, compliance. In addition, Delta’s risk assessment data collection process includes a digital tool consolidating real-time performance data analytics, which enables Delta to proactively identify, track and respond to potential environmental risks.



## 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 ambitions. This includes building coalitions and engaging with policymakers, regulators, academics and thought leaders involved in developing and advancing relevant policies. We regularly review our policy commitments to ensure they remain effective, efficient and aligned with intended outcomes.

Our approach to climate lobbying is guided by our net-zero by 2050 ambition and our policy principles. Consistent with our commitment to transparent policy leadership, we provide a detailed description of activities during the year, inclusive of alignment with our trade association advocacy, on [our website](#).

#### READ MORE ONLINE

[Climate lobbying activities during 2025](#) ↗

## 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.

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).

### 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 2025. 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 President, Chief Sustainability Officer and several key executive-level councils, including the ESG Council, the Carbon Council, the 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.

Over the course of 2025, the DLC was briefed on Delta’s long-term climate strategy by our Chief Sustainability Officer. This brief included the comprehensive multi-year strategy and progress against that strategy, including the many positive business outcomes being driven by the work. The strategy review also included potential risks and opportunities specific to our SAF strategy, which is core to Delta’s decarbonization efforts.

### 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 climate risk assessments and scenario analyses in 2021, 2023 and 2025, aligning to the recommendations laid out by the TCFD.

Our 2025 risk assessment was conducted in alignment with the TCFD framework and included consultation with internal and external stakeholders and subject-matter experts, as well as a 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. Two scenarios were assessed for each physical and transition risk, covering the most relevant and high-impact scenarios (see the summary table [online](#)). Where possible, potential financial impacts were assessed at a high level, with support and input from relevant internal teams. All risks and opportunities outlined are inherently speculative in nature, based on both internal and external assumptions and methodologies.

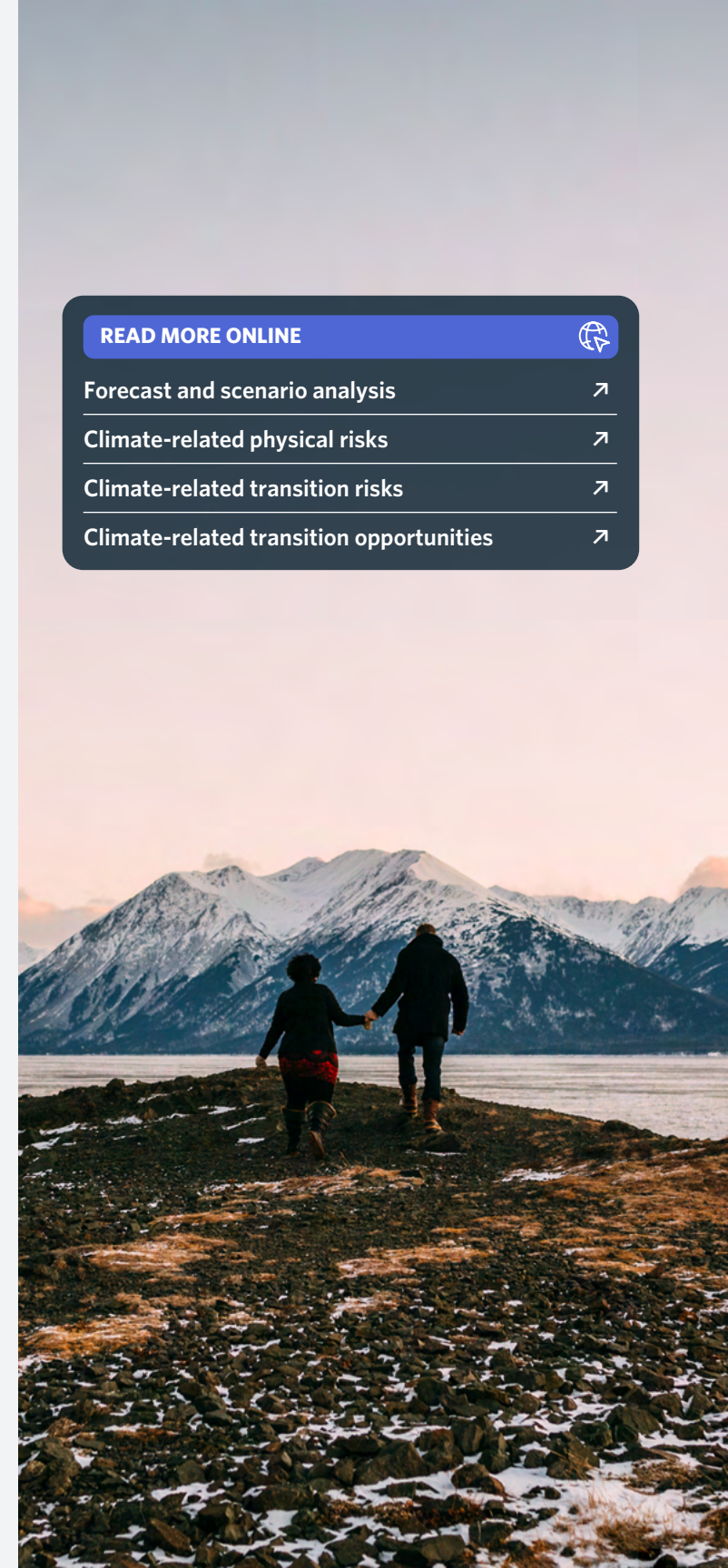
Our 2025 assessment incorporated new risks, new research findings and updated modeling to enhance our understanding of climate-related physical risks and transition risks in the short, medium and long term, as applicable. Additionally, our evaluation of some physical risks now takes into account mitigations that have been implemented, reducing potential impact for several risks.

The results of our 2025 risk assessment, including the key physical and transition risks identified and their anticipated timelines, potential impacts and related management strategies, are available on [our website](#).

#### READ MORE ONLINE



- [Forecast and scenario analysis](#) ↗
- [Climate-related physical risks](#) ↗
- [Climate-related transition risks](#) ↗
- [Climate-related transition opportunities](#) ↗



## Metrics and Targets

### GHG EMISSIONS INVENTORY

Our Scopes 1 and 2 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).<sup>1</sup>

Our GHG inventory also includes 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.<sup>2</sup> This target is aligned with holding warming well below 2°C. Validation of our 2050 net-zero target, however, has been delayed pending updated SBTi guidance for setting aviation sector targets aligned with limiting warming to 1.5°C. We continue to wait for updated aviation sector guidance from SBTi.

### GHG Emissions Inventory (mT CO<sub>2</sub>e)

	2019 (BASELINE)	2023	2024	2025
Scope 1 Total	37,328,421	36,647,348	38,062,069	39,301,990
Scope 2 Total <sup>3</sup>	152,849	107,945	116,079	116,107
Scope 3 Calculated <sup>4</sup>	11,089,806	18,211,309	21,329,368	22,857,305
<b>SUM OF EMISSIONS</b>	48,571,076	54,966,603	59,507,516	62,275,402

**Delta's focus on running the airline more efficiently has enabled us to reduce the carbon intensity of our operations.**

**2.3%**

increase in Delta's 2025 emissions from jet fuel (Scope 1 & Scope 3, Category 3) compared to our 2019 baseline

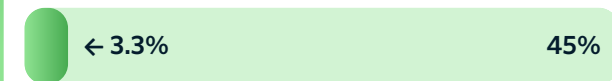
**8.2%**

overall capacity growth on an available seat miles (ASMs) basis over the same time period

The vast majority of Delta's absolute emissions growth over this timeframe is due to methodology changes and addition of Scope 3 categories

### Our Medium-Term SBTi-Validated Target

Reduction in well-to-wake Scope 1 and Scope 3 jet fuel GHG emissions of 45% per revenue ton kilometer by 2035 from a 2019 baseline.<sup>5</sup>



#### PROGRESS

**3.3%<sup>5</sup>**

Reduction in our jet fuel-related GHG emissions per revenue ton kilometer in 2025, versus 2019

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 in [the Appendix](#).

#### 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 where Delta is directly billed for utilities.

#### SCOPE 3

Delta calculates and discloses our indirect value chain emissions from purchased goods and services; capital goods; emissions from jet fuel and SAF production from our suppliers; well-to-wake GHG emissions from jet fuel from Delta Connection carriers that we do not wholly own; upstream transportation; waste generated in operations; business travel; employee commuting; energy use in upstream leased assets; and investments (Categories 1, 2, 3, 4, 5, 6, 7, 8 and 15).<sup>5</sup>

#### READ MORE ONLINE

[Detailed GHG emissions inventory](#) ↗

[Fuel efficiency data](#) ↗

[Delta's 2024 projected net-zero roadmap](#) ↗

[Other climate-related targets](#) ↗

<sup>1</sup> 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 most recent publicly available Monroe GHG emissions report can be viewed [here](#).

<sup>2</sup> Delta includes the well-to-tank (WTT) emissions from all regional partners. Non-CO<sub>2</sub>e effects that 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-CO<sub>2</sub>e impacts of aviation annually over the timeframe of this target.

<sup>3</sup> Scope 2 emissions are calculated using only the location-based methodology; emission factors from contractual instruments between Delta and energy providers are not available. In 2025, we shifted energy use in shared facilities, such as airports where we are not directly billed by utilities, from Scope 2 to Scope 3 Category 8, for all reported years, including our 2019 baseline.

<sup>4</sup> We have added Scope 3 categories since calculating our 2019 baseline. Scope 3 data for 2019 includes Categories 3 and 8; Scope 3 for 2023 includes Categories 1, 2, 3, 4, 6, 7, 8 and 15; Scope 3 for 2024 and 2025 includes Categories 1, 2, 3, 4, 5, 6, 7, 8 and 15. Scope 3 Categories 3, 5, 7, 8 and 15 calculations use primary data. Scope 3 Categories 1, 2, 4 and 6 use a hybrid of primary and secondary (spend) data, which incorporates an updated methodology in 2025, previous years have not been restated. See the breakdown by Category in [the Appendix](#).

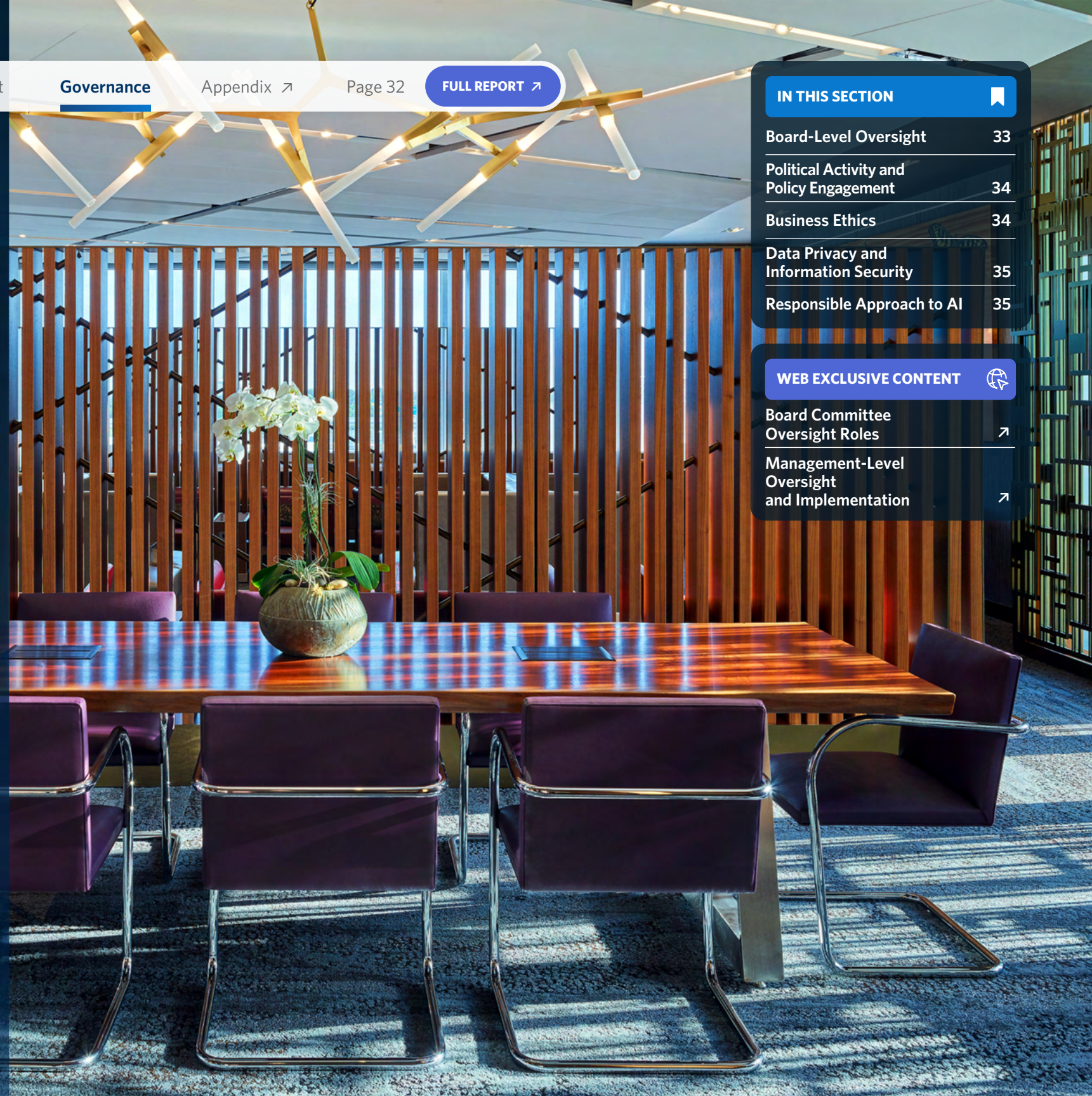
<sup>5</sup> Emissions intensity performance was lower than progress seen in 2024 due to reduced load factors, a temporary increase in use of regional jets and weather-related impacts.



# Governance

Delta has a history of a strong, independent Board, composed of experienced members who are diverse with respect to background, skills, experiences, gender, race and ethnicity. 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 2026 Annual Meeting of Shareholders.

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## 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.

### Oversight of Environmental, Social and Governance Matters

The Board of Directors understands 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.

### 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 and frequently engages with internal subject-matter experts on these topics.

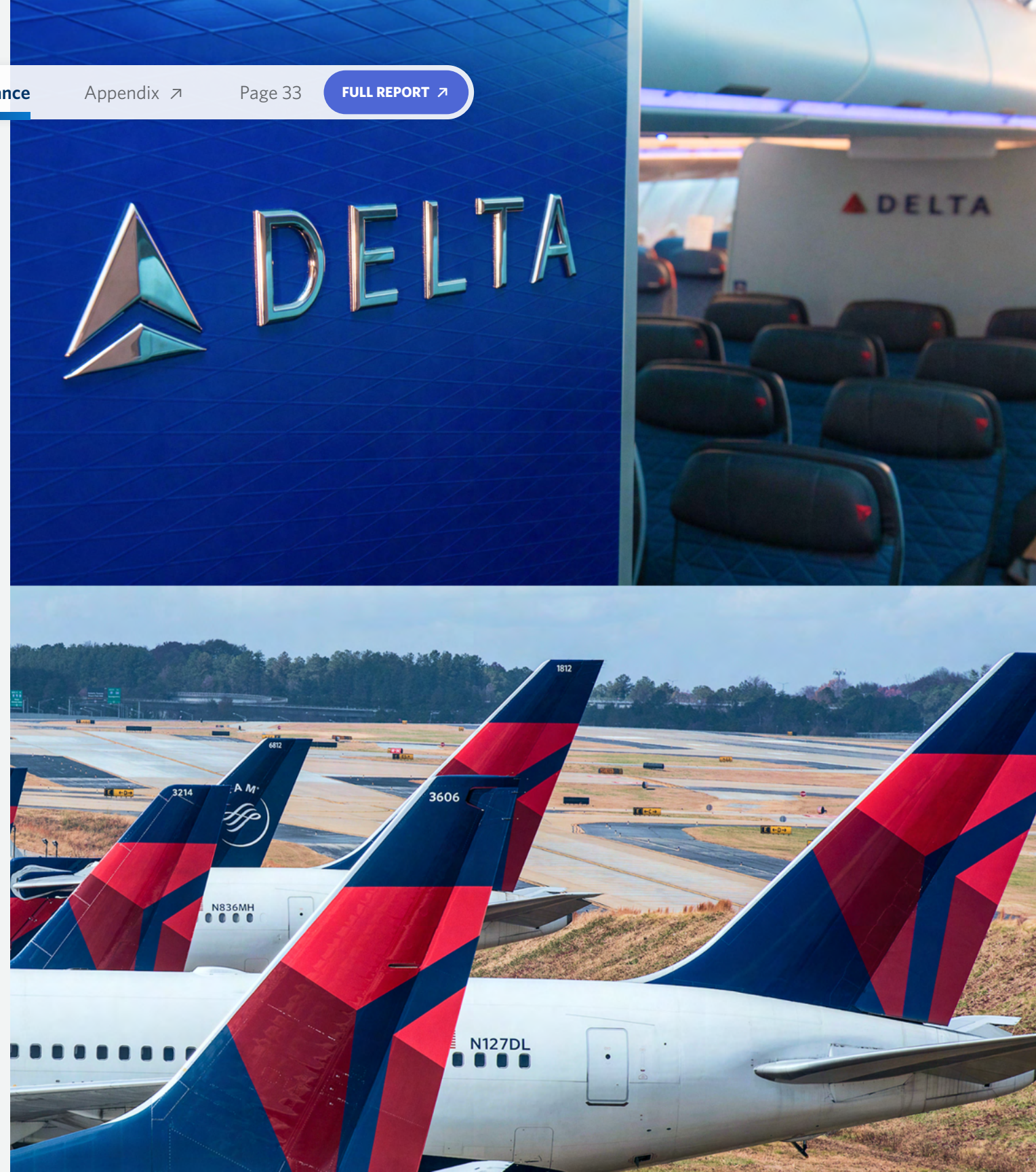
#### READ MORE ONLINE



[Board committee oversight roles](#)



[Management-level oversight and implementation](#)



## 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 President 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 fifth year, have provided an overview of climate lobbying activities in this report.

### READ MORE ONLINE

[Political Contributions and Activity Report](#) ↗

[Climate lobbying activities during 2025](#) ↗



## Business Ethics

[The Way We Fly](#), our code of ethics and business conduct, outlines the standards and policies that guide interactions with employees, customers and business partners worldwide. Along with the Rules of the Road, these resources define our mission, core values and most important behaviors, reinforcing a culture of ethics and integrity in daily work.

All employees are required to read and comply with The Way We Fly and the Anti-Corruption Policy, which prohibits bribery and other corrupt practices. Delta employees receive required annual training on core compliance topics such as anti-harassment, anti-discrimination, anti-competitive practices, privacy, data protection, and anti-corruption. Employees and business partners may report concerns to management, Human Resources, the Ethics and Compliance Department, or through Delta’s Safety, Ethics and Compliance HelpLine, available 24/7. An independent provider handles reports confidentially and discreetly. Delta investigates and implements respective 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.

As part of Delta’s commitment to our culture of ethics and integrity, all employees receive annual training on The Way We Fly. In 2025, the Ethics and Compliance team provided additional live training to new Delta leaders through the L365 training program.

### Oversight of Business Ethics

Our Deputy General Counsel – Chief Compliance Officer maintains responsibility for ethics and compliance policies and procedures, including those pertaining to anti-corruption and bribery. The Ethics and Compliance team develops policies and training aimed at mitigating compliance risk, conducts third-party due diligence, investigates certain reports and reports compliance matters to the Audit Committee of the Board of Directors.

## Data Privacy and Information Security

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

Delta is committed to handling information responsibly throughout the data lifecycle and has processes in place to assess privacy risk, integrate privacy principles into use case design and fulfill privacy requests. We also have approximately 40 Privacy Champions serving throughout our organization who act as liaisons between the business units and our Privacy team.

The Audit Committee of our Board is responsible for reviewing information security risks and providing oversight of the security and operations of our information technology (IT) systems. Our IT Risk team monitors and regularly reports on information security risk to support senior leadership in making informed business decisions. Security awareness activities are designed to 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.

Delta has established physical, electronic and managerial safeguards designed to protect the information in our care. We periodically review and update these safeguards to protect against unauthorized access to, and use of, information and to maintain its integrity. All U.S. air carriers are subject to privacy and information security laws, which vary between the countries in which we operate. We continue to update our processes to comply with applicable requirements around the world.

For additional information about our risk management, strategy and governance of information security, please see our [Annual Report on Form 10-K](#) for the fiscal year ended December 31, 2025, 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' privacy, safety, security and trust.

The Board of Directors oversees Delta's AI strategy through the Audit Committee. In 2025, management provided the Audit Committee with periodic updates on the company's evaluation and implementation of generative AI tools within Delta's operations, along with broader information technology updates. 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. Operational initiatives include using AI models to route and distribute bags with short connections or to make gating decisions more efficiently, and optimizing the frequency and timing of maintenance tasks to drive the highest levels of reliability. In 2025, Delta launched the beta version of Delta Concierge, an AI-powered virtual assistant within the Fly Delta app, which aims to deliver real-time travel support for our customers. Moving forward, Delta will continue to leverage AI responsibly to improve operations and enhance the customer experience.

## 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; failure of the technology we use or depend on to perform effectively, including new and emerging technologies; increases in the price of aircraft fuel; extended disruptions in the

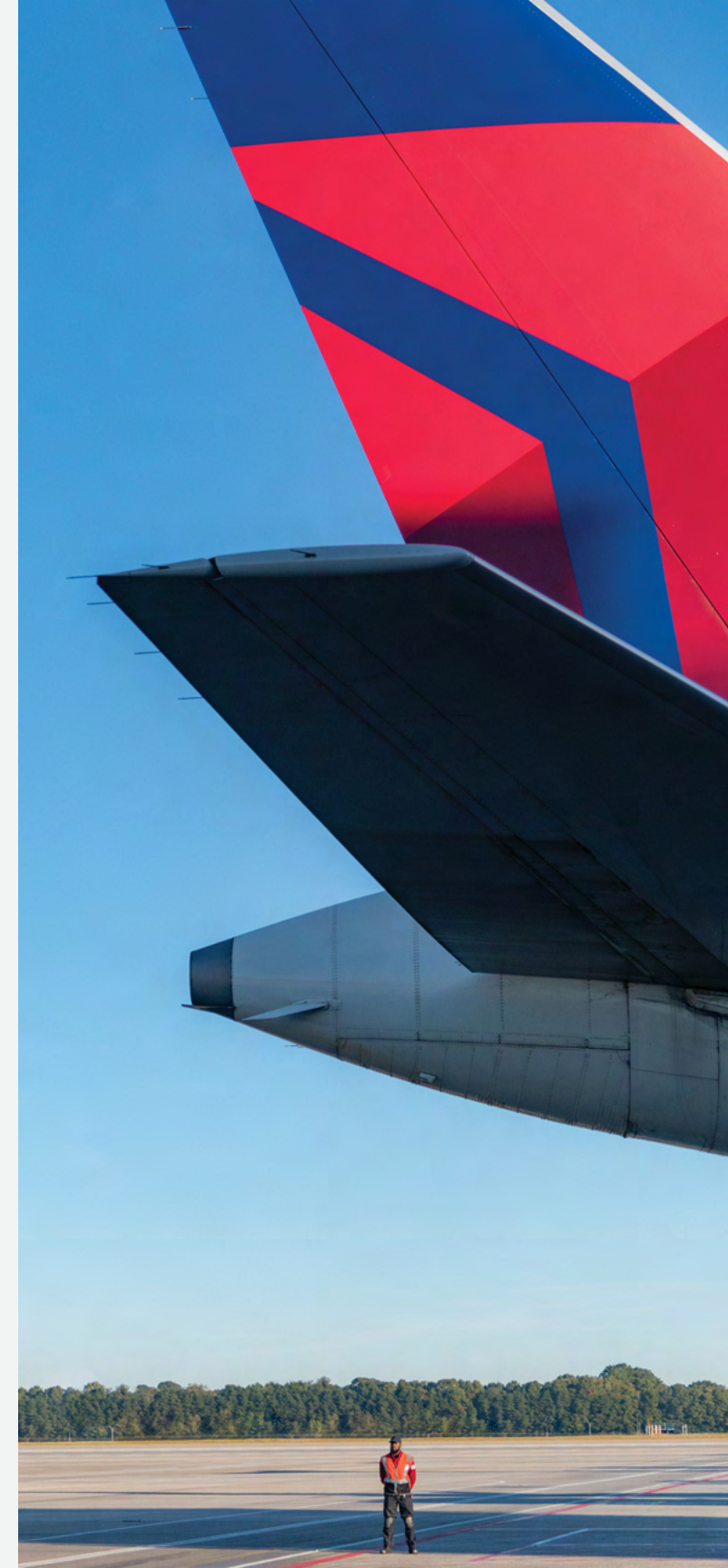
supply of aircraft fuel, including from Monroe Energy, LLC (“Monroe”), our wholly owned subsidiary that operates the Trainer Refinery; failure to achieve expected results or returns from our commercial relationships with airlines in other parts of the world and the investments we have in certain of those 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 or 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 those relating to the discharge of materials into the environment, waste management, pollution prevention measures and greenhouse gas emissions; 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 where we operate; 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 laws and regulations governing environmental

protection, 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, 2025, 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.

This report contains and references information from third parties, including the International Energy Agency, trade associations and coalitions. Delta makes no representation or warranty as to the third-party information. Where necessary, we have received permission to cite third-party sources, but the information and data remain under the control and direction of the third parties. Where Delta has used information, such as displaying data from third parties in graphical form, it has noted the source.

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