

THE WORLD IS CHANGED BY
**THOSE
OUT IN IT.**

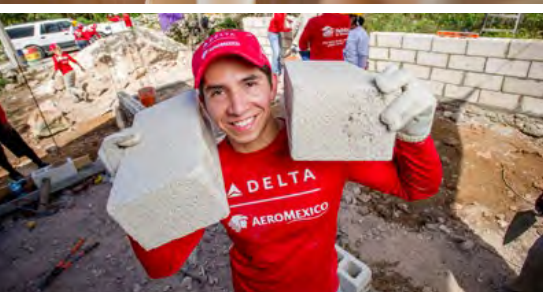


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This report has been prepared in accordance with the comprehensive guidelines of the Global Reporting Initiative (GRI) G4 standards. Throughout the text, we have inserted corresponding GRI G4 indicators.

A Message From Ed G4-1

I am regularly asked how Delta distinguishes itself as the industry leader time and again in a business known as much for its volatility as for its ingenuity. My response is always the same: No one else has our people.

Delta's top priority has always been to invest in each and every one of our more than 80,000 employees worldwide to ensure they have the tools and support they need to take care of our customers. Thanks to our employees, our customers reward us with their business and loyalty, which benefits the shareholders who invest their money back into Delta. We call it the virtuous circle, a simple concept but one that will sustain us for decades to come.

Whether you're an employee, a customer, a business partner or a shareholder, all Delta stakeholders benefit from the decisions we make to drive the virtuous circle. At no other time was this more apparent than in 2016 — a year in which Delta again saw stellar profits, increased confidence from financial markets and unmatched investments in our people through pay increases, \$1.5 billion in profit sharing and enhanced benefits programs.

While we faced some notable challenges over the 12 months, Delta emerged stronger from each, with an even greater determination to maintain our position as the world's most reliable, customer-centric and employee-focused airline. Notable accomplishments in 2016 included:

- > Delta enshrined our longstanding support for the communities where we live and serve, with a commitment to give back 1 percent of our net income from the previous year to key charitable organizations through cash contributions, in-kind travel and grants from The Delta Air Lines Foundation.
- > We expanded our role as a global leader in the fight against human trafficking, with enhanced employee training and partnerships including End Child Prostitution, Pornography and Trafficking and Out of Darkness.
- > Delta's environmental sustainability efforts kicked into high gear as we began to replace 20 percent of our mainline narrowbody fleet over the next five years with fuel-efficient and comfortable A321s, Bombardier CS100s and Boeing 737-900ERs.

- > We saved an incremental 9 million gallons of fuel in 2016 through measures as simple as reducing onboard weight, lowering shades and opening vents in the passenger cabin when landing at warm destinations.
- > Delta also offset more than 3,200 metric tons of carbon emissions through our industry-leading carbon offset program that offers customers ways to lighten their own carbon footprint when flying, while we invested millions in facilities upgrades to lessen the airline's carbon footprint on the ground and purchased offsets to maintain carbon neutral growth over our 2012 baseline.

Delta people were doing all this while investing millions in customer-facing technology, ranging from RFID bag tags that track bags in real time to innovative security line bag scanning lanes, to make the customer travel experience more enjoyable.

Having the right people, principles and guidelines in place has helped us secure our current position as one of the world's most admired airlines. At the core of our efforts is training, education and continual engagement with employees, customers, investors, government agencies and community leaders with diverse backgrounds and experiences. Pursuing minority- and woman-owned suppliers and holding vendors to Delta's high ethical, environmental and human rights standards is part of that effort.

This report is full of other examples and data that tell the story of our ongoing commitment to being a good steward of the environment, a positive force in the communities we serve, and a great place to work and fly. Sustainability is driving us forward and will be the key element in Delta's continued success.

Thank you for taking the time to read Delta's corporate responsibility report.

Ed Bastian
Chief Executive Officer
Delta Air Lines, Inc.



Delta By-the-Numbers

G4-4

G4-5

G4-6

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G4-9

As a worldwide leader in the aviation industry, we provide scheduled air transportation for passengers and cargo throughout the United States and around the world. Delta is a founding member of the SkyTeam global alliance, and we participate in the industry's leading trans-Atlantic joint venture with Air France-KLM and Alitalia, as well as joint ventures with Virgin Atlantic, Virgin Australia, and Aeromexico. Subsidiaries include Monroe Energy, LLC and Delta Global Services, LLC. A full listing of all subsidiaries can be found in the appendix.

HEADQUARTERS: ATLANTA, GA



180M+
CUSTOMERS




80,000+
EMPLOYEES

58
COUNTRIES

ON **6**
CONTINENTS



335
DESTINATIONS

950+
AIRCRAFT




15,000+
DAILY FLIGHTS*

*Including worldwide alliance partners



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KEY HUBS & MARKETS

- > Atlanta
- > Boston
- > Cincinnati
- > Detroit
- > Los Angeles
- > Minneapolis-St. Paul
- > New York-JFK
- > New York-LaGuardia
- > Salt Lake City
- > Seattle
- > Amsterdam
- > London-Heathrow
- > Paris-Charles de Gaulle
- > Shanghai
- > Tokyo-Narita

Additional information is available at:

delta.com
news.delta.com

[Facebook.com/delta](https://www.facebook.com/delta)
Delta's blog: takingoff.delta.com

Awards

In 2016, Delta's commitment to our employees, our customers, our communities and the environment was recognized in a number of areas. The following are among the awards Delta received:

FORTUNE
World's Most
Admired Companies

FORTUNE 50
Best Companies
for Diversity

FORTUNE 100
Best Companies
to Work For

FORTUNE
America's Most
Desired Employers

FORTUNE
Top 10 Best Companies
for African-Americans

EQUITREND
Full Service Airline
Brand of the Year

NEWSWEEK
Greenest Companies
in the World

**DOW JONES
SUSTAINABILITY
INDEX**
North America
Index 2016

**HUMAN RIGHTS
CAMPAIGN**
Best Place to Work
for LGBT Equality

**GLASS DOOR &
DISABILITY
EQUALITY INDEX**
2016 Best Place to Work

**COMPANIES
THAT CARE**
2016 Honor Roll

**BUSINESS
TRAVEL NEWS**
Annual Airline Survey
#1 Airline

Goals & Progress

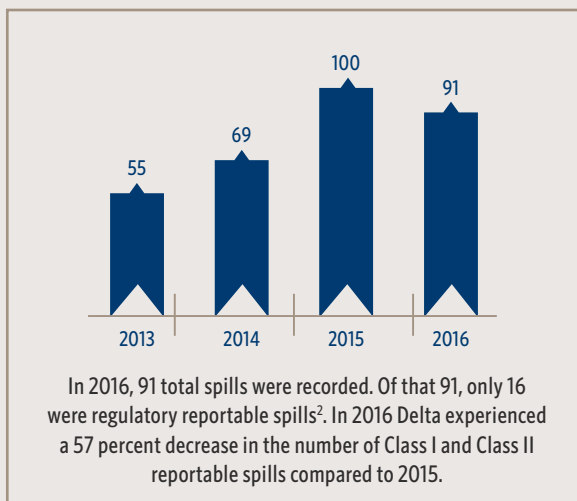
For the third year in a row, we continue to track progress against 21 Key Performance Indicators (KPIs) aligned to our defined material issues in this report. Following are the results of our progress toward 2016 goals. More in-depth information on individual material issues and KPIs can be found throughout the report.

STATUS:	 ACHIEVED	 ON TRACK	 IMPROVEMENT OPPORTUNITY
---------	--	--	---

ENVIRONMENTAL COMPLIANCE

Spills

GOAL: Experience no more than 90 combined Class I and Class II spills¹.



Air Quality Emissions Reporting Compliance

GOAL: Monitor and report air quality emissions at eight regulatory required facilities.



¹ Delta is required to report any spill over 5 gallons — these are recordable spills.

² Reportable spills are spills that are required to be reported to regulatory authorities based on the substance spilled and where it is spilled (e.g. into water vs. on land); different spills are subject to different provisions of state and federal rules.

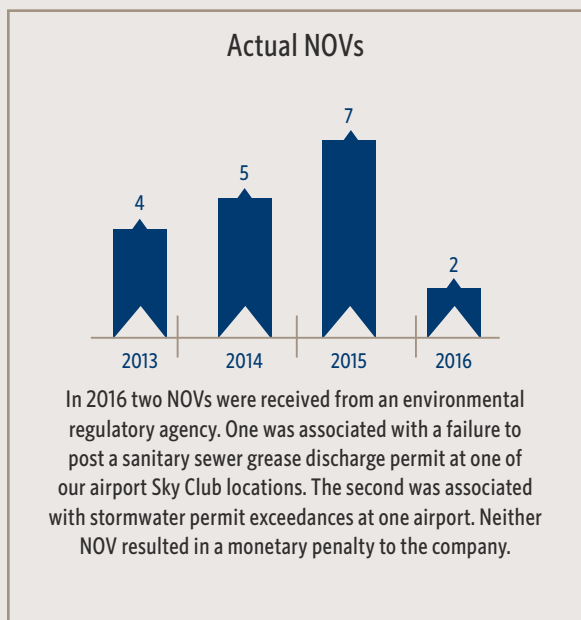


ENVIRONMENTAL COMPLIANCE (Continued)



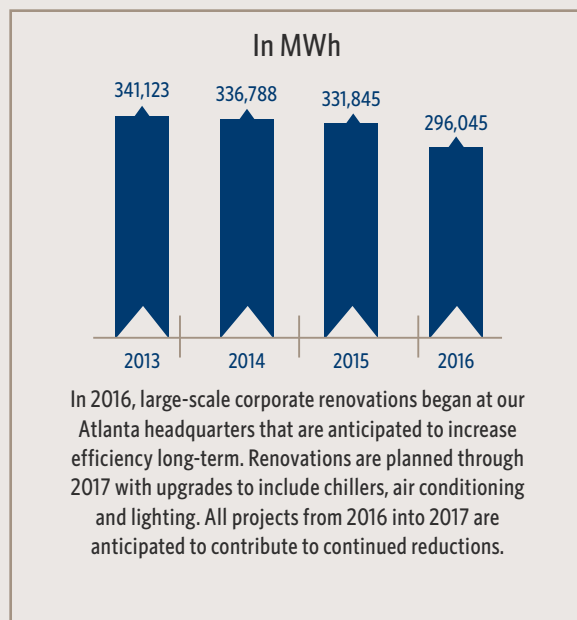
Notice of Violation Compliance

GOAL: Not to exceed 5 Notices.



Facility Energy

GOAL: Reduce year-over-year Scope 2 energy usage.

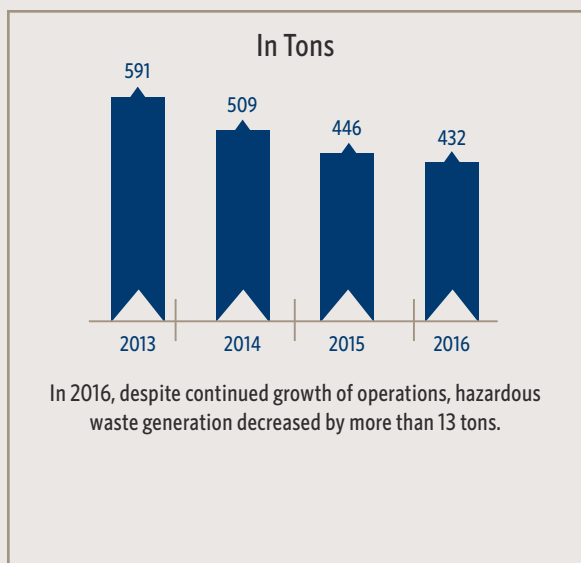


WASTE



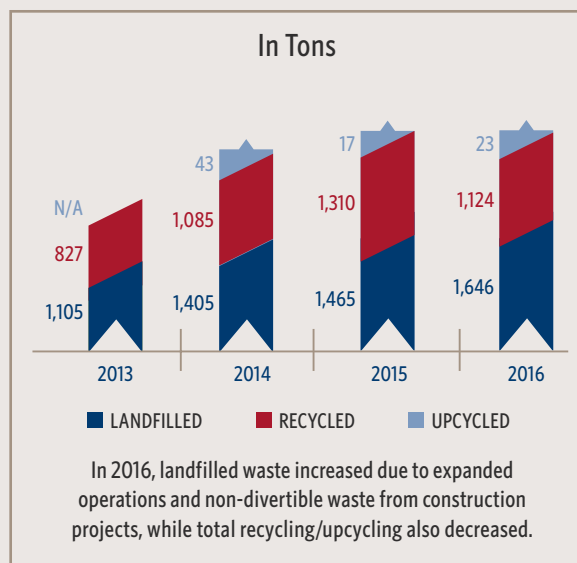
Hazardous Waste Generation

GOAL: Reduce year-over-year waste generation.



Non-Hazardous Waste Generation

GOAL: Reduce year-over-year waste generation.





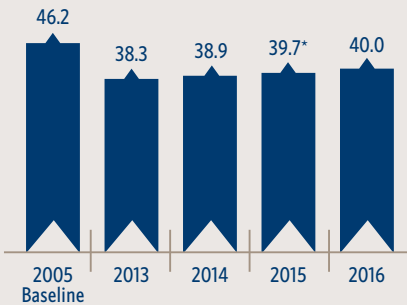
CLIMATE CHANGE



Absolute Emissions Reduction

IATA-ALIGNED GOAL: Reduce net aviation CO₂ emissions 50 percent by 2050, relative to 2005 levels.

In Millions of Metric Tons of CO₂



Since 2005, absolute emissions have been reduced by 13.3 percent. Fuel savings tracked in 2016 reduced emissions by 89,202 metric tons vs. business-as-usual.

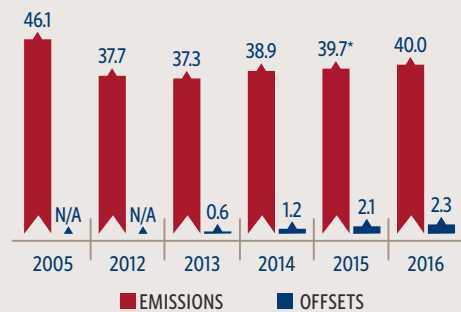
*updated per post CRR publication verification



Carbon Neutral Growth

IATA-ALIGNED GOAL: Cap net international aviation CO₂ emissions from 2020.

In Millions of Metric Tons of CO₂e



In advance of the 2020 IATA goal, Delta achieved carbon-neutral growth compared to a 2012 baseline. From 2013-2016 we achieved carbon-neutral growth by first focusing on fuel efficiency initiatives, and then by purchasing carbon offsets.

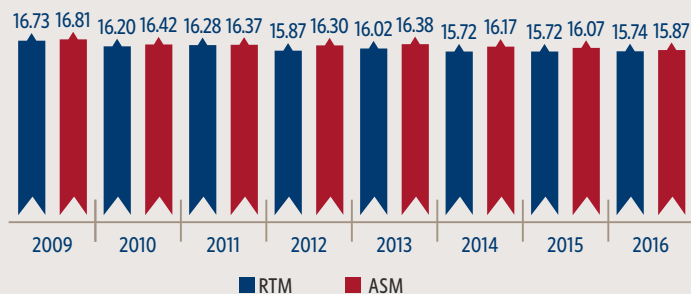
*updated



Fuel Efficiency

IATA-ALIGNED GOAL: Improve fuel efficiency an average of 1.5 percent per year from 2009 to 2020.

Gallons per 100 Revenue Ton Miles (RTM)
Gallons per 1,000 Available Seat Miles (ASM)



Fuel efficiency has improved overall by 5.9 percent based on gallons per 100 RTM since 2009, and 5.6 percent based on gallons per 1,000 ASM since 2009. Delta continues to pursue initiatives to enhance fuel efficiency toward achieving IATA goals.



CUSTOMERS



Customer Safety

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

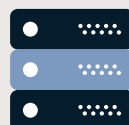


**Zero
Serious Customer
Injuries**



Cybersecurity

GOAL: Safeguard all forms of customer information.



**Zero
Significant Breaches
of Customer Data**



Customer Service

GOAL: Earn JD Power Award for Customer Service.



In 2016, Delta achieved our goal by earning second overall in the JD Power North American Airline Satisfaction Study. This was a 16-point boost over 2015 scoring.

SUPPLY CHAIN

✓ Supplier ESG Assessment

GOAL: Apply environmental, social and governance (ESG) guidelines and protocols during all assessments.



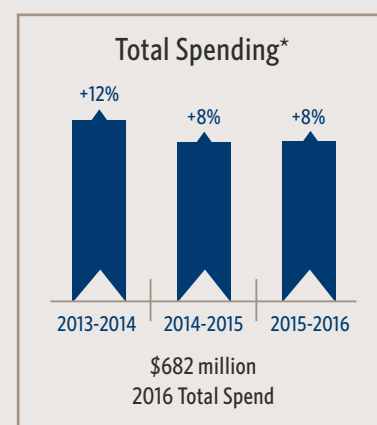
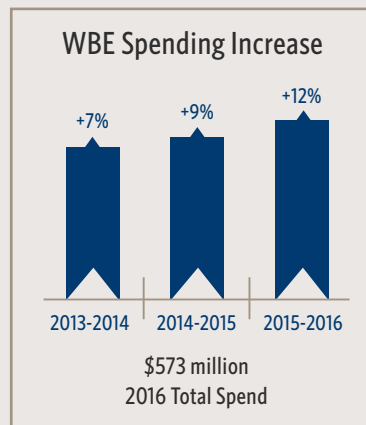
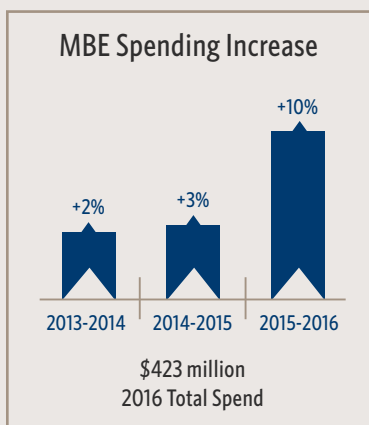
100% Supplier Assessments
using Supplier Code of Conduct
and Supplier Sustainability
Guidelines



73 Key Suppliers
participating in Supplier Performance
Management program, which
includes use of monthly performance
scorecards, periodic business reviews
and discussions on developing
and maintaining sustainable
business processes.

✓ Supplier Diversity

GOAL: Increase percentage spend with minority-, women-owned and small business enterprises (MBEs, WBEs and SBEs).



*In 2016, total Minority- and Women-Owned Business Enterprise spend was \$682.3M. This reflects an overall increase of 8 percent over 2015.

COMMUNITY

✓ Engagement & Support

GOAL: Support six pillar causes (page 73) through a commitment to give back to the communities where we live, work and serve.

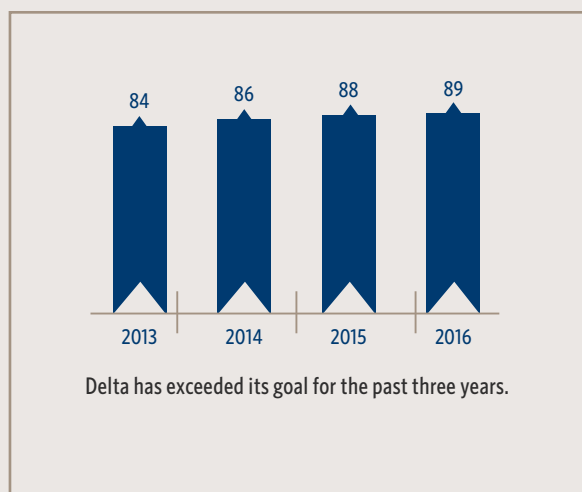
In 2016, we achieved growth across all pillars through the following support:



EMPLOYEES

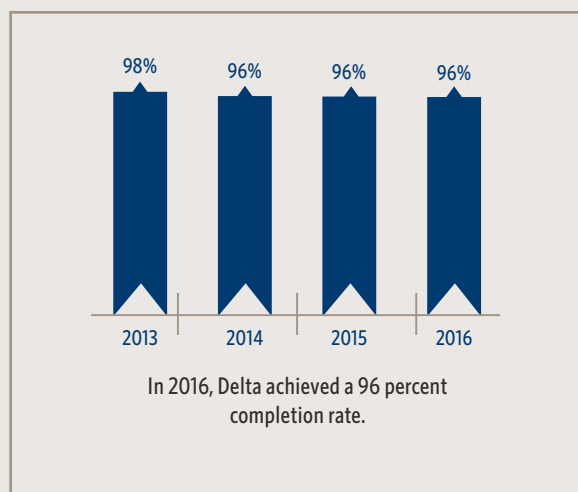
✓ Employee Satisfaction

GOAL: Achieve 85 percent employee satisfaction.



✓ Performance Management

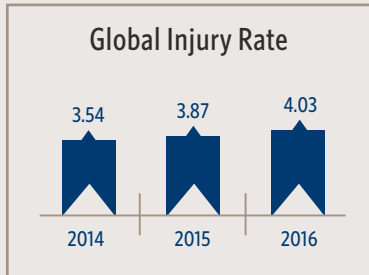
GOAL: Complete performance management reviews for 95 percent of employees.



EMPLOYEES (Continued)

Employee Safety

GOAL: Achieve a 3.93 Global Injury Rate.



In 2016, we missed our GIR goal by 2.6%. We've committed to a journey to bolster our safety culture and significantly improve our industry-leading employee injury rate.

FINANCIAL

Shareholder Return & Employee Profit Sharing

GOAL: Increase shareholder value through dividends and share repurchases.

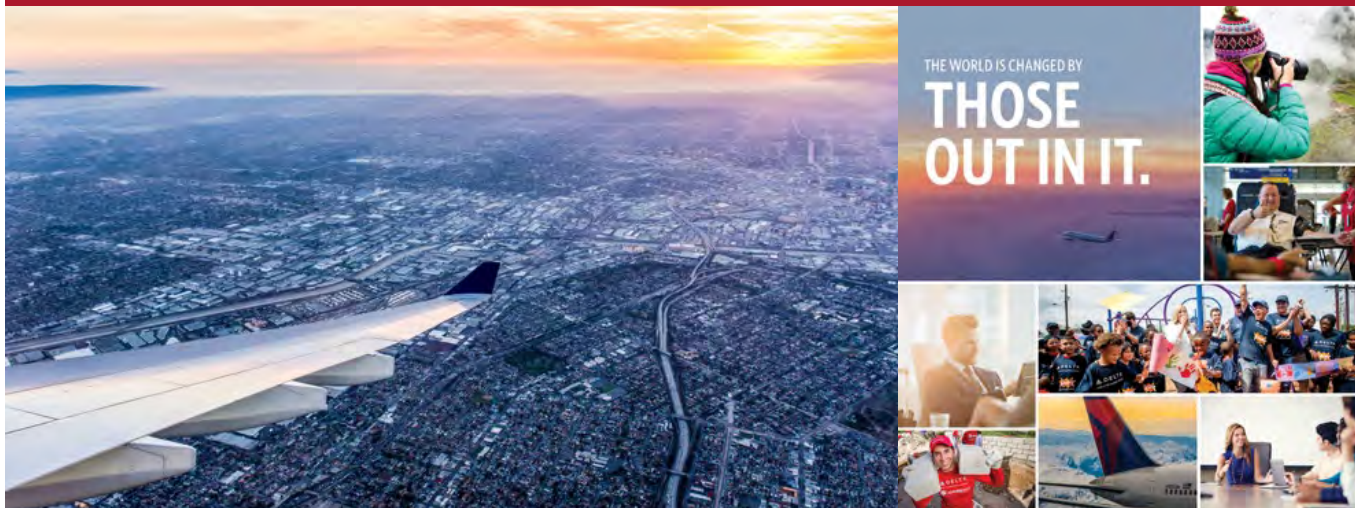


\$3.1 Billion
Returned to Shareholders



\$1.1 Billion
Profit Sharing to
Global Employees*

*Our profit sharing formula shares 10 percent of profits until prior-year profitability is matched, plus 20 percent of profits that beat Delta's prior-year profitability, with no limit.



Reporting Practices G4-28 G4-29 G4-30

This Corporate Responsibility Report (CRR) presents our defined material areas and metrics as of December 31, 2016. We issue our CRR on an annual basis. This 2016 report is an update to our previous report published in 2015. For all material Key Performance Indicators (KPIs), we present data for the current year, and data for at least three previous years.

GRI Content G4-32

We continue to report in accordance with comprehensive guidelines for GRI-G4 reporting standards. This report also provides additional information and data, not specified by GRI, that we and our stakeholders deem relevant to business operations. A complete GRI-G4 content index is included in this report beginning on page 88.

All GRI indicators are tagged in circular bubbles near the titles of chapters and their subsections. Each tag is color coded to represent one of our three sustainability pillars: Environmental (green), Social (blue) or Governance (red). These indicators are included in support of transparent and comparable disclosures within and across industries.

External Assurance G4-33

GRI recommends the use of external assurance, but does not require it to be in accordance with the Guidelines. We conduct assurance to verify our main environmental impact — carbon emissions. The external assurance statement for emissions is on page 103. SCS Global Services was engaged in 2016 to conduct carbon emissions verification for emissions year 2015 and to provide a reasonable level of assurance on our Statement of Greenhouse Gas (GHG) Emissions. Verified emissions data back to 2005 are publicly available on The Climate Registry at www.cris4.org.

Note that Delta's annual GRI reporting timeline and annual emissions verification and reporting timelines do not coincide. For this reason, annual verification of emissions trail GRI reporting by one year. As a result, annual emissions for the 2016 CRR reporting year will be verified after this CRR has been published.

Due to internal timeline reporting differences, any discrepancies from past CRR reporting to final verification will be noted in the SCS Global Services external verification statement and in relevant tables.

Contact Information G4-3 G4-31

Please send comments or questions about this CRR to Christine.Boucher@delta.com or in writing to:

Delta Air Lines, Inc.
Attn: Christine Boucher, Managing Director
Global Environment, Sustainability and Compliance
Department 885
1020 Delta Blvd.
Atlanta, GA 30354

Materiality G4-18

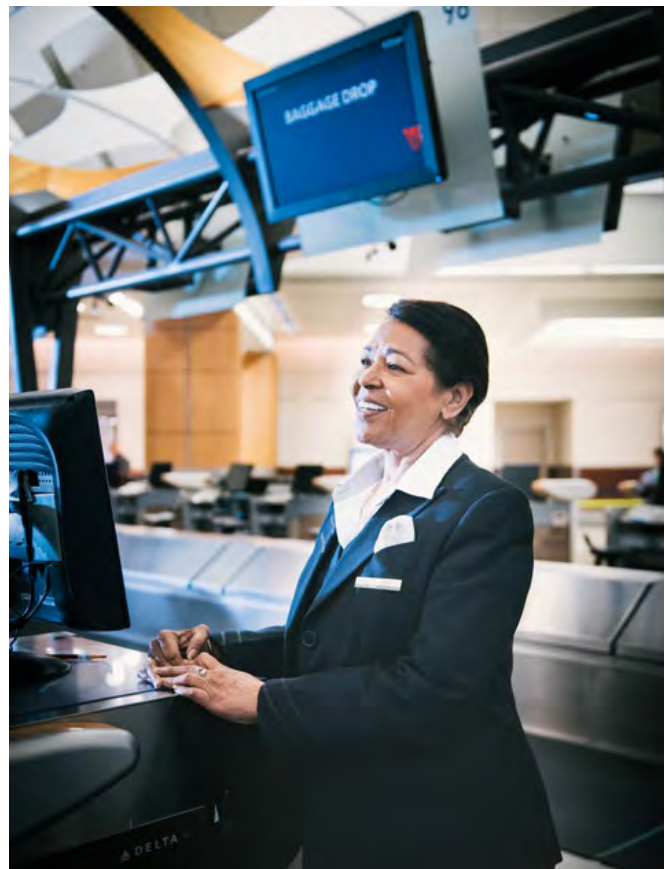
As part of GRI-G4 reporting guidelines, Delta periodically performs materiality assessments to identify which sustainability topics are most important to our stakeholders. Materiality in this context differs from the concept of materiality in a securities law perspective but helps guide our sustainability strategy and reporting. Our most recent materiality assessment was conducted in 2015.

Materiality Assessment Process G4-25

In an effort to continually evaluate and determine which performance issues are key to operating a world-class airline, we directly engage a defined set of stakeholder groups through phone interviews and questionnaires. This type of direct engagement allows us to better understand the issues that are important to our stakeholders so we can provide excellent service in an evolving business environment. While our stakeholder engagement activities have historically been focused on customer service, satisfaction and support, our success in using this type of engagement for continuous improvement became the starting point for our materiality assessment process.

We began our materiality assessment process through distribution of an ESG-focused questionnaire to stakeholder groups who had been defined and utilized before 2015. These stakeholder groups included investors, customers, employees, suppliers, governments, nongovernmental organizations and communities.

After completing the stakeholder outreach and engagement phase, we analyzed the results of the surveys by aggregating, prioritizing and categorizing more than 30 identified ESG issues. These issues ranged from organizational and operational impacts to sustainability trends affecting the airline industry. While the assessment process focused primarily on stakeholder priority issues, we also considered ESG issues that we deemed important to our business but which were not identified by stakeholders. We then divided all issues into environment, social and governance categories to match the ESG framework.



After narrowing the list, the result of our materiality assessment process identified 13 material issues vital to Delta's long-term business success. They are as follows:

- > Environmental Compliance
- > Carbon Emissions/Climate Change
- > Energy Use
- > Waste
- > Social
- > Customer Service
- > Customer Safety & Security
- > Community Support & Engagement
- > Supply Chain Management
- > Governance

- > Employee Satisfaction & Safety
- > Labor Relations
- > Financial Performance

We have assigned each of these material issues a set of key performance indicators (KPIs), for which we have set goals and continue to track progress. Performance data and year-over-year progress can be found in this report on pages 5 through 11. All KPIs use either generally accepted or industry-standard metric protocols for reporting. Delta is committed to achieving stated goals and continuing to make progress annually on our KPIs.

External Industry Commitments & Associations

G4-15

G4-16

Delta understands that increased transparency through corporate sustainability reporting helps us effectively engage with stakeholders, resulting in continuous improvement to our business over the long-term. Here is a list of external charters and associations Delta is actively engaged with:

- > Global Reporting Initiative (GRI)
- > CDP (formerly Carbon Disclosure Project)
- > The Climate Registry
- > Dow Jones Sustainability Index (DJSI)
- > FTSE4Good



- > Human Rights Campaign Corporate Equality Index
- > International Air Transport Association (IATA)
- > Center for Climate and Energy Solutions' Business Environmental Leadership Council (BELC)

Stakeholder Engagement G4-24 G4-25 G4-26 G4-27 G4-53

Continuous engagement and regular dialogue with our stakeholders through both formal and informal processes allows us to innovate and proactively address emerging needs and risks. In addition to ongoing internal stakeholder engagement efforts and commitments, we regularly engage with external stakeholders on trending and emerging issues that matter to their organizations. To do this we periodically receive and respond to inquiries and requests for information related to the sustainability practices of our company. Our long-standing commitment to engagement allows us the opportunity to continue to refine corporate governance and corporate strategy over the long term. The following table summarizes our 2016 stakeholder engagement activities on sustainability-related issues:

Stakeholder Engagement At-A-Glance

STAKEHOLDER GROUP	PRIMARY COMMUNICATION CHANNELS/FREQUENCY	KEY ISSUES	EXAMPLE OF 2016 ACTION(S)
INVESTORS	<ul style="list-style-type: none"> > Annual shareholder meetings > Annual report, quarterly earnings and proxy statement > External recognition, ratings and rankings > Investor Day 	<ul style="list-style-type: none"> > Return on investment > Transparent reporting practices and disclosures 	<ul style="list-style-type: none"> > Meeting our goal for pre-tax return on invested capital of at least 25 percent > Distributing \$3.1 billion in returns to shareholders, up 21.5 percent from 2015
CUSTOMERS	<ul style="list-style-type: none"> > Customer Satisfaction Survey > Social media 	<ul style="list-style-type: none"> > Reliable and on-time flights > Expansive global network > In-flight comfort > Efficient cargo delivery 	<ul style="list-style-type: none"> > Enhancing Delta.com and the FlyDelta mobile app with features like Dynamic Boarding Passes and RFID Bag Tracking
EMPLOYEES	<ul style="list-style-type: none"> > Employee Satisfaction Survey > Employee Involvement Group (EIG) > TechOps EIG > Reservations Liaison for Information Networking and Communication (ResLINC) > Airport Customer Service and Cargo Frontline Involvement Team (FIT) > Velvet-360 Tour > Town Hall Program > Delta Board Council 	<ul style="list-style-type: none"> > Competitive pay and benefits > Workplace safety > Clear communication > Work/life balance > Career and growth opportunities > Support of a diverse workforce 	<ul style="list-style-type: none"> > Sharing more than \$1 billion in profits with employees, the largest payout made by any company > Signing the White House Equal Pay pledge, committing us to advance equal pay among men and women
SUPPLIERS	<ul style="list-style-type: none"> > Supplier ESG Assessment > Supplier Diversity (MBE, WBE and SBE) engagement 	<ul style="list-style-type: none"> > Leadership in testing and scaling alternative fuels and vehicle technologies > Capacity-building support for local and diverse suppliers 	<ul style="list-style-type: none"> > Increasing spending with minority-, women-owned and small business enterprises by 8 percent since 2015 > Distributing an updated Supplier Code of Conduct to all vendors
GOVERNMENTS	<ul style="list-style-type: none"> > Collaborative partnerships with governments and NGOs around the world 	<ul style="list-style-type: none"> > Facilitation of cross-border travel > Expansion of security initiatives > Socially and environmentally friendly business practices > Support for infrastructure investment and maintenance > Creation of competitive marketplaces 	<ul style="list-style-type: none"> > Launching #GetOnBoard, a companywide effort to end human trafficking and support survivors > Supporting efforts to develop alternative fuels and modernize the U.S. air traffic control system > Participating in the Confidential Information Share Program (CISP), allowing the National Airspace System to better identify potential flight hazards
NONGOVERNMENTAL ORGANIZATIONS	<ul style="list-style-type: none"> > Industry associations > External recognition, ratings and rankings 	<ul style="list-style-type: none"> > Private-sector expertise and resources > Collaboration on innovative solutions > Socially and environmentally friendly business practices > Transparent reporting practices 	<ul style="list-style-type: none"> > Upholding our commitment to reduce our absolute CO₂ emissions, achieving carbon-neutral growth between 2013 and 2016 > Working with partners to upcycle more than 46,000 pounds of high-value materials > Conservancy to allow customers to offset CO₂ emissions from their flights
COMMUNITIES	<ul style="list-style-type: none"> > Delta Air Lines Foundation > Social media 	<ul style="list-style-type: none"> > Employee volunteerism and local support > Flight and travel safety programs 	<ul style="list-style-type: none"> > Completing a total of 520,660 volunteer hours and giving \$38 million to community organizations on five continents > Volunteering with Habitat for Humanity, the American Red Cross, KaBOOM! playgrounds, Junior Achievement, the YMCA, Children's Miracle Network hospitals and more



Corporate Governance

Ensuring that the right people, principles and guidelines are in place has helped us secure our current position as one of the world's most admired airlines. We are proud of our history of good corporate governance. To learn more about our corporate governance, policies, processes and procedures, please visit our investor relations page at <http://ir.delta.com>.

Online governance documents include:

- > Certificate of Incorporation
- > Bylaws
- > Director Independence Standards
- > Audit Committee Charter
- > Corporate Governance Committee Charter
- > Finance Committee Charter
- > Personnel and Compensation Committee Charter
- > Safety and Security Committee Charter
- > Employee Code of Ethics and Business Conduct
- > Stock Ownership Guidelines
- > Corporate Governance Principles

In addition, we make available on our website all documents filed with the United States Securities and Exchange Commission (SEC), including our Annual Report on Form 10-K and Proxy Statement for each annual meeting. These filings contain detailed information about our activities, including financial performance, business strategy and executive compensation.

Sustainability Governance

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G4-50

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

Our Executive Environmental Leadership Council (EELC) is made up of senior leaders who help establish and support environmental sustainability and corporate responsibility policy, strategy and action plans that address risks and opportunities annually.

Seeking continuous improvement, including self-evaluation and risk mitigation related to ESG, in 2016 the EELC met two times to further align and direct sustainability and climate change issues and initiatives that included:

- > Industry engagement on climate change policy at the International Civil Aviation Organization (ICAO)
- > Performance against the International Air Transport Association's (IATA) 1.5 percent fuel efficiency improvement goal
- > Climate change and biofuel strategy and action plan
- > Stakeholder engagement on sustainability
- > Environmental partnerships including carbon offsets from The Nature Conservancy
- > Sustainability reporting and disclosures through the Corporate Responsibility Report, the CDP, the Dow Jones Sustainability Index and corporate customer questionnaires

EELC Leader Members Include:

- > Senior Vice President — Corporate Real Estate
- > Managing Director — Global Environment, Sustainability and Compliance
- > Senior Vice President — Fuel Management
- > Senior Vice President — Flight Operations
- > Executive Vice President and Chief Financial Officer
- > Senior Vice President — Safety, Security and Compliance
- > Senior Vice President and Chief Marketing Officer
- > Senior Vice President — Supply Chain Management & Fleet
- > Senior Vice President — Technical Operations
- > Senior Vice President — Government Affairs
- > Senior Vice President and Chief Communications Officer

- > Senior Vice President and Chief Legal Officer
- > Senior Executive Vice President and Chief Operating Officer
- > Senior Vice President — Legal, Regulatory and International

While day-to-day environmental events are addressed by the affected operational division, the EELC serves as the primary governance body responsible for addressing ESG policy risks. In 2016, the EELC received no reports of critical ESG concerns or issues. However, we remain aware of concerns related to the impact of carbon emissions and climate change from the aviation industry. In recognition of these concerns, we are actively engaged with ICAO efforts to establish an efficiency standard and a carbon-neutral growth initiative.

Board Sustainability Literacy G4-43

The Board recognizes the importance of continuing education and encourages members to take advantage of education opportunities at Delta's expense.

Additionally, the Board remains in touch with stakeholder concerns through several communication processes.

The Board and the EELC are also regularly briefed on trends related to material issues and of stakeholder ESG concerns. Relating directly to ESG, the Board enhances its knowledge by:

- > Reviewing ESG industry trends related to strategy, performance, policies and goals
- > Reviewing other Delta governance body reports



GLOBAL CONNECTION

In This Chapter

Economic Performance
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Customer Health
& Safety
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Customer Satisfaction
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#GET
ONBOARD | ANTI-HUMAN
TRAFFICKING
INITIATIVE

Change Agent

Allison Ausband
Senior VP — In-Flight Service

Giving Hope for Victims of Human Trafficking

When Allison Ausband, Senior Vice President — In-Flight Service became Delta's executive sponsor leading efforts to end human trafficking, the issue quickly became personal. One evening, her husband received a call from a sobbing coworker. "She suspected her daughter had been trafficked while walking to a friend's house," Ausband recalls. "She was trying to reach out to everyone she could to help find her."

Ausband shared information about Polaris, which runs the National Human Trafficking Hotline. A week later, the woman's daughter was returned home safely.

"Human trafficking is a dark topic," Ausband says. "It's something that not everyone wants to get engaged with." Yet as Ausband's own experience revealed, trafficking knows no borders. It touches nearly every country in the world, affecting roughly 2.5 million women, children and men at any given moment.

And while human trafficking can be uncomfortable to discuss, it's not an issue that Delta plans to shy away from. That's why we launched #GetOnBoard, a companywide program to encourage employees and customers to join the fight. As part of the effort, more than 30,000 Delta employees have taken part in Blue Lightning training, enabling them to spot indicators of possible trafficking in airports and on flights. SkyMiles members also can donate miles to Polaris through Delta's SkyWish program to cover the airfare survivors need to return to their families and receive critical services.

"The research is heart-wrenching, and the needs are great," Ausband says. "Whether we focus on raising awareness, preventing future trafficking, assisting with the justice process, supporting victim rehabilitation services or other forms of action in the communities we serve, our goal is to ensure Delta continues to make a lasting impact."



Economic Performance

Delta's business is focused on making global connections, flying people and cargo throughout the United States and around the world. Our global route network gives us a presence in every major domestic and international market.

Management Approach to Economic Performance and Market Presence

G4-DMA

G4-DMA

We serve 180 million customers in 58 countries with industry-leading customer service and operational excellence. By excelling financially, Delta can focus on building system-wide capabilities and innovative solutions. We also can leverage brand and customer loyalty to address airline trends and risks.

Our employees are an important part of Delta's success and underpin the quality, customer service and operational reliability that are core to Delta's brand. During the December 2016 quarter, Delta pilots ratified a new contract that included an 18 percent pay rate increase that was retroactive to January 1, 2016. This increase for pilots followed pay rate increases for the majority of other employees during the December 2015 quarter. In addition, our profit sharing payment to

employees in February 2017 was the third consecutive annual profit sharing payment of more than \$1 billion. We have paid eligible employees more than \$5 billion in profit sharing since the program started in 2007. We expect to continue to pay our employees industry-leading total compensation because sharing the success that our employees help produce is core to Delta's culture — important to providing the best travel experience for our customers and to producing consistent, sustainable results for shareholders.

Running a reliable, customer-focused airline produced a solid return on invested capital of 26.1 percent (non-GAAP) in 2016. Return on invested capital is calculated by dividing adjusted income (\$6.9 billion) by average invested capital (\$26.6 billion), which is the sum of adjusted book value of equity (\$20.0 billion) and average adjusted net debt (\$6.6 billion).

Our 2016 financial performance has allowed us to:

- > Improve our balance sheet by reducing debt and capital lease obligations to \$7.3 billion and adjusted net debt (a non-GAAP financial measure) to \$6.1 billion¹
- > Increase funding of our defined benefit pension plans
- > Increasing the amount of capital returned to our shareholders through dividends and share repurchases

We are focused on delivering additional value for shareholders in the future through revenue growth, cost productivity and prudent deployment of cash flows.

Business Risks G4-2

The global and highly competitive nature of our industry presents many risks. Financial and operational risks include the following factors, among others:

- > Terrorist attacks, geopolitical conflict or security events may adversely affect our business, financial condition and operating results
- > High fuel costs or cost increases, the effect of rebalancing the fuel hedging program and mark-to-market adjustments, as well as significant extended disruptions in the supply of aircraft fuel could also materially negatively affect our business
- > Significant investments in airlines in other parts of the world and our commercial relationships with those carriers may not produce returns or results we expect
- > Failure to comply with agreements governing our debt, including financial and other covenants, could result in events of default
- > We are at risk of losses and adverse publicity from a serious aircraft accident
- > Employee strikes and other labor-related interruptions and disruptions of service at one of our hub, gateway or key airports or by our third-party regional carriers could have a material adverse effect on our operations
- > Disruptions of our information technology infrastructure or the failure of our technology to perform reliably could have a material adverse effect on our business
- > Our results can fluctuate because of weather, natural disasters and seasonality
- > The failure of insurance to cover a significant liability related to our refinery could have a material adverse effect on our results
- > The failure to comply with environmental regulations by our refinery or the enactment of additional regulations could have a negative impact on our results
- > If we lose senior management personnel and other key employees and they are not replaced by individuals with comparable skills, our operating results could be adversely affected
- > The global airline industry is highly competitive, and if we cannot successfully compete in the marketplace, our business, financial condition and operating results will be materially adversely affected
- > The airline industry is subject to extensive government regulation, and compliance with existing and new regulations may increase our operating costs
- > Prolonged periods of stagnant or weak economic conditions could have a material adverse effect on our business and financial results
- > Economic conditions and regulatory changes leading up to and following the United Kingdom's exit from the European Union could have a material adverse effect on our business and results of operations
- > The rapid spread of a contagious illness could have a material adverse effect on our business and results of operations

1. We use adjusted total debt (\$9.4 billion), including debt and capital lease obligations (\$7.3 billion), unamortized discount, net and debt issuance costs (\$0.1 billion) and seven times last twelve months' aircraft rent (\$2.0 billion), to present estimated financial obligations. We reduce adjusted total debt by cash, cash equivalents and short-term investments and hedge margin receivable (\$3.3 billion), resulting in adjusted net debt, to present the amount of assets needed to satisfy the debt.

Financial Performance G4-EC1

We primarily report on our organization and our financial performance through our Annual Report on Form 10-K and Quarterly Reports on Form 10-Q and investor relations website <http://ir.delta.com>. In this report, financial performance data focuses on economic performance as it relates to environmental, social and governance (ESG) issues. The organizational entities covered in this CRR are the same as those presented in our Annual Report.

Economic Impact Years Ended December 31

(in millions USD, except per share data)	2014	2015	2016
DIRECT ECONOMIC VALUE GENERATED			
Revenue	\$40,362	\$40,704	\$39,639
ECONOMIC VALUE DISTRIBUTED			
Salaries and related costs	\$8,120	\$8,776	\$10,034
Employee profit sharing	\$1,085	\$1,490	\$1,115
Total operating expense	\$38,156	\$32,902	\$32,687
Income tax provision	\$413	\$2,631	\$2,263
Payments on long-term debt and capital lease obligations	\$2,928	\$2,558	\$1,709
Cash returned to shareholders	\$1,351	\$2,559	\$3,110
SHAREHOLDER VALUE			
Share price at Dec. 31	\$49.19	\$50.69	\$49.48
Share price range	\$27.26-50.16	\$34.61-52.77	\$32.60-52.76
ECONOMIC VALUE RETAINED			
Net Income	\$659	\$4,526	\$4,373
Retained Earnings	\$2,816	\$5,562	\$7,903

Climate Effects on Our Business G4-2 G4-EC2

Climate change presents both opportunities and risks related to Delta's economic performance. Delta continues to reduce emissions from operations as we increase efficiency and service to our customers. Within our operations, we seek to minimize emissions primarily by using less fuel.

We have reduced our carbon emission levels since 2005 [our baseline as reported to The Climate Registry (TCR)], by retiring and replacing older aircraft with newer, more fuel-efficient aircraft and by implementing fuel-saving procedures in our flight and ground support operations. Together, these initiatives are intended to help reduce our total carbon emissions.

Delta also continues to support efforts to develop alternative fuels and efforts to modernize the air traffic control system in the United States. In addition, as we continue our long history of innovation, we anticipate being able to leverage our environmental management and mitigation capabilities to further reduce our emissions and climate impact.

As a responsible leader in the airline industry, we recognize that climate change is also a material regulatory risk. Concern about aviation environmental issues, including climate change and carbon emissions, has led to recognition of potential additional regulation and further taxation or permitting requirements from multiple jurisdictions.

Due to the changing regulatory landscape in the U.S. and abroad, Delta realizes that we may face increasing regulations, taxes or other requirements which would require us to obtain additional permits or purchase allowances or offsets for emissions. Increases in regulation could also result in taxation or permitting requirements from multiple jurisdictions for the same operations.



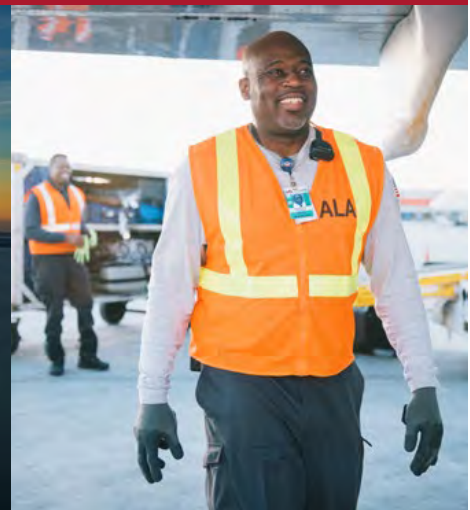
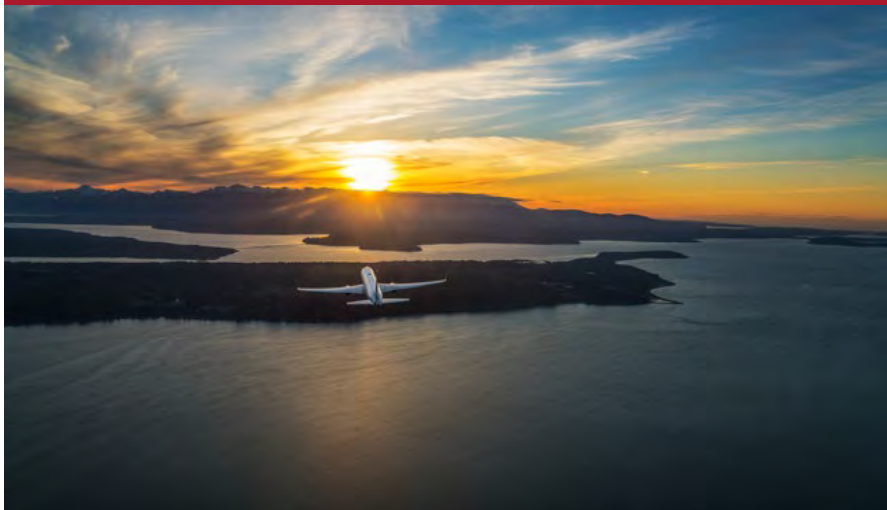
In addition, climate change risks to business with respect to global regulation also vary around the world. One of these regulations is the European Union's Emissions Trading Scheme (ETS). Established in 2005, the ETS is the world's largest trading mechanism for carbon emissions allowances. For several years, the European Union has required its member states to implement regulations to include aviation in its ETS. Under these regulations, any airline with flights originating or landing in the European Union is subject to the ETS and, beginning in 2012, was required to purchase emissions allowances if the airline exceeded the number of free allowances allocated. The ETS was amended to apply only to flights within the European Economic Area from 2013 through 2016. Because of this limitation to the EU ETS, we operated only 43 flights subject to the ETS through 2016.

Unless the EU amends the current legislation following the 2016 Assembly of the International Civil Aviation Organization ("ICAO"), the ETS will apply to all flights originating or landing in the European Union beginning in 2017.

In 2016, ICAO also adopted new aircraft certification standards to reduce emissions from aircraft. The new aircraft certification standards apply to virtually all types of aircraft that make up the global commercial fleet and will be phased in between 2020 and 2028.

In the U.S., the Environmental Protection Agency (EPA) regulates aircraft emissions and has historically implemented emissions control standards adopted by ICAO.

As a result of ongoing bilateral discussions between the U.S. and other nations, ICAO formally adopted a global, market-based emissions offset program known as the Carbon Offsetting and Reduction Scheme for International Aviation, in October of 2016. This program is designed to address the medium-term goal for the aviation industry of achieving carbon-neutral growth in international aviation beginning in 2020.



Customer Health & Safety G4-DMA G4-PR1

Ensuring the health, safety and security of our customers is paramount. To fulfill this promise to our customers while providing the highest levels of service in the air and on the ground, we put special focus on flight safety, emergency preparedness, customer health and the handling of dangerous goods.

Flight Safety

Safety is an indispensable part of the Delta flight experience. The goal of Delta's Flight Safety Program is to identify and eliminate hazards before they cause injuries to people or damage to aircraft or facilities. During 2016, Delta advanced our culture of safety through technology improvements and enhancements in safety data analysis.

Data collection and analysis is a central element in improving operational safety performance. Our aircraft produce an enormous quantity of safety data derived from on-board data recorders. These recorders can continuously measure thousands of aircraft parameters from taxi out to taxi in. Once processed, the data presents us with a comprehensive picture of our operation; identifying vulnerabilities and areas for improvement. As evidence of our commitment to safety, Delta is retrofitting our fleet with new wireless technology which allows our aircraft to uplink performance data over a cellular network at the completion of a flight, thus eliminating the data delivery lag time associated

with older recorders. This allows us to receive safety-critical data more efficiently so that we can respond more effectively to any identified concerns. Another example of our efforts to leverage the value of safety data is Delta's investment in animation software. Since the information produced by the data recorders is so robust, this software allows us to produce animated videos of actual flights which greatly enhances pilot training and improves our investigative processes.

Delta has also invested in technology that greatly expands pilot awareness of turbulence and other weather-related phenomena. For the last several years Delta participated in a collaborative project with the FAA and the National Center for Atmospheric Research (NCAR) that developed a product called Eddy Dissipation Rate (EDR). In this ground breaking project, some of our aircraft, equipped with special sensors, download flight performance data to a ground-based server while the aircraft is airborne. Using a series of sophisticated algorithms, the data is automatically analyzed to measure the level of turbulence the aircraft is currently experiencing. This information

is then sent back to be displayed on tablet computers used by our pilots in the cockpit. Equally important, the turbulence values are fed into a very robust model called NowCast which adds a predictive depiction tool to increase weather awareness. Updating every 15 minutes, NowCast provides coverage in areas lacking timely EDR data. The information derived from the EDR data provides our pilots with a three-dimensional, real-time depiction of the actual location and severity of the turbulence. Currently more than 250 of Delta's aircraft are equipped with EDR technology, and the critical weather information it produces is available to all of our pilots. Our pilots then use the information to adjust the route of flight to minimize the level of turbulence experienced by the aircraft and improve the inflight experience of our customers while enhancing safety levels. Delta is currently in discussion with several domestic and international airlines to share EDR, with the hopes of equipping most of the aircraft that fly throughout the world with this amazing technology.



During 2016, Delta's FOQA program analyzed approximately
900,000 Flight Operations.

Another internal program is Flight Operational Quality Assurance (FOQA). During 2016, Delta FOQA continued work with internal and external stakeholders to advance program policies, procedures and technology in cooperation with the pilot labor union. Our main objective is to increase the use of FOQA data to improve safety and efficiency of

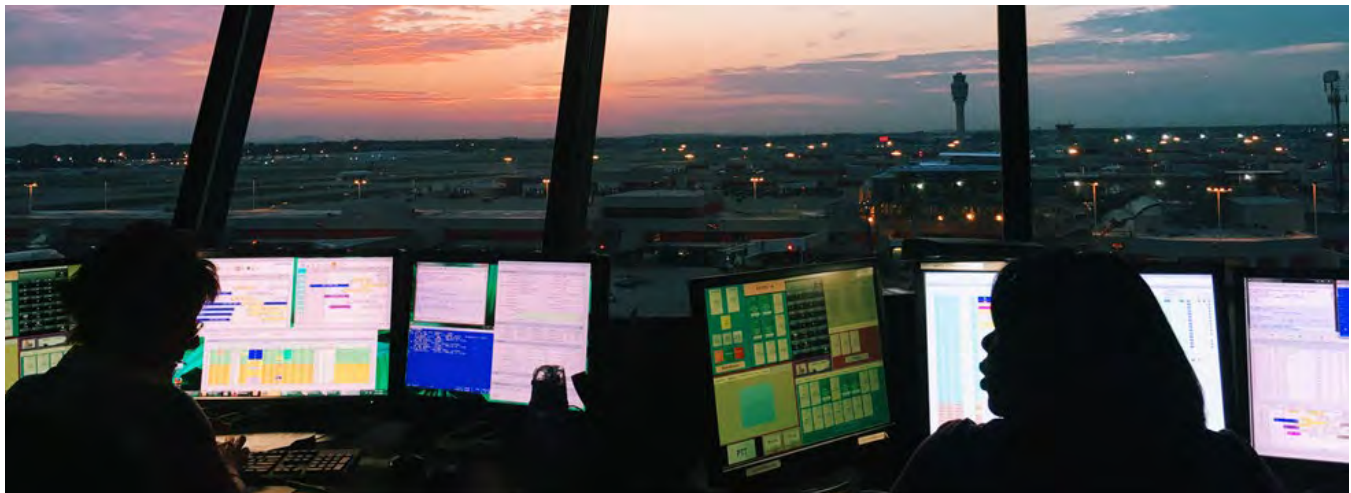
flights. This collaboration is a testament to the strength of the relationship and safety focus of the management and labor teams at Delta. Since the ratification of the Crosstalk Agreement in 2015, over 40 users now have access to the same data sources used by FOQA for predictive maintenance, propulsion engineering and fuel savings.

In addition to advancements made internally, Delta also participates in and leads multiple industry safety initiatives. For example, we participate in a working group that uses the FAA's Aviation Safety Information Analysis and Sharing (ASIAS) system. ASIAS promotes the open exchange of de-identified safety information to continuously improve aviation safety. We also are an active participant leader with Delta Connection, SkyTeam and other organizations throughout the aviation industry. Engagement with these groups ensures that Delta Flight Safety remains committed to the safety of every passenger and employee onboard our flights.

Safety Management System (SMS)

Delta's complex operation requires flight operations, ramp operations, catering, cargo, maintenance, crew scheduling, dispatch and meteorology to work together to succeed. Each operational area presents its own challenges and risks. Delta's comprehensive SMS assesses each piece individually and systemically to identify potential hazards throughout our entire operational system.

Since its development in 2006, Delta's SMS has matured into a strong, successful and healthy foundation for our evolving daily operational processes. The keys to its success are employee engagement, leadership support and communication. Our frontline employees are the eyes and ears of our operation, and are best positioned to identify daily hazards and offer solutions. Constant analysis of systems, processes and procedures provides ongoing opportunities to proactively identify hazards before an incident occurs. Effective hazard



reporting by all employees throughout the organization helps to ensure we address issues in a timely manner. The strong relationship we have with our connection carriers and SkyTeam Alliance partners helps Delta gather and assess safety-related data, best practices and lessons learned.

Customer Health

Our commitment to our customers' safety includes their health condition during flight. Our in-flight medical capabilities provide best-in-class safety that exceeds FAA regulatory guidance for on-board medical equipment, supplies, medication and ground medical physician support. Delta also accommodates battery-operated medical devices, including portable oxygen concentrators that have been pre-approved by the U.S. Department of Transportation and Delta to ensure compatibility with aviation electronic systems.

In rare cases, customers may need assistance that goes beyond the treatment we can provide. That's why we voluntarily contract with STAT-MD, a division of emergency medicine services of the University of Pittsburgh Medical Center. STAT-MD provides 24/7 ground-based medical support for all domestic and international in-flight medical events, in addition to pre-flight medical fitness-to-fly consultative support. STAT-MD physician consultants are board-certified

emergency medicine physicians who understand Delta's on-board medical capabilities and the effects of altitude on physiology in flight. During in-flight medical occurrences, these trained physicians consult from the ground and provide treatment recommendations, which could include diverting a flight to provide a patient with more immediate medical care. This consultation happens in collaboration with pilots in the flight deck, flight attendant first responders, passenger medical volunteers, if available, and the flight's dispatcher from the Operations and Customer Center.

Emergency Planning & Operations

In today's global environment, companies must be prepared for whatever challenges come their way. Delta's Business Continuity and Emergency Response programs provide training and support that ensures plans are in place to appropriately respond to any crisis impacting our airline. Thanks to this training, Delta's highly skilled responders can work through any disaster by quickly assessing the situation, using pre-developed plans and developing an action plan to be used throughout the crisis. Frequent drills and simulations keep our employees familiar with response processes and equipped to respond at a moment's notice. They also help us understand areas of improvement, and we continually make improvements to our plans outside of an actual emergency.

Change Agent: Delta Care Team

Responding in a Crisis

It was early morning in the U.S. when news broke of large explosions at Brussels' Zaventem airport. We didn't know then that one of the explosions had gone off near a ticket counter that Delta used, or whether there were injuries or fatalities. We simply knew we needed to help.

Delta quickly dispatched a small contingent of our Care and Go-Team to Brussels via Amsterdam. The team set up a local command center to start helping passengers who had been affected — passengers like Laye Kane Jallow, who was returning home to New York after visiting his girlfriend in the Belgian capital. Jallow was hospitalized with severe burns. Two Delta Care Team employees met him after surgery to offer their support — and even helped him celebrate his birthday during his recovery.



Ultimately, Delta sent 50 Care and Go-Team responders to Brussels. Our valued SkyTeam partners, Air France and KLM Royal Dutch Airlines, also sent their employee Care Teams to assist Delta in our response. We are grateful to those who gave their time at the Care Team's phone branch and in the field, bringing hope to those faced with the unthinkable.

Delta Business Continuity engages all divisions to develop secondary business processes aimed at minimizing disruption to our customers during a business failure. We maintain daily vigilance to ensure our teams are ready to respond to any crisis that affects our company, employees and customers.

Once such disruption occurred in August 2016, when Delta incurred a catastrophic failure of our primary data center. Due to a power switching device failure, hundreds of network devices and applications were rendered inoperable. Though most were back online within hours, the damage to the day's flight schedule was swift and devastating. We quickly established our crisis command center and started working through

the enormous issues that resulted from a severely delayed operation. While it was a painful few days for our customers and employees, our teams worked around the clock to reset the highly complex schedule of approximately 3,000 flights per day, consisting of more than 800 aircraft, managed by our 84,245 worldwide employees. Today, Delta is working harder than ever and investing hundreds of millions of dollars to ensure our operation is safe and reliable, 365 days a year, even during a catastrophic failure of one of our data centers.

Emergency Response and the Delta Care Team

Delta's Emergency Response team focuses on ensuring Delta meets or exceeds requirements of the U.S. Aviation Disaster Family Assistance Act of 1996. In doing this,

we make certain we're meeting requirements for all the international destinations in which Delta operates.

We take great pride in our all-volunteer force of more than 2,500 employees from Delta and our Delta Connection partners. These volunteers, known as the Care Team, are specially trained in working with survivors and families of an aviation disaster. The Care Team is composed of compassionate, caring individuals who are on call for immediate deployment to any worldwide destination if the need arises. Assistance can include making flight arrangements, assisting with ground transportation, arranging hotel accommodations, providing food and emergency clothing, and helping keep passengers and family members informed. Care Team members also help coordinate communication among hospitals, airport officials and organizations like the Red Cross or Red Crescent, and can be a shoulder to lean on to get through a difficult time. Care Team members worldwide speak at least 19 languages and come from more than two dozen countries — helping our customers feel a little more at home, no matter where they are in the world.

Dangerous Goods Handling

The careful management of dangerous goods is another essential component of safety. The Dangerous Goods Management Group at Delta manages and oversees handling of dangerous goods, as well as implementation of companywide dangerous goods policies. Due to strict regulations by domestic and international authorities related to acceptance, handling and transport, our dangerous goods program is operated as part of our quality management system.

The program is specifically tasked with:

- > Establishing hazardous materials and dangerous goods standards
- > Evaluating operations against those standards
- > Recommending appropriate improvements
- > Promoting awareness and compliance

At the end of 2016, Delta assessed the risk posed by lithium-ion battery-powered personal electronic devices (PEDs) and elected to mitigate the onboard risk posed by overheating PEDs by rolling out containment bags across our fleet. These containment bags are designed to cool an overheating PED or stop the spread of a PED fire. The

Dangerous Goods By-the-Numbers



65,787 Flights

Required a
Notification to the
Captain (NOTOC)



5,878 Emails
to the FAA Reporting
Undeclared Dangerous
Goods Removed From
Passenger Checked
Baggage



209,308
Pieces of
Dangerous Goods and
7.5 Million
Kilograms Of Total
Weight Removed From
Checked Baggage



bags also provide crews safe storage options for devices until they can be removed from the aircraft.

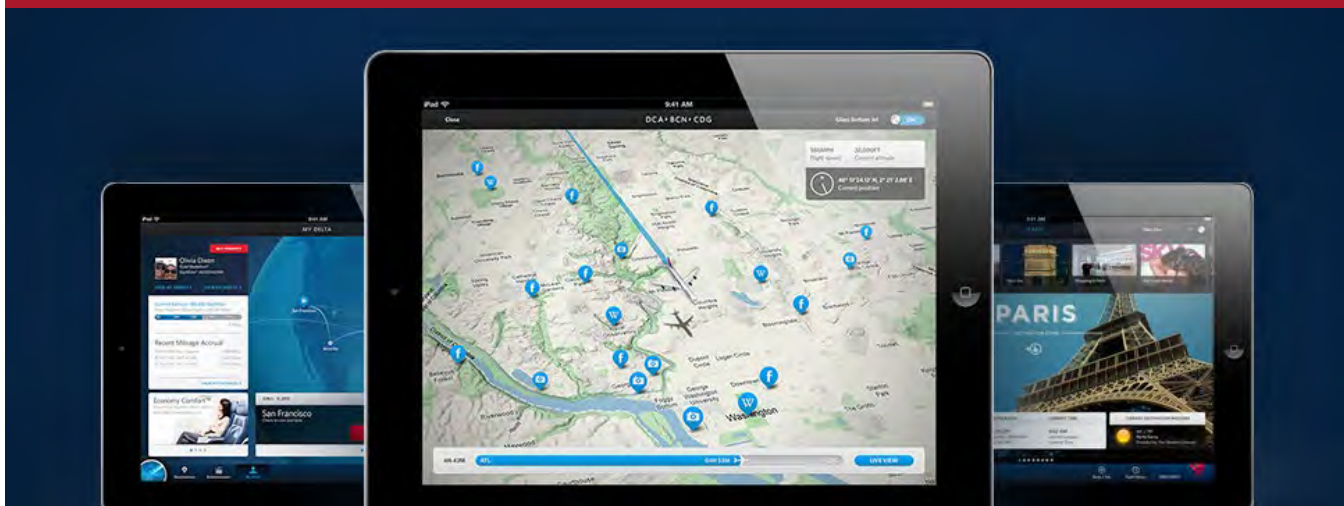
In addition, as a component of Dangerous Goods Handling, Delta understands the risks associated with carrying regulated materials onboard, and accepts and transports Hazardous Materials (HazMat) through our Cargo/Airport Customer Service division, as well as transporting company-required materials to Technical Operations facilities. Delta's HazMat program is fully compliant with applicable regulations as well as the International Civil Aviation Organization (ICAO) technical instructions. Further ensuring the safety of our employees and customers, all Delta employees who may be required to handle any type of HazMat are trained annually through an FAA-approved training program.

Flight Security

Delta continues to evolve our security program, taking a proactive approach to addressing risks and minimizing impacts and working with government and airport partners to expand customer service security initiatives for the benefit of all passengers. Our continued focus on improving and streamlining processes ensures a best-in-class overall travel experience in the safest possible environment.

As part of our commitment to continually assess and manage security risks, Delta has enhanced the way the security of operational airspace is reviewed across the globe. In close collaboration with U.S. government partners, Delta conducts periodic and event-based reviews of flight routes. These reviews proactively identify areas where airspace security could be at risk, allowing for the restriction of flight operations as necessary to safeguard our customers, people and assets — above and beyond government guidance.

Throughout 2016, Delta continued to focus on security innovation. We used enhanced data analytics and innovative technology to better assess potential threats and manage security risks across the aviation environment. As worldwide security threats continue to evolve, Delta remains committed to seeking out the most innovative sources of information and intelligence to secure our customers, people and assets, while maintaining the strictest standards and protections for the privacy of personal data. In addition to enhancing internal processes, Delta continues to work with partners and industry organizations to ensure that policy and regulations in these areas stay current, increasing security for the traveling public worldwide.



Customer Satisfaction

Building long-lasting relationships with our customers is one of Delta's top priorities. To do this, we strive each day to provide the most reliable, safe and convenient experience possible on every flight and through every interaction. This includes calls to our Customer Engagement Centers, and customer inquiries through social media. Delta prides itself on having received Contact Center Certification from J.D. Power and Associates three years in a row — the only airline ever to earn the title. In addition, Delta continues to enhance the travel experience through improvements to technology, streamlined security procedures and an unrelenting focus on safety.

Management Approach to Customer Information Privacy and Security Management

G4-DMA

Delta's information systems and networks are important business assets. To operate effectively in a large, diverse environment and compete successfully in the global economy, Delta commits to having information assets that are secure, accurate and available. We also make the security and privacy of our customers' personal information a top priority.

The mission of Delta's CyberSecurity Division is to protect our business, customers, employees and partners from cyber threats, while promoting innovative cybersecurity services, products and solutions. To accomplish our mission, Delta focuses on four layers of protection: prevention, detection, response and recovery.

Delta acknowledges that our information and technology systems are subject to increasing threats of continually evolving cybersecurity risk. The CyberSecurity Division is committed to safeguarding all forms of internal business and customer information, as well as protecting all information systems from unauthorized access, use, disclosure, disruption, modification or destruction.

The CyberSecurity Program ensures the confidentiality, integrity and availability of critical business information. It also takes steps to maintain the privacy of information we hold regarding our customers and employees. All Delta employees are expected to play their part in maintaining general information security and privacy as they handle corporate and customer information in their job functions.

Change Agent: RFID Technology

Maps are an integral part of travel. But for those taking to the sky with checked bags, the ability to see a piece of luggage's journey "mapped" from one plane to the next has been lacking. That's finally changing thanks to baggage tracking technology using Radio Frequency Identification (RFID).

This move marks a historic shift for Delta and the 120 million bags we handle annually. RFID will replace barcode hand scanning — the industry standard since the early 90s. With this new technology, scanners use radio waves to capture highly accurate and consistent data stored on an RFID chip embedded in the luggage tag. That means fewer missing bags — and real-time tracking information at customers' fingertips via the Fly Delta mobile app.



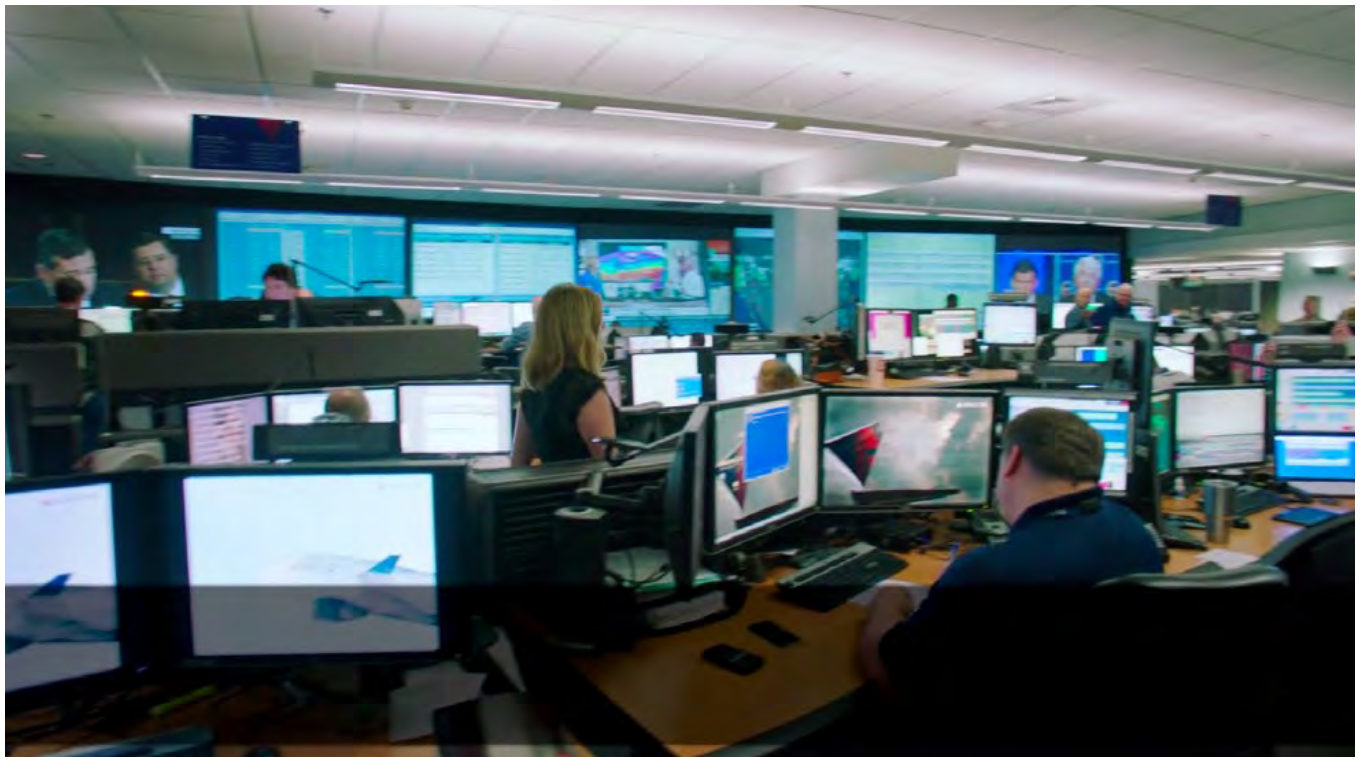
With a \$50 million investment in RFID at 344 stations around the globe, we aim to reliably deliver every bag on every flight. Since the new technology rolled out, bags have been tracked with 99.9 percent success. All domestic Delta stations now offer map views of a bag's journey, with international stations soon to follow — creating unprecedented transparency for customers everywhere.

To mitigate existing and emerging threats related to cybersecurity, Delta has established four workgroups that support the information security of our global operations:

- > Cyber Access Management provides controlled access to systems by employees, contractors and vendors
- > Cyber Threat Unit works with Information Technology (IT) to provide enterprise-wide response capability, strengthening Delta's front line of defense against a rapidly shifting threat environment
- > CyberSecurity Governance establishes security policies and standards, conducts risk assessments, and promotes security-related training and awareness programs while ensuring legislative and regulatory compliance
- > Security Solutions Group (SSG) provides enterprise solutions and shared services to the IT, Human Resources and Legal departments; including eDiscovery, Identity and Access Engineering and Automation

CyberSecurity independently and objectively assesses the controls, reliability and integrity of Delta's IT environment to ensure we are compliant with legislation and regulatory requirements. This helps us ensure our controls are working as efficiently and effectively as possible.

Delta also seeks out the opinions of industry experts to ensure that our cybersecurity program is effective. These assessments are both voluntary and compliance-based. Following these third-party assessments and audits, we have implemented additional security controls and technologies to ensure we are keeping pace with current cyber threats and trends for a secure enterprise. In 2016, our program matured with the appointment of a new Chief Information Officer, Rahul Samant.



Cybersecurity Awareness

In today's world of data breaches, cyber-attacks and increased connectivity, it is paramount that every Delta employee is prepared to protect Delta's valuable information assets. Employees play a critical role in cyber threat defense, and the best strategy for detecting and thwarting attacks is a vigilant and cyber-aware workforce.

Every employee and contractor with access to Delta's information systems completes annual information-security and privacy training that is tailored to our business environment and updated as new technology and associated security and privacy issues emerge. Additional training and education programs are provided to key audiences, such as IT developers and people who process credit cards. We also provide practical guidance on cybersecurity issues throughout the year to employees and managers across the company.

Our CyberSecurity Awareness Program also consists of quarterly awareness and engagement events, including National Cybersecurity Awareness Month and Privacy Day — an international effort held annually to create awareness about the importance of privacy and protecting personal information. Awareness campaigns throughout the year focus on hot topics such as phishing, anti-tampering, data classification and ensuring a secure workspace.

The CyberSecurity Division manages these programs and is responsible for our Information Security Policy and Standards. Cybersecurity training and awareness serve to not only educate employees about how to protect Delta's information assets, but also to give employees and their families the tools they need to protect themselves in the digital world. We understand that cybersecurity education transcends the workplace. When our employees learn how to protect our customers' privacy, they can protect themselves from the dangers of cybercrime and identity theft, too.



Supply Chain

Delta is firmly committed to social, environmental and economic responsibility in all our operations. Delta's Supply Chain Management (SCM) professionals operate at a level befitting a global airline leader, following rigorous internal material standards for sourcing, procurement and selection of our suppliers and business partners.

Management Approach to Supply Chain

G4-DMA G4-DMA G4-DMA G4-I2

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

We understand that our SCM is a component of providing long-term sustainable support to our customers. To do this, we work hand in hand with vendors and suppliers to manage the services and products they provide.

There are many links in our supply chain beyond procurement. These include logistics, distribution, materials management and transportation.

We partner with our suppliers and business units to manage services using the following values:

- > Integrity and ethical behavior
- > Fact-based decision making

- > Challenging the status quo
- > Enhancing shareholder value
- > Diversity
- > Teamwork
- > Continuous improvement
- > Respect for people and the value they bring
- > Innovation
- > Excellence in performance

Supplier ESG Assessment

G4-EN32 G4-EN33
G4-LA14 G4-LA15 G4-HR10 G4-HR11 G4-S09 G4-S010

Our strategic sourcing process defines how we work with suppliers to ensure that they are operating up to our standards. This includes a due-diligence policy to screen all key suppliers for potential environmental, social and governance (ESG) risk factors. Following this process helps eliminate any potential negative impacts of our global supply chain — which in turn helps Delta improve. We hold ourselves to the same high standards as our suppliers, adhering to operational ESG requirements and using mechanisms for monitoring, reporting and correcting ESG issues.

Supply Chain Management Risk Factors

To understand and mitigate supplier risk, sourcing decisions include an assessment of the following ESG risk factors:



Environmental

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



Social

- > Employee Health & Safety
- > Lost Injury Days
- > Community Investment
- > Diversity Issues
- > Employee Labor Practices
- > Absence Rate/Turnover
- > Customer Perception



Corporate Governance

- > Reporting & Transparency
- > Audit Processes
- > Notices of Violation
- > Training & Development
- > Performance Management
- > Shareholder Interests
- > Anticorruption Practices

The two most important documents we use to verify that our suppliers adhere to sustainable business practices are our Supplier Code of Conduct and Supplier Sustainability Guidelines. In 2016, we distributed the Supplier Code of Conduct to all vendors and required them to read and agree to comply with all requirements.

To further ensure continuous improvement, we offer a Supplier Performance Management program. The program includes the use of monthly performance scorecards, periodic business reviews and discussions on developing and maintaining sustainable business processes. In 2016, 73 key suppliers participated.

Taking ESG factors into account when we select suppliers adds shareholder value by reducing risks. It also addresses customer desires to do business with a company that values ethical business practices.

Commitment to Supplier Diversity G4-EC9

Delta recognizes the critical role suppliers play in our global value chain. As a global service provider, “local” to us means maximizing our responsible returns to stakeholders through diversity and by requiring significant expenditures in the communities we serve. Expenditures include contracted labor, facility rents and landing fees that support local airport station operations across the Delta system.

In 2016, about 16 percent, or \$5.1 billion, of Delta's \$31 billion in supplier spend was sourced locally. If jet fuel and related items are excluded, the percentage of supplier spend sourced locally increases to about 26 percent. Commitment to diversity in our supply chain means ensuring that our supplier base reflects the diversity of our customers. To do this, we set annual spend targets with minority- and women-owned businesses, and we measure progress toward achieving these targets.

Our annual spend with minority- and women-owned businesses reached \$682.3 million in 2016. We've achieved this high level by identifying viable, diverse companies — then helping them understand and develop the capabilities required to compete successfully for Delta business. We encourage our Tier I suppliers to build similar relationships with diverse businesses.

Change Agent: Vendor Assessments

You might not think of textiles as a major product category for Delta to source. But in fact, we use more than 100 million textile units on board our flights, from pillowcases and hot towels to potholders and our iconic red blankets.

We recognize that the global textile industry faces significant ethical, environmental and human rights risks. So the last time we launched a request for proposals from textile suppliers, we went a step further by starting to examine suppliers' working conditions, emergency procedures, environmental impact and business ethics on an annual basis.

More than just legal compliance, this focus on sustainable sourcing fulfills a significant, long-term commitment to ethical and responsible procurement. Delta people personally visited



27 factories and evaluated them on more than 60 prequalification criteria such as visible exit signs, workers' ability to discuss suggestions with management and factories' health and safety records. The process led us to choose four leading facilities that met our requirements. Through this and other initiatives, we're ensuring smart sourcing of the in-flight items we provide to our customers.

ENVIRONMENTAL COMMITMENT

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A Delta airplane is shown on a runway at sunset. The sky is a mix of orange, yellow, and blue. The airplane is white with blue and red accents. The tail of the airplane is visible, showing the Delta logo. The runway is dark and reflective.

Change Agent

A New Narrowbody Fleet

In 2016, jet fuel was Delta's second largest expense, behind salaries and related expense, and the largest contributor to our carbon emissions. So increasing fuel efficiency anywhere we can provides benefits for both our bottom line and our environmental footprint.

A major way we're doing this is by replacing older aircraft with newer models that offer lower operating costs and better fuel efficiency. Since 2009, Delta has retired over 280 50-seat regional jets and more than 130 older narrowbody aircraft, while refreshing our fleet with over 300 new aircraft. Over the next five years, we have committed to replacing another 20 percent of our mainline narrowbody fleet. Several purchases in 2016 helped us make progress toward this promise:

- > **Airbus A321s** — These aircraft will replace older-generation jets, including the MD-88. In addition to other energy-saving upgrades, wingtip Sharklets on these planes will provide fuel efficiency improvements of up to 4 percent.
- > **Bombardier CS100s** — Powered by a turbofan PW1500G engine, the CS100 uses advanced technology and composite materials to deliver reduced noise and 20 percent better fuel efficiency compared to similar-sized aircraft. It will enter service with Delta in spring 2018.
- > **Boeing 737-900ERs** — 737-900ERs make no more noise than a truck driving along a highway, enabling them to access even highly regulated airports. Thanks to advanced engine and structural design, they also offer 9 to 14 percent reductions in carbon emissions and fuel consumption per seat.

Customers are benefiting from these new aircraft, too. Improved design makes for a widebody feel in a narrowbody aircraft, meaning wider seats, large windows and ample overhead bin space. (The CS100 boasts the largest windows in the single-aisle market.) Aircraft will also feature the latest in-flight entertainment, full-spectrum LED ambient lighting, standard 110-volt power at every row and in-flight Wi-Fi and Delta Studio.

These purchases are just a preview of what's to come. Over the next several years, we'll continue to modernize our fleet, increasing customer satisfaction while traveling lighter in the skies.



Environmental Compliance

Being environmentally responsible means complying with all environmental laws and regulations, both those that govern our industry and those in all places where we operate, as well as minimizing the environmental impact of our operations.

Management Approach to Environmental Compliance G4-DMA

We understand that environmental regulations are minimum requirements. Where government regulations do not exist, we operate responsibly by following the best practices of the aviation industry.

To enable accountability and promote continuous compliance and improvement, we set annual environmental compliance goals that include:

- > Number and volume of spills
- > Number of Notices of Violation/Non-Compliance
- > Number of core tasks completed on time in our Environmental Management Information System (EMIS)
- > Compliance with air-quality regulations
- > Compliance with hazardous waste regulations

Communicating progress on our goals encourages further transparency. To ensure the highest levels of transparency, we communicate with leadership monthly and quarterly, and share progress with stakeholders annually in this report.

Our compliance approach also includes the day-to-day work of our Environmental Coordinators (ECs) across the Delta system. Throughout the United States, ECs are located at all mainline airport stations and Delta-operated maintenance locations. They ensure compliance and coordinate environmental actions, including conducting inspections, keeping records, serving as liaisons between airport environmental staff and regulatory authorities and overseeing airport service contractors whose actions may directly impact the environment. ECs also communicate compliance efforts to operating divisions and leadership at their respective stations.

Compliance Tools

A robust system of continuous environmental auditing promotes accountability and environmental awareness throughout our system. Audits also create education and awareness as audit team findings and on-site observations are communicated to station and divisional leaders. This process, in turn, allows us to work toward continuous compliance by identifying operational and process improvements at stations and maintenance facilities.

Building upon findings gathered through audits, we use an internally developed manual that contains site-specific, as well as system-wide, compliance policies and procedures. The Environmental Programs Manual (EPM) helps ensure compliance by providing on-site guidance on how to follow environmental regulations. The EPM is managed at a corporate level and is updated frequently to ensure that it addresses all applicable federal, state and local environmental regulations and that it provides a consistent set of guidelines and best management practices for all Delta operations.

Delta's Environmental Management System (EMS) is another internally developed management tool. We use it to proactively manage and track station-specific compliance tasks, which helps airport stations develop a routine of documenting and monitoring environmental compliance. EMS users can read descriptions of all airport station environmental roles and responsibilities, including tasks and requirements. They can also assess and identify environmental aspects and impacts, and inspect and document control requirements.

Our Environmental Management Information System (EMIS) is a web-based tracking tool that works with EMS and gives stations an additional layer of compliance support. Compliance information and data can be entered online, allowing it to be monitored by corporate, divisional and operational leaders.

Spills and Other Violations G4-EN24

Our environmental policies include procedures for all materials to prevent any harmful substances from our operations from entering the environment. These procedures explain how to store and handle all Delta-required substances and materials. This includes petroleum products like jet fuel, diesel fuel, gasoline and hydraulic fluid as well as other substances such as glycol-based deicing fluids.

Our first step and ongoing goal is to prevent spills from occurring. However, in the event of a spill, Delta people are trained to follow internally approved and externally compliant procedures for mitigation.



When a spill happens, we manage the spill in an environmentally responsible manner, containing it, beginning cleanup and completing all required regulatory reporting and documentation of the incident. Finally, involved personnel communicate the incident to station and division leadership. At that point, corporate environmental managers conduct a comprehensive analysis of the entire incident. Their goal is to gather any lessons to be learned from the experience, so we can prevent future spills from happening.

To continually improve our progress on spills, we set goals for our operating divisions and track spill performance throughout the year. Where required under spill reporting guidelines, for volumetric amounts of Class I¹ and Class II² spills, or spills entering a storm drain, we report incidents to local, state and federal regulatory agencies. Other reportable environmental compliance areas include effluent, emissions and waste, but can include any regulated material that may enter the environment.



We investigate all Class I and II spills to determine causes and contributing factors. This helps us develop solutions that benefit all of our stations.

In 2016, Delta experienced a decrease in the number of reportable spills overall. While our total number of recordable (not reportable) Class I and Class II spills was 91, one above our goal, this number reflects a total of only 16 regulatory reportable spills, a 57 percent decrease over 2015.

We received two notices of violation (NOV) from an environmental regulatory agency in 2016. One NOV was for not posting a sanitary sewer grease discharge permit at one of our airport Sky Club locations, and the second was associated with storm water permit exceedances at one airport. Neither NOV resulted in a monetary penalty to the company.

1. Class I: any spill that reaches soil and/or water and/or any spill equal to or greater than 25 gallons.

2. Class II: any spill that is equal to or more than 5 gallons, but less than 25 gallons and does not reach soil and/or water.

Total Number and Volume of Significant Spills G4-EN24

2016 ACS, DCC, GESC AND TOC SPILLS

SPILL MATERIAL	AIRPORT CUSTOMER SERVICE (ACS)		DELTA CONNECTION CARRIERS (DCC)		GLOBAL ENVIRONMENT, SUSTAINABILITY & COMPLIANCE (GESC)		TECHNICAL OPERATIONS (TOC)		TOTAL	
	Count	Volume (gals)	Count	Volume (gals)	Count	Volume (gals)	Count	Volume (gals)	Count	Volume (gals)
Diesel/Gasoline	4	300	1	10	0	0	0	0	5	310
Glycol	10	977	3	430	0	0	0	0	13	1,407
Hydraulic Fluid	10	267	3	65	0	0	1	3	14	335
Jet A Fuel	20	274	15	217	0	0	14	222	49	713
Lav Fluid/Waste	2	17	3	87	0	0	0	0	5	104
Other*	3	23	0	0	0	0	2	3,800	5	3,823
Total	49	1,858	25	809	0	0	17	4,025	91	6,692

*Aqueous Film Forming Foam, Antifreeze, Engine Oil, Industrial Waste Water, Varsol

Recorded Spills and Spill Goals

	2014	2015	2016
Class I ¹ Recorded Spills	38	41	40
Class II ² Recorded Spills	43	54	51
Total Recorded Spills (Class I + Class II)	81	95	91
Regulatory Reportable Spills ³	22	28	16
Annual Spill Goal (Class I + Class II)	69	100 ⁴	90

1. Class I: any spill that reaches soil and/or water and/or any spill equal to or greater than 25 gallons.

2. Class II: any spill that is equal to or more than 5 gallons, but less than 25 gallons and does not reach soil and/or water.

3. Spill that is reported to a regulatory authority under local, state or federal spill reporting guidelines.

4. Includes 19 spills for Delta Connection Carriers

Notices of Violations/Non-Compliance G4-EN29

	2014	2015	2016
Notice of Violation Goal	2	2	5
Non-Compliance/Permit Exceedances Goal	4	*	*
PERFORMANCE (BY YEAR)			
Notice of Violation	5	7	2
Non-Compliance/Permit Exceedances	1	*	*
Monetary Value (\$) of significant fines	\$0	\$0	\$0

*With the goal of continuous improvement, in 2015, Delta did not set a goal for non-compliance/permit exceedances. This decision was made due in part to the limited number of historically reported incidents as well as the goal to focus on identifying and minimizing the occurrence of documentable compliance violations. Refocusing of our efforts has also allowed us to establish best practices for the avoidance of reportable regulatory violations.

Air Quality G4-EN20 G4-EN21

To help improve air quality around airports, our airport stations and Technical Operations facilities comply with local, state, city, county and district requirements.

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

Delta tracks stationary and mobile equipment that contains ozone-depleting substances (ODS), chemicals that destroy stratospheric ozone. These substances are commonly found in aerosol products, foams and fire extinguishers. They are also used as refrigerants in air conditioning and cooling equipment.

ODS Class I and II refrigerants are categorized based on their ozone-depleting potential. Because these units contain regulated substances, only certified technicians can perform maintenance that involves accessing the refrigerant-containing circuits. During required maintenance and servicing, we take all appropriate measures to prevent release of ODS into the atmosphere. Where feasible, we acquire or retrofit equipment that contains a substitute refrigerant with a lower global warming potential.

In addition, eight Delta facilities must file routine emissions inventory reports due to individual state requirements. This includes tracking five criteria pollutants that may contribute to climate change: carbon monoxide (CO), nitrogen oxides (NO_x), particulate matter (PM), sulfur oxides (SO₂x) and volatile organic compounds (VOCs). Seven sites require regulatory reporting annually; however, one requires reporting every three years. The eight facilities are:

- > Atlanta Technical Operations Center, Atlanta, Georgia
- > Atlanta Airport Station, Atlanta, Georgia
- > Atlanta Corporate Headquarters, Atlanta, Georgia
- > Minneapolis Airport Station and Technical Operations Center (combined reporting), Minneapolis, Minnesota
- > Minneapolis-St. Paul International Airport Office Building J, Minneapolis, Minnesota
- > Iron Range/Hibbing Reservation Center, Hibbing, Minnesota
- > Cincinnati Airport Station, Cincinnati, Ohio
- > Salt Lake City Airport Station, Salt Lake City, Utah (triennial reporting required with 2017 as next reporting year)

Mandated Reporting Emissions Progress
Emissions (tons/year)

CRITERIA POLLUTANT EMISSIONS	2014	2015	2016
CO	57.1	53.8	42.7
NO _x	112.6	103.5	98.4
PM	10.4	10.9	23.3*
SO ₂ x	17.1	12.1	11.7
VOC	182.0	128.4	159.2

*PM emissions increased in 2016 due to a more conservative standard emissions factor for miscellaneous PM sources in Minneapolis-St. Paul.



Progress on Air Quality in California

At the end of 2016, Delta was compliant with all mobile source equipment rules in California, which are more stringent than those imposed on our other domestic operations. Delta's goal in California is to meet the air emissions requirements set by the state. In addition, we set our ground support equipment replacement and retrofit schedules in California to meet those required by regulation.

Our off-road diesel fleet in California proactively achieved the 2018 target of 4.6 grams of NO_x per brake horsepower-hour, a standard measure for heavy-duty and nonroad engines. We achieved this target due to electric vehicle credits obtained by using electric off-road vehicles in place of diesel vehicles.

We also surpassed the large spark ignition engine targets for forklift and non-forklift subsets. For the forklift group, we exceeded the mandate for hydrocarbon (HC) and NO_x emissions (1.1 g/bhp-hr) with our fleet average of 0.94 g/bhp-hr. For the non-forklift group, we exceeded the mandate for HC and NO_x emissions (2.5 g/bhp-hr) with our fleet average of 2.38 g/bhp-hr.

Finally, we met 2017 compliance targets for the diesel Air Toxics Control Measure. To do this, we achieved the particulate matter standard of 0.18 g/bhp-hr for engines under 175 horsepower and 0.08 g/bhp-hr for engines between 175–750 horsepower.



Waste Management G4-DMA

Reducing the waste that we generate is important both for meeting our environmental compliance commitments and lowering our overall environmental impact. We continually assess our waste streams and waste handling operations to identify high-value materials for reuse and recycling, as well as ways to minimize what we send to landfills. We have identified four main waste streams varying by material type and regulatory handling requirements.

Delta's Four Main Waste Streams

1

HAZARDOUS WASTE

Heavily regulated waste that must be disposed of in accordance with applicable local, state and federal handling requirements



2

NON-HAZARDOUS WASTE

Non-regulated, cannot be recycled and must be sent to landfills



3

REUSABLE MATERIALS

Regulated and must be disposed of in accordance with applicable local, state and federal handling requirements



4

RECYCLABLE MATERIAL

Non-regulated materials that can be diverted from landfills for reuse again as the same material



Hazardous Waste G4-EN23 G4-EN25

Delta is committed to meeting all regulatory standards for safety and maintenance. In meeting these required standards, we acknowledge that hazardous wastes are a byproduct of operating a safe and compliant commercial airline. Recognizing the negative societal and environmental impacts of improper handling and disposal of hazardous waste — including harm to the health of our employees and local communities — Delta meets all applicable regulatory handling and disposal requirements.

We achieved our 2016 goal for hazardous waste, 432.22 tons, a decrease of more than 13 tons compared to 2015. Our 2017 goal is 425 tons of hazardous waste. We will track and monitor this goal monthly. Establishing this goal increases transparency and compels us to continuously identify ways to reduce our environmental impact.

Non-Hazardous Waste

Operating a major airline includes not only management of our own waste, but also customer-generated waste materials. Delta-generated waste includes waste from operations, maintenance and construction activities at airports and other locations where partners can segregate our materials and send us waste stream volumes.

Understanding and handling this complex mix of waste material streams means that not all non-hazardous

waste that is generated can be recycled or diverted from a landfill. Working toward the highest possible diversion rate, we continually seek to identify both materials and opportunities to increase our landfill diversion efforts.

Much like our approach to hazardous waste, in 2016 we targeted year-over-year improvements for reducing the non-hazardous waste volume generated in our operations. In 2016, we produced 415 tons of non-hazardous waste that could not be diverted from the waste stream or recycled. This number is up from our reported 148.5 tons in 2015. We attribute this uptick to growth in operations, and to an additional 220 tons of contaminated soils removed during airport construction projects that could not be diverted.

Reusable Material

Embracing the Delta culture of innovation, we have established relationships with a variety of vendors and partners to further reduce our environmental impact. Through these partnerships, Delta employees identify high-value items for reuse, and our vendors and partners receive the materials to give them a second life as new products or as product inputs. These innovative diversion programs, known as upcycling, also contribute to environmental responsibility by reducing the amount of new materials needed to produce new products in the marketplace.

Non-Hazardous Waste Generation (in tons)

MATERIAL STREAMS	2014	2015	2016
Landfilled or Incinerated Materials	1,405	1,465	1,426
Landfilled Construction Debris	361	0	220
Recycled Material	1,085	1,310	1,124
Reused/Upcycled Materials	42.8	17.3	23.4

Working with our partners, in total through 2016 we diverted 11,456 pounds of life vests, 22,771 pounds of leather seat covers and 12,537 pounds of curtains from landfills through upcycling efforts. In addition, stations across the system routinely donate our red in-flight blankets to shelters, and in 2016, we added reusable cabin curtains to our landfill diversion efforts.

Recyclable Material

A major way we're reducing our environmental impact is by identifying and diverting valuable recyclable materials from our waste streams. We're doing this both through recycling goods on flights where we maintain control of the materials at a station level, and by encouraging our employees to recycle at home and at work using our Atlanta-based Employee Recycling Center. In both efforts, we donate all rebate funds earned to Delta community and employee support programs.

In-Flight Recycling

Delta's in-flight co-mingled recycling program, in operation since 2007, is a great example of our commitment to reducing our environmental impact in the air and on the ground. While the program is not available on every Delta flight due to destination airport service availability and operational constraints, we do offer onboard recycling options at destination cities with existing recycling options. We collect single-stream materials including plastic, aluminum and paper during flights and bag them for diversion. Upon flight arrival, the materials are collected by the Cabin Service team and transported to airport recycling centers.

Delta catering partners at select airport stations also collect and recycle empty cans and bottles purposely left in beverage carts. We do not always receive rebates or volumes for these materials due to airport-specific protocols for removing waste, but we are

nevertheless committed to removing these items from the waste stream.

In 2016, there were 35 domestic recycling locations and one international recycling location across the Delta system. We continue to donate rebates earned from Delta's in-flight recycling program to Habitat for Humanity through Delta's Force for Global Good. Total rebates from 2007 to 2016 totaled more than \$911,000. These funds have been used, along with Delta employee volunteer hours, to fund and build eight Habitat for Humanity houses in five Delta cities.

In-Flight Recycling Challenges

Combined, materials handling and infrastructure issues pose a challenge to capturing and reporting progress on in-flight recycling efforts. At some domestic locations, we encounter challenges in measuring diversion rates and understanding trends for recycling efforts once materials leave our aircraft. At these stations, our waste and recycling material streams are co-mingled with other carriers' or with an airport's own recycling program. This difficulty, combined with more airports developing their own recycling programs, means that we foresee continued challenges in capturing, tracking and monitoring total volumes for our recycling efforts.

International flight regulations also pose challenges to increasing in-flight recycling. The U.S. Department of Agriculture considers some materials from international flights contaminated with meat, dairy and/or produce to be regulated waste, which must be incinerated or otherwise treated to ensure there is no contamination to domestic U.S. agriculture. Similar rules regulating this material exist in every country to which we fly. For this reason, Delta's greatest challenge remains how best to collect and separate materials to keep recyclable materials uncontaminated both onboard the aircraft and upon arrival at the international flight kitchen.

While significant hurdles remain before a full-scale international recycling program can begin, we remain dedicated to implementation.

Employee Recycling Program

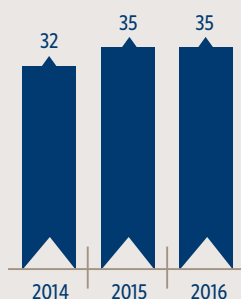
In support of the largest concentration of Delta employees and Delta office space domestically, the Employee Recycling Center (ERC) in Atlanta provides a place for all employees to recycle and process recyclables from our Atlanta headquarters. Employees can bring materials that include aluminum cans, plastic bottles, glass, tin and paper.

In 2016, we also launched a formalized employee recycling program at the Atlanta Technical Operations Maintenance base. Employees had been informally

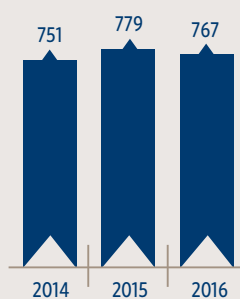
recycling there for years. In late 2016, we established a company program to allow employees to recycle in their workspace. With this new effort now viewed as a pilot program, we are working with all Atlanta-based stakeholders to conduct an ERC analysis that will be used to establish new baseline goals for recycling.

The ERC donates all rebate funds to the Delta Employee & Retiree Care Fund to help individuals who suffer from severe financial hardship resulting from unforeseen and unavoidable crises such as natural disasters. In 2016, employee recycling efforts in Atlanta were responsible for direct revenue donations of \$1,324.47. To date, we have donated a total of \$57,920 since the program began in 2008.

Recycling Stations



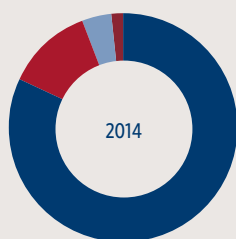
Recycled Tons



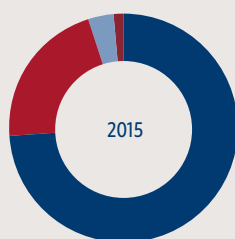
Rebates



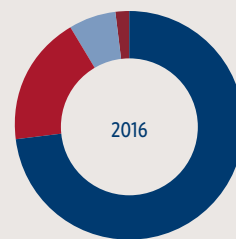
Recyclables



■ CO-MINGLED / 617
■ ALUMINUM / 92
■ PAPER / 31
■ PLASTICS / 12



■ CO-MINGLED / 576
■ ALUMINUM / 165
■ PAPER / 29
■ PLASTICS / 9



■ CO-MINGLED / 560
■ ALUMINUM / 142
■ PAPER / 51
■ PLASTICS / 14



Climate Change & Carbon Emissions

Globally, the transportation sector includes all modes of transportation — cars, trucks, trains, ships, airplanes and other vehicles. The majority of emissions resulting from the combustion of petroleum-based products, including gasoline and jet fuel, come from carbon dioxide (CO₂).

Management Approach to Climate Change & Carbon Emissions G4-DMA

The largest source of transportation-related emissions is small passenger vehicles. In total, small passenger vehicles account for over half of transportation sector emissions, with the remaining emissions coming from other transportation sources, including commercial aircraft.

While aviation accounts for only 2 percent of global manmade carbon emissions, the aviation industry continues to focus on ways to reduce emissions and tackle climate change. Responding to the Intergovernmental Panel on Climate Change (IPCC) assessment, the International Air Transport Association (IATA), representing 90 percent of international air traffic, committed in 2007 to a four-pillar strategy to reduce CO₂ emissions, including technology, operations, infrastructure and positive economic measures.

In addition, it set the following three goals:

- > Short-Term Goal: Improve efficiency through an average improvement in fuel efficiency of 1.5 percent per year from 2009 to 2020
- > Medium-Term Goal: Achieve carbon-neutral growth — A cap on net international aviation CO₂ emissions from 2020
- > Long-Term Goal: Reduce absolute emissions — Reduction in net aviation CO₂ emissions of 50 percent by 2050, relative to 2005 levels

In October 2016, ICAO formally adopted a global, market-based emissions offset program known as the Carbon Offsetting and Reduction Scheme for International Aviation. This program is designed to facilitate the medium-term goal of achieving carbon-neutral growth in international aviation beginning in 2020. Pilot and first phases, beginning in 2021 and subsequently in 2024, are voluntary and will be followed by a mandatory second phase beginning in 2027.

In addition to these commitments, aircraft manufacturers are also working to reduce carbon emissions. In February 2016, after more than six years of negotiations, ICAO's Committee on Aviation Environmental Protection (CAEP) agreed on a new CO₂ emissions standard for aircraft. In April 2017 ICAO completed the adoption process for a first-ever CO₂ emissions standard for aircraft.

The standard is set to go into effect for new aircraft types in 2020 and for in-production aircraft types in 2023. The standard will not apply to existing in-service aircraft.

Delta's Commitment

Delta's Carbon Emissions Policy is intended to align with evolving ICAO and IATA guidelines and standards, and our climate change strategy and goals align with and support industry short, medium and long-term goals and initiatives. Our Executive Environmental Leadership Council (EELC) determines strategy and goals each year. Strategies and action items for 2016 included:

- > Industry engagement on climate change policy at ICAO
- > Tracking performance against the IATA 1.5 percent fuel efficiency improvement goal
- > Climate change and alternative jet fuels strategy and action plan

- > Stakeholder engagement on sustainability
- > Environmental partnerships including carbon offsets from The Nature Conservancy
- > Sustainability reporting and disclosures through the Corporate Responsibility Report, the CDP, the Dow Jones Sustainability Index and corporate customer questionnaires

Jet Fuel Usage and Alternative Fuels

G4-EN3 G4-EN5 G4-EN6 G4-EN18 G4-EN19

We examine every aspect of our operation for opportunities to improve efficiency. Major recent initiatives include phasing out less efficient planes and eliminating unnecessary weight. The replacement of approximately 30 percent of the mainline fleet between 2016 and 2020 will continue to drive improvements. In addition to fuel savings initiatives, we continue to implement and track operational efficiency on an annual basis. Even small changes, like lowering shades and opening vents in the passenger cabin when landing at warm destinations, can reduce cabin temperature by nearly 10 degrees, minimizing the jet fuel required to cool the cabin. Improvements to arrival and departure procedures, onboard weight reduction and other measures saved Delta an incremental 9 million gallons of fuel in 2016.

Mainline and Regional Operations Efficiency

	2013	2014	2015	2016
Fuel in gallons	3,824,579,770	3,889,439,562	3,981,653,280	4,009,955,470
Load in revenue ton miles (RTM)	23,866,659,983	24,748,364,765	25,320,952,974	25,479,163,937
Efficiency (gallons per 100 RTM)	16.02	15.72	15.72	15.74
Average annual improvement since 2009	1.06%	1.23%	1.02%	0.8%
Efficiency (gallons per 1,000 ASM)	16.38	16.17	16.07	15.87

Jet fuel (Scope 1 and 3) from mainline and regional aircraft accounts for 98.8 percent of Delta's total emissions. Scope 1, 2 and 3 emissions and any offsets purchased and retired are calculated and third-party verified annually in accordance with The Climate Registry's reporting protocols. Delta's emissions data

and verification statements can be found on The Climate Registry's reporting website.

Some members of the aviation industry believe sustainable alternative, or non-petroleum-based, jet fuels are a way to help address the challenges

Change Agent: Carbon Offsets for Carbon-Neutral Growth

While the aviation sector has committed to carbon-neutral growth after 2020, Delta isn't waiting on the rest of the industry to start making a difference. 2016 marked the fourth straight year of our carbon-neutral growth journey, and carbon offsets have played an important role from the start.

Offsets help bridge the gap between efficiency improvements and increases in our fuel use. To address our increase in fuel use, we will purchase offsets from a range of carbon offset projects that help keep the equivalent of 2.3 million metric tons of carbon dioxide out of the atmosphere and maintain carbon-neutral growth relative to 2012 levels.

We chose projects purposefully making sure that each project provides both social and environmental benefits.

For example, we're supporting projects in Zimbabwe and the Democratic Republic of the Congo aligned with the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (REDD+). The Florestal Santa Maria project, meanwhile, promotes improved forest protection in the Mato Grosso region of Brazil. With the help of the local authorities, Florestal



Santa Maria supports the community through reforestation and conservation education.

All of our offset purchases have been verified by third parties, which helps ensure their environmental integrity and adherence to industry standards. To further increase the transparency of our impacts and offsetting commitments, Delta offers a carbon calculator, accessible at www.delta.com/co2. Customers and other stakeholders can use the calculator to estimate the carbon emissions associated with their trips. Through our partnership with The Nature Conservancy, they can then make financial contributions toward offset projects of their choice.

Delta is proud to lead the aviation industry's transition to carbon-neutral growth with offsets that lessen our impact — and support developing communities in the process.

related to both fuel costs and environmental concerns. Several airlines have begun to experiment with alternative jet fuel.

Although alternative fuels align with the aviation industry's goals to mitigate CO₂ emissions, such fuels have only been proven at fractional blends. Alternative fuels are still largely unproven as a complete replacement for petroleum-based jet fuel with regard to scalability in commercial aviation.

IATA Short-Term Goal: Improved Fuel Efficiency

G4-EN6 G4-EN7 G4-EN19

IATA measures fuel efficiency as the amount of fuel it takes to carry a set amount of revenue weight (passengers or cargo) a certain distance. This calculation is expressed in gallons per 100 revenue ton miles. This measure, in turn, is often converted into emissions per 100 revenue ton miles to express emissions intensity. Measuring emissions intensity aligns with IATA's emissions-reduction goal and allows airlines to focus on growth. For this reason, while our total absolute emissions (direct conversion from fuel) may increase, emissions intensity (emissions to transport 100 revenue ton miles) should be reduced over time.

In 2016, Delta's mainline and regional fuel consumption increased by 0.7 percent from 2015 levels, but total load transported (measured by gallons per revenue ton mile) increased by only 0.6 percent. As a result, Delta's average annual fuel efficiency improvement from 2009 to 2016 was 0.8 percent, below the IATA goal of 1.5 percent average improvement per year. Based on efficiency per available seat mile, Delta improved 1.2 percent in 2016, and has improved 5.4 percent since 2009.

In 2016, continued fuel efficiencies saved over 9 million gallons of fuel, which resulted in reducing total emissions by almost 90,000 metric tons. Our progress on fuel savings initiatives is reported monthly to management.

IATA Mid-Term Goal: Carbon-Neutral Growth

While IATA's medium-term goal of carbon-neutral growth (CNG) from international routes starts in 2021, Delta has proactively approached, and achieved, carbon neutral growth compared to its total 2012 emissions by combining emissions reductions initiatives and purchasing carbon offsets.

Fuel Efficiencies

OPERATIONAL IMPROVEMENTS	GALLONS SAVED	EMISSIONS REDUCTIONS IN CO ₂ e
Improving fueling procedures	2,430,859	24,068
Reducing taxi time	1,550,981	15,356
MAINTENANCE & IMPROVEMENTS		
Installing Super98 kits on MD-88s	1,453,581	14,392
Adding 757, 767 and 739 split scimitar winglets	2,307,458	22,846
Expanding the compressor wash program	258,490	2,559
WEIGHT REMOVAL		
Replacing 50-pound pilot flight bags with Microsoft Surface tablets	435,549	4,312
Replacing steel brakes with lighter carbon brakes on 737s	362,157	3,586
Replacing flight attendant 500-page on-board manual with Lumia 1520 phablets	153,112	1,516
Removing aft tuned absorbers on MD-88s	57,234	567
TOTAL	9,009,422	89,202



We also employ other approaches to reduce our absolute emissions. Starting in 2013, we began supplementing these approaches by purchasing carbon offsets to reduce our footprint to 2012 levels.

To address total 2015 emissions, we purchased more than 2 million offsets from a variety of projects that support local Asian and Latin American communities where Delta does business. To address our increase in total emissions in 2016 compared to 2012, we will purchase 2.3 million offsets.

IATA Long-Term Goal: Absolute Emissions Reduction

Since 2005, Delta has reduced absolute emissions by 13 percent. To achieve this goal, we have implemented annual fuel savings initiatives to responsibly reduce the environmental impact of our biggest source of emissions: jet fuel.

Facility Energy Conservation G4-EN6

In addition to managing fuel consumption, which accounts for nearly 99 percent of Delta's total carbon footprint, Delta is focusing on increasing building energy efficiency with the goal of reducing emissions from Scope 2 electricity at Delta-owned facilities.

Due to the age of buildings and the need to approach energy mitigation strategies in a cost-effective manner, we established a 2016 energy efficiency goal of year-over-year improvement for the Atlanta headquarters. With regard to this goal, additional projects such as lighting rewiring and retrofits, additional building management system upgrades and variable frequency drive installations on air handling units and chillers across facilities will help contribute to ongoing efforts.

In 2015 and 2016, Delta invested nearly \$12 million in facility improvements, a majority of which were at our Atlanta headquarters — our largest location. In addition, we allocated \$340,000 specifically toward lighting efficiency upgrades. Together these investments are helping to improve the efficiency of our operations, reduce our carbon footprint on the ground and reinforce our commitment to environmental sustainability.

Two major Delta facilities have recently been recognized for driving sustainable change. In early 2016, Delta's Atlanta facility received a rebate check from Georgia

Power for energy upgrades made in 2014 and 2015, including lighting retrofits, equipment upgrades and reflective roofing improvements. These updates led to electricity savings of more than 8.1 million kilowatt-hours.

At the 2016 Energy Efficiency Expo, Delta accepted an Xcelence Award for two Minneapolis facilities that will save more than 3.4 million kilowatt-hours thanks to the replacement of an aging compressed air system and new cooling towers in a data center. The associated reduction in carbon emissions is equivalent to driving round-trip between Minneapolis and Atlanta 2,500 times.

CARBON EMISSIONS (Metric Tons CO₂e)

G4-EN3 G4-EN4 G4-EN15
G4-EN16 G4-EN17

EMISSIONS SOURCES	2005	2014	2015*	2016
SCOPE 1 — DIRECT EMISSIONS FROM OWNED OR CONTROLLED SOURCES				
Jet fuel from mainline operations and wholly owned subsidiaries such as Delta Private Jets	41,741,619	33,927,971	34,888,066	35,257,525
Fuel used in ground support equipment	133,194	101,026	98,580	98,505
Natural gas (stationary combustion)	55,593	77,061	68,809	75,505
Chemicals	3,469	2,678	1,190	1,386
Refrigerants	10,513	3,847	3,304	3,800
Emergency generators, fire pumps	242	191	167	135
SCOPE 2 — INDIRECT EMISSIONS FROM PURCHASED ELECTRICITY				
Electricity from directly billed owned facilities	227,169	221,055	186,383	181,723
Electricity from leased facilities	193,249	115,733	106,071	114,321
SCOPE 3 — INDIRECT EMISSIONS IN VALUE CHAIN				
Jet fuel from regional partners	3,808,637	4,445,233	4,392,668	4,291,817
Total	46,173,685	38,894,795	39,745,238	40,024,720
Offsets		1,209,302	2,059,745	2,339,720
OUR NET EMISSIONS	46,173,685	37,685,493	37,685,493	37,685,493

*Emissions numbers updated post 2015 CRR publication after GHG verification had been completed.

DELTA PEOPLE

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Change Agent

Captain Stephanie Johnson Delta's First African-American Female Captain

Blazing Trails in the Skies

Even as a child, Stephanie Johnson dreamed of flying. She got her first taste of life in the air as a high schooler, when a teacher who owned a plane took a group of students for a ride and even let Johnson take the controls. "I will never forget looking out at the horizon and Lake Erie over one wing and the city of Cleveland over the other," says Johnson. "My interest was fueled."

From there, she studied aviation at Kent State University and became a flight instructor. In 1997, Johnson became Northwest Airlines' first African-American female pilot. Eventually, Johnson earned the rank of captain. She is the first African-American woman at Delta to hold the title.

What does the honor mean to Johnson? "I feel a great sense of responsibility to be a positive role model. There are so few women in this profession and too many women who still don't think of it as a career option. When I was hired by Northwest Airlines, there were 12 African-American women airline pilots in the country at the major airlines, and I knew all of their names."

"Today is very different, and though there are still people to inform, I am so thankful that the word is out. This is a great career. It's worth the hard work."

In early 2017, Johnson made history again by leading Delta's first mainline flight with two African-American female pilots in the flight deck. She was joined by Atlanta-based First Officer Dawn Cook.

A Global View of Our Employees

G4-10

G4-LA1

G4-LA2



84,245

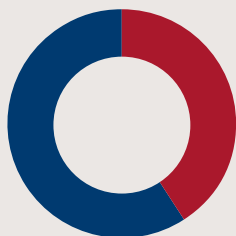
Global Delta Employees



40.5%

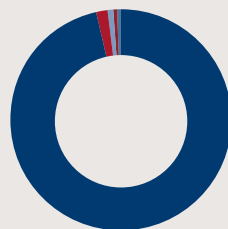
U.S. Ethnic Minorities

Employees by Gender



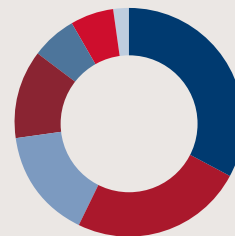
FEMALE / 40.89%
MALE / 59.11%

Employees by Region



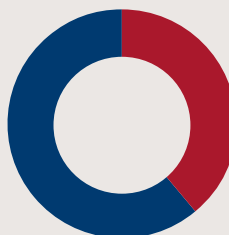
UNITED STATES / 96.42%
ASIA-PACIFIC / 1.68%
LATIN AMERICA & CARIBBEAN (INCLUDING BERMUDA) / 0.95%
EUROPE, MIDDLE EAST & AFRICA / 0.56%
CANADA / 0.38%

Operational Division



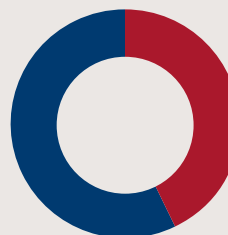
AIRPORT CUSTOMER SERVICE (ACS) / 32.95%
IN-FLIGHT SERVICE (IFS) / 24.38%
FLIGHT OPERATIONS / 15.69%
TECHNICAL OPERATIONS (TOC) / 12.28%
RESERVATIONS (RES) / 6.39%
CORPORATE / 6.13%
CARGO / 2.19%

2016 Hires



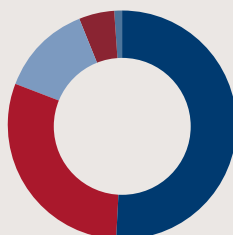
FEMALE / 39%
MALE / 61%

2016 Attrition



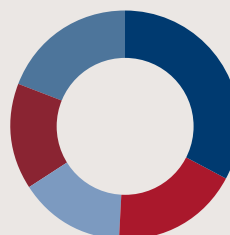
FEMALE / 43%
MALE / 57%

2016 New Employee Hires by Age

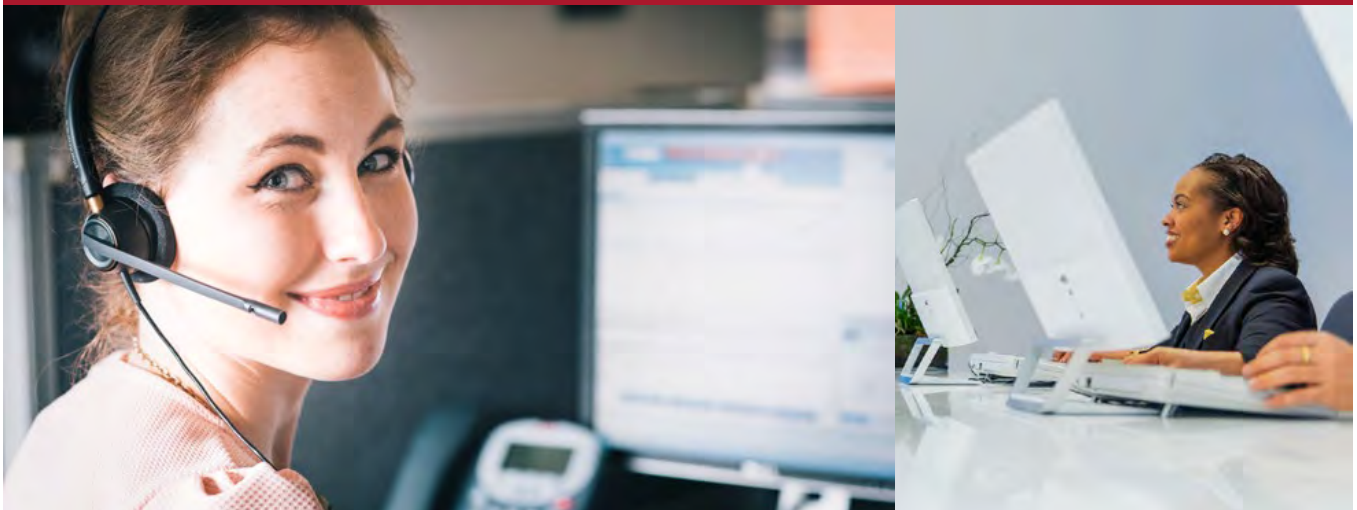


<30 / 51% HIRED
30-39 / 30% HIRED
40-49 / 13% HIRED
50-59 / 5% HIRED
60+ / 1% HIRED

2016 Attrition by Age



<30 / 33% ATTRITION
30-39 / 18% ATTRITION
40-49 / 15% ATTRITION
50-59 / 15% ATTRITION
60+ / 19% ATTRITION



Employee Relations

Delta manages employment and labor through comprehensive human resource strategies and policies that include compensation, benefits, training, performance planning and monitoring, and labor relations programs.

Management Approach to Employment & Labor

G4-DMA G4-11 G4-HR4

Labor management, in the form of employee policies and the responsibility for those policies, falls under Human Resources and is the direct responsibility of Executive Vice President and Chief Human Resources Officer Joanne Smith. Also under her leadership are policies focused on labor management and development, HR service delivery and other HR programs that help to preserve Delta's unique culture of positive and continuous engagement with its more than 80,000 employees.

We also track employee satisfaction rates as a KPI with our annual employee satisfaction survey. In 2016, we established a goal to achieve an 85 percent overall positive engagement score, and at year end survey results showed we had achieved an 89 percent positive engagement rating by Delta employees.

Delta respects all employees' legal rights, including the rights to free association and collective bargaining. This includes the right to decide whether to be represented by a union. 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. They also have the right to reject union representation. As of December 31, 2016, 19 percent of employee-pilots, dispatchers (Delta and Endeavor), and Endeavor Flight Attendants are currently represented by unions and covered by collective bargaining agreements. In 2016, the approximate number of Delta employees represented by unions totaled 15,984.



Management Approach to Remuneration & Compensation

G4-LA13

G4-52

Executive compensation is dependent on Delta's performance and is aligned with compensation for all employees. The Personnel & Compensation Committee of the Board of Directors sets performance evaluation criteria and compensation for the CEO and reviews and approves compensation for other officers. The committee also produces an annual report on executive compensation for inclusion in Delta's proxy statement, in accordance with SEC rules and regulations.

Achievements of operational and financial performance goals are essential to Delta success. These goals drive payouts to employees under the Profit Sharing Program and Shared Rewards Program and are incorporated in Delta's annual management incentive plan. If no profit sharing is paid to Delta employees, then payouts under the management incentive plan are capped at target award levels. This structure provides Delta leaders with incentives to deliver value to Delta shareholders, customers and employees, and aligns their interests with those of employees.

Non-executive employees are paid in two ways based on their employment type. Scale employees are paid an hourly wage, and merit employees are paid salaries.

Delta's scale workforce helps drive our business on a daily basis. From ramp agents to flight attendants, maintenance technicians, baggage handlers and more across the Delta system, they are key to our success.

Our scale compensation philosophy includes five components:

1. Industry leadership that is sustainable through economic cycles compared to our global competitors — American Airlines and United Airlines.



2. Performance-based variable pay that rewards the achievement of excellent operational metrics and financial performance.
3. Pay premiums that provide additional pay based on varying job function.
4. Work rules that provide a balance of flexibility, productivity and quality of work life.
5. Benefits that are competitive and flexible, including paid time off, retirement savings and comprehensive healthcare coverage.

Delta's merit employee population is made up of a broad mix of leaders and individual contributors. Whether they are leading or enabling operational excellence, our merit workforce contributes added value to Delta.

Our merit pay philosophy is focused on a mix of three elements:

1. Job performance as a mix of skill, experience, innovation, effort and leadership.
2. Market competitiveness that allows us to track pay in the broader market using data to benchmark across industries.
3. Internal equity that allows us to benchmark jobs comparable to both the market and relative to Delta "peers."

Change Agent: Equal Pay Pledge

Full-time working women at U.S. companies earn about 79 cents for every dollar men earn, according to the U.S. Census Bureau. Over a 40-year career, this disparity costs women more than \$430,000. Not so at Delta. In administrative jobs, Delta women earn 98 percent of what men do, and there is statistical parity among male and female frontline or “scale” employees.

This number is well above the national average. But according to Joanne Smith, Executive Vice President and Chief Human Resources Officer at Delta, the company won’t rest until the gap is reduced to zero for all employees. Says Smith, “Our success is built on diversity, where our differences make us stronger and all people are welcomed, supported and — above all — treated equally.”



We strengthened our commitment in 2016 by signing the White House Equal Pay Pledge, which encourages U.S. companies to advance equal pay among men and women. By signing the pledge, we committed to conducting an annual company-wide gender pay analysis across occupations; reviewing hiring and promotion processes and procedures to reduce unconscious bias and structural barriers; and embedding equal pay efforts into broader enterprise-wide equity initiatives.

“The very nature of our business is bringing people together,” Smith explains. “We’re proud to voice our commitment to fairness and diversity in the workplace.”

From 2015 to 2017 eligible Delta employees saw pay increases of more than 25 percent, including an 18.5 percent increase in 2015 and a 6 percent base pay increase that went into effect in April 2017.

Delta also supports flexible employment opportunities. Ready Reserve employees are eligible to work fewer weekly hours, receive competitive pay, profit sharing, Shared Rewards and travel privileges, but in most locations are not eligible to participate in health and welfare or retirement income benefit plans. The Reservation Sales Flex @ Home program allows employees to receive the same benefits as Ready Reserve employees without the time and expense of traveling between home and the call center.

For our entire workforce, competitive base pay is one piece of a larger compensation pie that includes additional rewards and benefits. Together these elements serve as a key piece of what makes Delta a great place to work.

Delta is firmly committed to a policy of equal employment opportunity. The company prohibits discrimination based on race, color, religion, national origin, creed, age, sex, pregnancy, disability, genetic information, marital or familial status, sexual orientation, gender identity, citizenship status, veteran status, arrest record, political affiliation, status regarding public assistance and other characteristics that may be protected by law. Delta’s policy of equal employment

Change Agent: Delta Employees

Record-Breaking Returns for Unmatched Work

Delta achieved historic profits in 2015. Since our people were instrumental to that success, we decided to celebrate them in a very big way in early 2016. In February, Delta distributed \$1.5 billion through our profit sharing program — the largest payout ever made by any company, let alone any airline.

To take the record-setting a step further, we erected a Guinness World Record-breaking, 50-foot-tall greeting card at the Delta General Offices, which included the names of all 80,000+ Delta employees. We also thanked employees with ad placements in U.S. newspapers, including The New York Times, Los Angeles Times and The Atlanta Journal-Constitution.

Delta employees across divisions found memorable ways to celebrate the event. Leaders in Salt Lake City



dressed up in Star Trek costumes to commemorate the company for going “where no one else has gone before.” The Delta airport station at Washington Dulles International Airport rolled out the red carpet for an Oscars-themed event. Individual employees also took to Twitter to express their support using the hashtag #DeltaProud.

and non-discrimination applies to every aspect of employment, including compensation. All employment decisions, including compensation decisions, are based on legitimate work-related criteria, not on protected personal traits or characteristics.

Rewarding Great Performance

G4-52

Delta has a variety of mechanisms for recognizing our employees for superior work. Our profit sharing program is one of the most generous in the industry and recognizes our employees’ achievement in meeting Delta’s financial targets for the year. Over the past five years, we have paid out nearly \$5 billion through the program, more than any other company. Our people can further share in our financial success through an Employee Stock

Purchase Plan (ESPP). This plan allows employees to elect payroll deductions to purchase Delta stock.

Beyond rewards for the company’s financial performance, we incentivize employees to deliver safe, best-in-class, on-time travel to customers. Through the Shared Rewards Program, eligible employees have an opportunity to earn a monthly cash bonus based on achieving the specific operational goals of baggage handling, completion factor and on-time arrivals.

The program provides a payout of \$25 for meeting or exceeding one goal, \$75 for two and \$100 for all three, with a maximum payout of \$1,200 per year for U.S.-based employees.

Eligible international employees participate in Shared Rewards with target payout values appropriate for each country.

In 2016, the Shared Rewards operational goals were met 32 times out of a possible 36. Delta employees received \$1,125 in received Shared Rewards payouts in 2016 totaling approximately \$91.4 million in Shared Rewards.

People who exceed expectations may be recognized with membership in Delta's Chairman's Club, which annually recognizes employees, excluding officers and directors, who consistently demonstrate the highest

standards of service to customers, coworkers and the communities Delta serves. Honorees are nominated by colleagues and are recognized at a gala hosted by senior Delta leaders in Atlanta each fall. Along with recognition at the gala, honorees' names are displayed on a Delta aircraft for one year, and honorees receive two confirmed travel tickets to anywhere Delta flies.

In 2016, the 20th year of the program, more than 10,000 nominations were received for 100 honorees to be recognized. Honorees represented 28 Delta stations in seven countries. Their combined total was 2,174 years of service, with 22 years per honoree on average.

Change Agent: Delta SkySpa

A relaxing retreat

Massages. Manicures. Makeovers. It's what you'd expect to find at a boutique spa — but perhaps not inside the world's busiest airport. That changed with the 2016 grand opening of the SkySpa at the Atlanta airport, joining the first SkySpa location in Salt Lake City.

Designed with airport customer service and cargo agents, flight attendants, pilots, technical operations and ground service equipment technicians and other employees in mind, Delta's SkySpa is a place where employees can take advantage of much-deserved relaxation time.

Services include discounted massages; hair, skin and nail care; makeup application, shoe shining and uniform alterations — all designed to help employees look and feel their best. Employees also



receive discounts on gifts and uniform accessories. Inside the SkySpa, Delta employees can also get a first look at the new Uniform Fit Line, which will be worn starting in 2018, and receive personal style consultation from Crew Outfitters staff.

When they're on the job, our frontline teams are always putting our customers and the operation first. Giving them a place to recharge the mind, body and spirit allows our people to present the best version of themselves when they step out into the concourse, onboard a plane or onto the tarmac. And it shows our employees that we care about creating a great place to work.



Training & Education

Delta values the diverse knowledge, skills and abilities of each employee. We are committed to helping our people develop and grow professionally so they can excel in their current positions or increase their competitiveness for future opportunities.

Management Approach to Training & Education

G4-DMA G4-LA9 G4-LA10 G4-LA11

To manage employee development, we provide numerous training and career development opportunities each year. The range of opportunities includes mandatory compliance training, new hire training, annual recurrent training and general professional development. Each year, merit employees participate in a performance management process to ensure that activities and outputs are connected to and support Delta's goals and Rules of the Road.

In addition, employees have various opportunities to increase their business knowledge, skills and abilities. Delta has developed an online learning database that allows employees access to a broad range of courses at their convenience. Employees are also supported informally with on-the-job training, coaching, mentoring and performance support as needed.

In 2016, 96 percent of our 9,353 merit employees completed performance reviews. Merit employees, 37 percent of whom are female, account for 11 percent of our total workforce.

Training Hours Per Employee by Division

AIRPORT CUSTOMER SERVICE	CARGO	FLIGHT OPERATIONS	IN-FLIGHT SERVICE	RESERVATIONS	TECHNICAL OPERATIONS	CORPORATE
Merit = 45.9	Merit = 17.6	Merit = 10.6	Merit = 12.2	Merit = 11.4	Merit = 27.7	Merit = 6.5
Frontline = 26.8	Frontline = 24.2	Frontline = 45.4	Frontline = 18.7	Frontline = 34.5	Frontline = 80.6	
(2015 M=52.7/ F=25.8)	(2015 M=23.7/ F=25)	(2015 M=9.6/ F=45)	(2015 M=11.9/ F=22.1)	(2015 M=16.4/ F=37.6)	(2015 M=30.2/ F=37.6)	(2015 M=7.6)

This review process allows employees to receive feedback about their performance throughout the year. The review process takes place in the following three phases:

> Performance Planning — Employees create performance objectives aligned with the goals of their manager, division and the overall corporation. Performance plans address both performance objectives and Delta's High Performance Attributes (HPAs), demonstrated to support performance objectives.

> Mid-Year Review — Each employee has an opportunity to discuss progress on performance objectives and HPAs made over the previous six months.

> Year-End Review — Individual performance is evaluated against the results delivered for each objective and demonstration of Delta's HPAs. Each of these components accounts for 50 percent of an individual's overall rating. A final performance summary and rating is provided at the end of the year.

Change Agent: Delta Scholarship Fund

The pursuit of an advanced degree can be a significant undertaking personally and financially. Delta people are making the decision a bit easier for their fellow employees, lending a hand through their donations to the Delta Scholarship Fund.

The Fund has awarded more than \$4 million in scholarships to employees and their eligible family members since it launched in 2008, with more than \$1 million distributed in 2016 alone. The program is truly by employees, for employees, as it is primarily supported by donations from our people.

More than 600 Delta employees and dependents received funding for the 2016–2017 academic year, including Ontario-based Ready Reserve agent Dimitra P., who was honored with the \$10,000 C.E. Woolman Leadership Award to pursue her MBA. The board also awarded



scholarships to 24 international winners, the highest number of international scholarships the program has awarded in one year.

With help from the Delta Scholarship Fund, many of our employees and their families are achieving their dreams of earning a degree. We're grateful to our nearly 12,000 donors who continue to make those dreams possible.



Employee Health, Safety & Security

Delta is committed to providing a safe work environment for all employees. The Corporate Leadership Team's annual Safety and Security Policy reinforces this commitment, explaining that every employee has specific responsibilities to comply with existing safety and health policies, procedures and regulations.

Management Approach to Workplace Safety

G4-DMA G4-LA5 G4-LA6 G4-LA8

These responsibilities include:

- > Following all safety, security and environmental health policies and procedures
- > Reporting all hazardous conditions or unsafe equipment
- > Reporting any injuries, illnesses, ground damages or near misses
- > Using required safety equipment and protective clothing
- > Refraining from the use of any equipment without proper instructions

Safety Representatives Headcount

DEPARTMENT	SAFETY REPRESENTATIVES	NUMBER
Airport Customer Service (Includes Cargo & GSE)	Divisional Safety Representatives	5
	Regional Specialists	20
Flight Operations	Divisional Safety Representatives	48
In-Flight Service	Divisional Safety Representatives	6
	Location Safety Representatives	15
	System Safety Committee Members	5
Management/Salaried	Corporate Safety, Security and Compliance Staff	83
Reservations	Divisional Safety Representatives	2
	Location Safety Representatives	9
	System Safety Committee Members	170
Technical Operations	Divisional Safety Representatives	13
	Location Safety Representatives	338
	System Safety Committee	25
Delta Headcount: 88,777.60	Total	739

Delta's Corporate Safety organization ensures that all safety procedures either meet or exceed the best safety practices of the airline industry. In most cases, our proactive safety culture allows us to exceed regulatory standards. This culture is a result of our commitments to strong compliance practice, internal audits, a cooperative relationship with regulatory agencies, and a positive relationship with employees.

Delta's OSHA recordable occupational injury/illness rate for 2016 increased slightly compared to 2015. Our safety record continues to be significantly stronger than the industry average in comparison with the most recent 2015 Bureau of Labor Statistics (BLS) numbers. Delta's OSHA rate is 48.2 percent better than the BLS industry average, and the Days Away Restricted Transferred (DART) rate is 49.3 percent better than the industry average. There were no work-related fatalities during 2016.

Delta is the only major airline recognized with OSHA's Corporate Voluntary Protection Programs (VPP) status. Delta has 20 VPP Star locations in the U.S. VPP is not an award, but an acknowledgment of success and commitment to continuously improving our employees' safety at work. Today, less than 1 percent of more than 10 million U.S. worksites share this distinction.

At Delta's 20 VPP Star sites, the rate of on-the-job injury and illness is far lower than the industry. Delta's 1.61 per 100 employee on-the-job injury rate at VPP locations is a fraction of the scheduled air transportation industry rate of 6.8. Additionally, at our VPP facilities the OSHA recordable rate was 56.9 percent better than non-VPP Delta sites and 76.3 percent better than the industry average.

Safety Engagement G4-LA6 G4-LA8

Our safety policies are comprehensive, but it's our employees who carry those policies out and bring our safety culture to life. An important way we improve safety at individual facilities is through an annual Safety Business Plan, prepared by every Delta facility system-wide. These plans are used for incident prevention, regulatory compliance, and divisional business and operational planning purposes. Plans are compliant with key elements of OSHA's VPP.

A Safety Business Plan describes how an individual operation will plan, organize, communicate, implement, measure and enforce a local workplace safety process. It includes all elements of an occupational safety management system, including an overview of management leadership and employee involvement, a worksite analysis, a hazard prevention and control

Safety Performance



**1.61 per 100
Employees**

Number of
OSHA Recordable
Injuries/Illnesses
at VPP Sites



**30%
Decrease**

In Lost Time Injury
Rate at VPP Sites
Since 2010



48.2% Better

OSHA Rate vs. BLS
Industry Average
System-Wide

plan, and a safety and health training plan. The Safety Business Plan also assigns ownership to action items, and provides a schedule to allow for measurement and completion of items with a required quarterly review.

To validate compliance, Delta conducts annual Safety and Health Gap Assessments with a third party at strategic locations to provide us with an unbiased view of our safety efforts. The assessments identify gaps between OSHA regulations and Delta policies, which we then address to ensure a safe working environment for our employees. In addition, we conduct our own onsite visits, review required documentation and interview employees to help ensure that the Delta safety culture is present at all locations.

Delta celebrates National Safety Month each June, during which employees receive weekly safety and health information related to specific focus areas. Facilities across the system hold safety and health fairs, the largest of which is in Atlanta at our Technical Operations Center. In 2016, the Atlanta fair hosted vendors who provided information, products and demonstrations designed to help employees at work, home or play.

Health Benefits G4-LA2

In addition to comprehensive healthcare coverage, Delta offers dental, vision and flexible spending account benefits to eligible employees. To promote disease prevention, employees enrolled in a Delta Account-Based Healthcare Plan are covered at 100 percent for preventive care services based on the recommendations of the U.S. Preventive Services Task Force (USPSTF). Beyond USPSTF recommendations, employees covered by Delta's medical plans receive other preventive services such as travel immunizations and assistance with healthcare questions and needs through the Delta Health Direct program. In addition, employees and their eligible family



members have access to Delta's Employee Assistance Program, which offers confidential counseling, assessment and referral service support.

As of January 2017, U.S.-based expectant mothers in all ground and flight attendant positions, including Ready Reserve and Flex @ Home, receive a minimum six weeks of 100 percent pay for maternity leave. In addition, all mothers and fathers may take a 30-day unpaid bonding leave following the birth, adoption, guardianship or fostering of a child once paid maternity leave (if applicable) and/or other Family Medical Leave Act benefits have been exhausted.

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

Travel and Work Health

To continually ensure the health of all Delta employees, numerous employee medical surveillance programs, screenings and safety trainings were conducted at Delta airport stations in 2016. Programs included:

- > Implementing new WHO 2016 International Health Regulation pertaining to Lifetime Yellow Fever vaccination status while maintaining optional 10-year revaccination benefit at the employee's option.
- > Maintaining crew and other employee business traveler awareness around Zika risk and prevention strategies. Travelers could avoid destinations with active Zika transmission secondary to pregnancy considerations.
- > Leading the placement of a CPR automated training kiosk at Gate A11 of Atlanta Hartsfield-Jackson International Airport. Its aim is to engage and educate passengers on CPR techniques in less than 15 minutes.

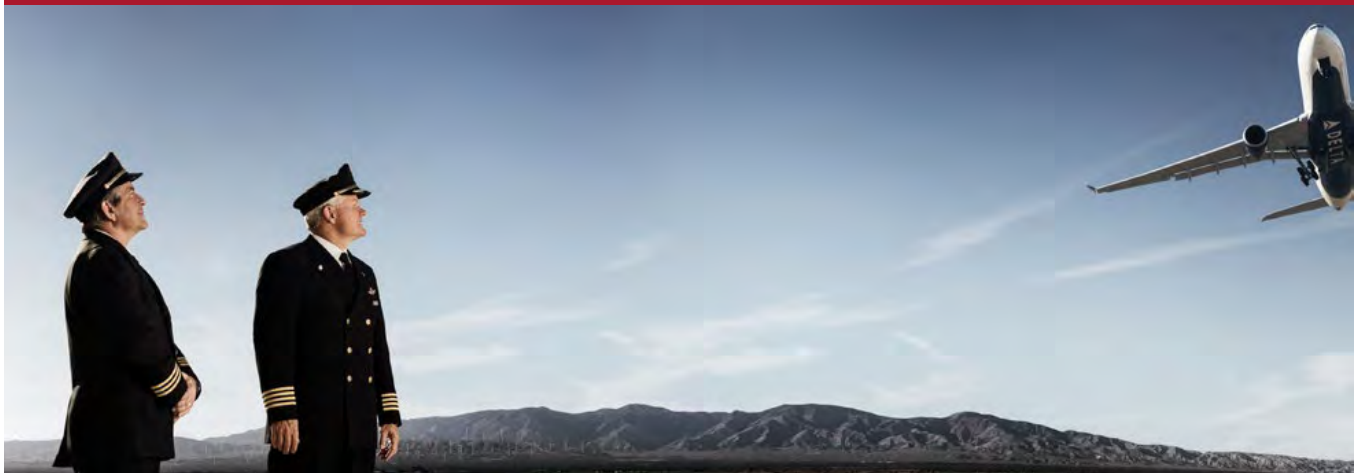
Our employees travel to all parts of the world, which can occasionally expose them to disease outbreaks and other health risks. To address these challenges, Delta provides its employees on business travel with travel health consultation and company-paid vaccine coverage, anti-malaria medication and insect repellent. In 2016, we implemented a new WHO International Health Regulation pertaining to lifetime yellow fever

vaccination status while maintaining an optional 10-year revaccination benefit at the employee's option.

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

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





Ethics & Integrity

The “Delta Difference” separates us from our competitors. Since 1928, Delta people have worked diligently to build our record for delivering safe, high-quality service, and for acting with honesty, integrity and professionalism in all we do. We are proud of this legacy.

Management Approach to Ethics, Anti-Corruption & Labor Practices

G4-DMA

G4-56

G4-57

G4-58

Three key documents describe and reinforce the fundamental values and basic behaviors required of all Delta employees, as well as what employees can expect of Delta in return. These documents are the centerpiece of our company-wide compliance program and are supported by our Board of Directors and senior officers. They are:

- > Rules of the Road, the foundation of our core values and principles, which define clear unifying behaviors that are our cultural foundation and outline expectations for modeling leadership at every level of the company.
- > The Way We Fly helps us put our culture into practice by outlining the basic expectations of trust, dignity, respect, common sense and good judgment.
- > The Code of Ethics and Business Conduct provides the people of Delta, our subsidiaries and affiliates worldwide with a summary of standards for business conduct so that each of us understands the basic rules that apply. The Code also describes some of the resources available that help us maintain our standards. The Code helps us ensure that our actions never fall short of our legal and ethical commitments.

One of the ways we help to create a great place to work is by maintaining an open-door policy. Each employee is encouraged and expected to raise concerns if he or she becomes aware of practices or work environments that do not meet Delta’s expectations, particularly for issues like safety, harassment and discrimination.

We encourage employees to speak to their immediate leaders about questions or concerns, but they can also report concerns through the following channels:

- > Divisional and corporate leadership
- > Human Resources professionals
- > The Equal Opportunity department
- > Delta’s Safety, Ethics & Compliance HelpLine

The Delta Safety, Ethics & Compliance HelpLine was established to make it easier to report conduct that may be unethical, illegal, a violation of professional standards or contradictory to Delta’s Code of Ethics and Business Conduct, such as concerns regarding safety, labor practices, harassment or discrimination.

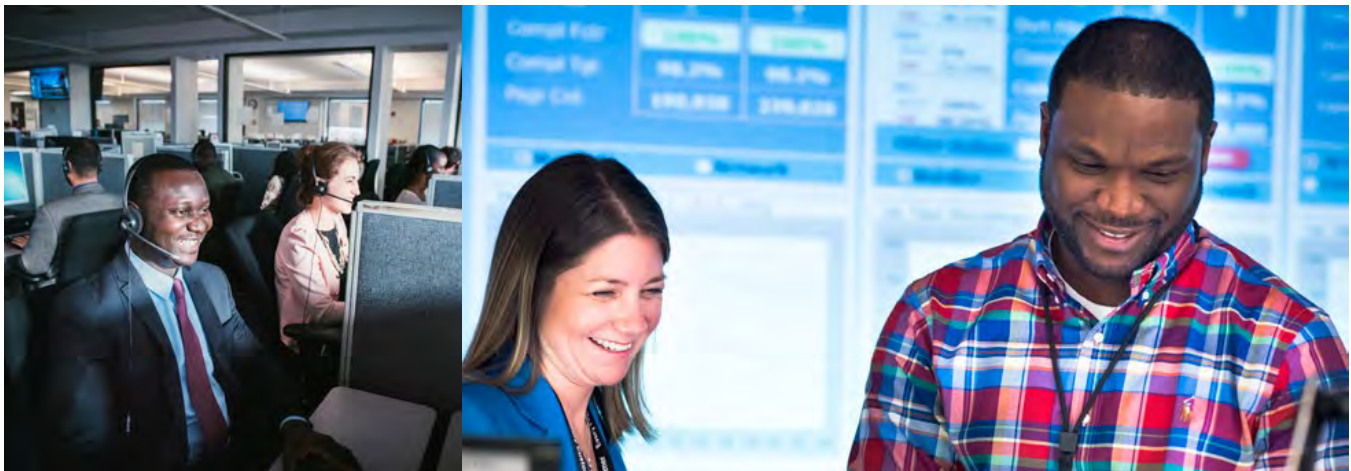
The HelpLine is available to employees, customers, vendors and others in a business relationship with Delta, operating 24 hours a day, seven days a week. It is answered by the

Network, a NAVEX Global company, a third-party operator. All calls to the Safety, Ethics & Compliance HelpLine can be made anonymously, and procedures ensure that confidentiality will be maintained to an extent consistent with Delta's obligations under law.

The Delta Safety, Ethics & Compliance HelpLine can be accessed via the web at <https://iwf.tnwgrc.com/delta>

or via toll-free global telephone numbers found on our investor relations page <http://ir.delta.com>.

Delta provides anti-bribery and anti-corruption training to all Delta personnel and agents who may interact with foreign officials on Delta matters. Training available to employees is provided in-person to supplement mandatory online training.



Diversity & Inclusion

As reflected in our “Rules of the Road,” we embrace diverse people, thinking and styles, and we treat each other with dignity and respect. We believe these values are important both inside and outside of the company. To serve the world, we believe we must reflect the diversity of the world and be a model for inclusiveness.

Management Approach to Diversity, Inclusion and Non-Discrimination G4-DMA

Delta is committed to fostering a workplace that is safe, professional and promotes teamwork and trust. Hostility, harassment, unwelcome sexual advances and other unprofessional conduct are not tolerated under any circumstances.

Delta is committed to a workplace that is free from discrimination. This means we recruit, hire, train, promote and provide other conditions of employment without regard to a person's race, color, religion, national origin,

sex, sexual orientation, gender identity, pregnancy, disability, genetic information, age, veteran status, citizen status, marital or familial status, or political affiliation. This includes providing reasonable accommodation for employees' disabilities and pregnancies, and religious beliefs and practices.

Delta also provides spousal benefits for eligible legally married same-sex couples and their children.

By seeking diversity, promoting inclusion and driving accountability, Delta can make a positive impact on its people, customers and the communities it serves.



DELTA IN THE COMMUNITY

In This Chapter

Our Force for Global Good
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Supporting Education
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Promoting Arts & Culture
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Improving Global
Wellness
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Advancing Global
Diversity
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Saluting Armed Service
Members & Veterans
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Sustaining the
Environment
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Change Agent

Junior Achievement Partnership

Preparing Youth for Success

Global nonprofit Junior Achievement (JA) exposes young people to transformative experiences that open minds and jump-start careers. That could mean learning from professionals in business, finance or economics — or climbing inside the cockpit of an airplane.

Through an expanded partnership with Junior Achievement Americas, Delta will help students do that and more. Delta now sponsors the JA Job Shadow Program in Argentina, Chile and Mexico to teach youth about Delta and the airline industry as a whole. Classroom sessions prepare students for a visit to a professional work environment and teach them how to research career opportunities and the skills needed to land and keep their dream jobs. Onsite job shadowing at various airports gives students a behind-the-scenes look at how an airline is run and the people behind the operation.

In 2015, Delta began supporting the JA Company of the Year Competition, an entrepreneurial contest and celebration for high school students who participate in the JA Company Program.

During the 2016 competition, Delta granted the first-ever Delta Social Impact Award to the student-run company that scored highest on measures of advancing global diversity, improving global wellness, supporting education and sustaining the environment. The winner was Ilumin-Arte, an organization that recycles and repurposes items, donating the proceeds to Guatemalan families in need.

Delta is a longtime supporter of JA, partnering with 23 chapters worldwide through Delta Air Lines and 10 chapters through the Delta Air Lines Foundation. Our founder, C.E. Woolman, and other Delta leaders have served on various chapters' Boards of Directors.

Delta aims to become the best U.S. airline in Latin America and the Caribbean and prepare youth for successful careers. By building relationships through our work with Junior Achievement, we're accomplishing both goals.



Our Force for Global Good

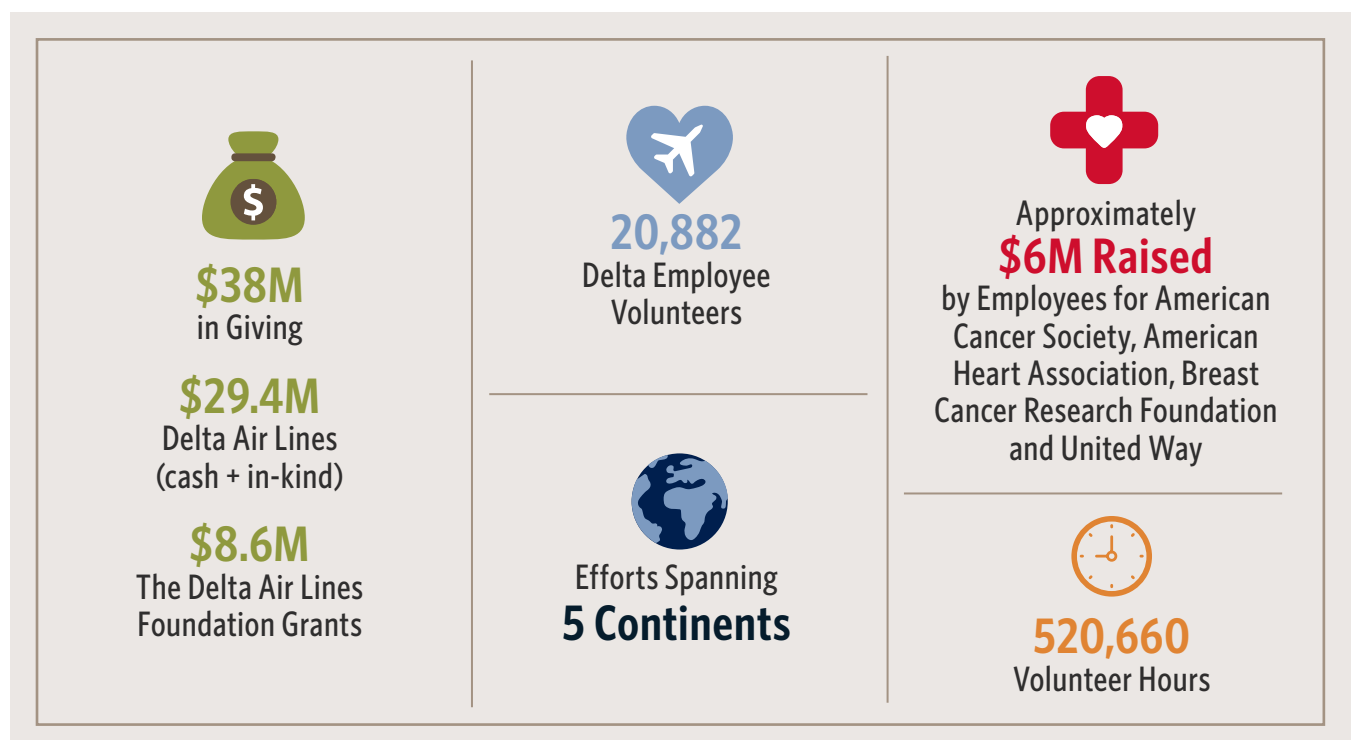
Serving both international and U.S. stakeholders, Delta is proud to actively support a network of communities around the world. In support of our global network, Delta and our employees believe we have a civic obligation to give back to the communities where we live, work and serve. For these reasons, our long-term commitment to action and outreach — through The Delta Air Lines Foundation and Our Force for Global Good — is material to the continued global success of our company.

Management Approach to Economic & Community Impact G4-DMA G4-EC7 G4-EC8 G4-S01 G4-S02

In 2016 we demonstrated our commitment to the communities we serve in a major way with the announcement that, beginning in 2016, we would contribute 1 percent of our net income from the previous year to charitable organizations. On Giving Tuesday alone, we donated \$1.5 million to six nonprofits to kick off the charitable holiday season. We think of actions like these as profit sharing for our community. As we expand our efforts, we continue to be guided by our Six Pillars of Global Good.

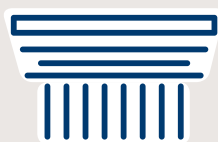
Our employees showed record-breaking generosity in 2016, as well, raising more than \$6 million for the American Cancer Society, American Heart Association, Breast Cancer Research Foundation and United Way. That success is just one example of the extent to which giving is infused into Delta's culture. Together, Delta, The Delta Air Lines Foundation and Delta employees contribute thousands of volunteer hours and millions of dollars every year — allowing us to transform communities and improve lives the world over.

How We Served Our Communities in 2016



6 Pillars of Global Good — 2016

EDUCATION

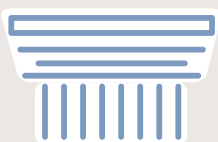


Delta supports **23 Junior Achievement chapters** globally, teaching students work readiness, entrepreneurship and financial literacy through job shadows and other outreach programs

Delta has built **17 KaBOOM! playgrounds** across **9 markets** since 2013

Delta supports **23 YMCA chapters** across the U.S. and Latin America through various programs, including swim lessons, tutoring, job shadows and more

ARTS & CULTURE



Delta supports **40+ arts and culture organizations** globally, including Detroit Institute of Arts, Donmar Warehouse, Eccles Theater, Museum of Contemporary Art, National Theatre, Seattle Art Museum, Walker Art Center, Whitney Museum and Woodruff Arts Center

WELLNESS



Each year, more than **2.4K employees volunteer** to build Habitat homes. Delta employees have built **235 homes in 12 countries** with Habitat for Humanity since the partnership began in 1995

Employees donated **8,132 pints of blood** to the American Red Cross in 2016, making **Delta #3 among corporate donors** in the U.S.

Delta is an Annual Disaster Giving Program member at **\$1M per year**

Employees raised roughly \$6M for American Cancer Society, American Heart Association, BCRF and United Way

Delta supported **15 Feeding America food banks** and employees volunteered to help **pack 1.42M pounds of food**

DIVERSITY



More than **1K employees** participated in Pride events across 15 cities

ENVIRONMENT

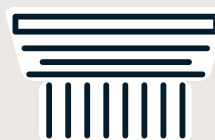


\$99K raised through **767 tons of recycled materials** onboard which helped fund a Habitat for Humanity home in 2016

Delta helped build **8 Habitat for Humanity homes** using funds generated from onboard recycling initiatives

Since 2013, Delta has purchased more than **4M carbon offsets** to cap the growth of emissions at 2012 levels, and allows customers to offset individual flight emissions through The Nature Conservancy

MILITARY



Delta and customers **donated 18.4M miles** through the SkyWish program benefiting Luke's Wings & Fisher House Foundation's Hero Miles Program

Delta **donated more than \$625K** and employees donated **836 bikes and thousands of toys** to Marine Toys for Tots



Supporting Education

Delta supports the essential role of education in improving the lives of students — many of whom are future Delta employees and customers — by teaching financial literacy, entrepreneurship, business readiness and economics. In line with this commitment to education, Delta partners with Junior Achievement, KaBOOM!, The Prince's Trust, United Negro College Fund (UNCF) and YMCA in key cities. Other programs Delta supports include the Atlanta Science Festival, P.S. Arts and the National Flight Academy, among others.

Junior Achievement

Through a partnership that now spans 23 chapters through Delta Air Lines and 10 chapters through The Delta Air Lines Foundation, Delta helped ignite an educational spark in more than 629,000 students in 2016. In Buenos Aires, Argentina; Detroit; Minneapolis; New York City; Raleigh, North Carolina; and Santiago, Chile, for example, high school students spent time “job shadowing” Delta employees to learn what it takes to succeed in the business world. In Atlanta, Detroit and Los Angeles, students gained financial literacy and budgeting skills through Junior Achievement’s Finance Park programs. In Atlanta and Salt Lake City, students learned to operate a business in a Delta Sky Club® through Junior Achievement’s BizTown.

KaBOOM!

Delta has partnered with the national nonprofit KaBOOM! to fund and build 17 playgrounds with various nonprofit partners in select cities since 2013 — four in Seattle, three in Atlanta, three in Los Angeles, two in Detroit, one in Durham, North Carolina, one in Indianapolis, one in Minneapolis-St. Paul, one in Nashville and one in New York. KaBOOM! builds playgrounds to bring balanced and active play into the daily lives of kids, particularly those growing up in poverty. For each new project, the organization works with the kids to design their ideal playgrounds. Then, more than 150 Delta volunteers, alongside the more than 150 community volunteers, come together to build the playground in just six hours.

To date, Delta has donated more than \$170,000 to community partners through KaBOOM! builds, in addition to the corporate funding for the playgrounds built.



Volunteers from Delta, the Nashville community and KaBOOM! gathered to build a playground for the students of Harvest Hands. Nashville Mayor Megan Barry cut the ribbon on the new playground.

YMCA

The YMCA is an important partner in educating kids. Whether learning to swim or attending after-school tutoring sessions, thousands of young people have benefited from Delta's partnership with the YMCA in 23 communities. In addition, The Delta Air Lines Foundation made grants to 17 YMCA chapters in 2016.



In October, Los Angeles-based Delta volunteers worked alongside the Y's Teens at the Weingart YMCA Branch, where they planted a drought-tolerant garden in an outdoor events space.

The Prince's Trust

Delta is leading the way as the first airline partner of The Prince's Trust. The organization, based in London and founded by His Royal Highness Prince Charles in 1976, supports teenagers and adults between the ages of 13 and 30 who are struggling in school, unemployed or at risk of exclusion. The program provides its participants the practical and financial support needed to stabilize their lives through developing key skills, confidence and motivation.



The Delta Technical Operations team at Edinburgh Airport invited The Prince's Trust Ambassador Faisal Ahmed for a tour of the airport and the Delta aircraft that flew the inaugural Edinburgh Airport to New York's John F. Kennedy International Airport route. Ahmed (right) was the recipient of the Delta-sponsored Rising Star award at The Prince's Trust Celebrate Success Awards in March.

UNCF

Delta participates in several UNCF community-based initiatives, including "Mayor's Masked Balls" in Atlanta and Los Angeles and the Mayor's Luncheons in Rochester, New York. Additionally, Delta supports the New York "Walk for Education" and the "A Mind Is..." Gala. Proceeds from these activities are distributed to private historically black colleges and universities in the form of emergency student aid, support of faculty development, technology needs and other general operating support.

Schwarzman Scholars

Delta serves as a founding partner and the official airline of the Schwarzman Scholars program in China, an opportunity for top students to study public policy, economics, business and international studies at Tsinghua University in Beijing and develop an understanding of China's role in global trends. Students live and study together on the campus of the new Schwarzman College to expand their understanding of the world. Delta's travel sponsorship connects students globally.



The newly opened Schwarzman College, located on the campus of Tsinghua University in Beijing, China, welcomed 111 students to its inaugural class in fall 2016. As a founding partner and the official airline of the Schwarzman Scholars program, Delta's Asia-Pacific Leaders helped welcome guests from around the world to celebrate the official opening of the college.

Change Agent: Delta Student Success Center

We understand that today's graduates need diverse skill sets to be competitive in today's marketplace. That's why The Delta Air Lines Foundation made a \$2 million gift to Georgia State University's J. Mack Robinson College of Business. The contribution will fund the creation of the Delta Student Success Center, a space that will help students develop business communication skills, gain experiential learning opportunities and connect with businesses for internships and job opportunities. Many of Delta's employees graduated from GSU.

The Delta Student Success Center will bring together students, alumni, advisers, faculty and members of the business community. It will house the college's recently repurposed Career Advancement Center, the Office of Undergraduate Assistance and



the soon-to-be launched Office of Experiential Learning. The latter is expected to be a centerpiece of the space and will support unique curricular and co-curricular student programs, from the Women Lead program to the Panthers on Wall Street program for graduate and undergraduate students.



Promoting Arts & Culture

Delta actively supports more than 40 arts and cultural organizations, believing in the support they provide through information, enlightenment and inspiration. Since Delta customers and stakeholders appreciate the arts, Delta is pleased to support these organizations, among others: Detroit Institute of Arts, Donmar Warehouse, Eccles Theater, Museum of Contemporary Art, National Theatre, Seattle Art Museum, Walker Art Center, Whitney Museum of American Art and Woodruff Arts Center.

Motion Picture Television Fund

Delta's partnership with the Motion Picture Television Fund (MPTF) includes employee volunteer efforts and sponsorship support of the foundation's fundraising events, including "The Evening Before" and "The Night Before." The events bring together Hollywood's film and TV talent to raise money and awareness for MPTF's mission, which is to support the entertainment community in living and aging well. Delta also partners with MPTF on an emergency assistance travel program for members of the Hollywood community and their families.



Delta was a presenting sponsor of MPTF's Night Before the Oscars benefit in Los Angeles in early 2016, which brought celebrities, producers, directors and industry executives together to raise \$5.2 million for MPTF programming.

Whitney Museum of American Art

Delta has served as the official airline of the Whitney Museum of American Art in New York City for five years. We were a presenting sponsor of one of the Museum's most recent exhibits, "Human Interest: Portraits from the Whitney's Collection."



Delta partnered with the Whitney Museum of American Art to host a volunteer project that allowed employees to pair up with kids from underserved neighborhoods in New York City.

Donmar Warehouse

Delta is the official airline of the Donmar Warehouse in London. We support the theater's Young+Free program for their Shakespeare Trilogy at King's Cross, which offers 25 percent of the Donmar's tickets free to millennials, making the arts more accessible to young adults.



Donmar Warehouse theatergoers got a taste of Delta hospitality during the theater's all-female rendition of "The Tempest" this fall in London, enjoying Delta One®-inspired ice cream sundaes.

George S. and Dolores Dore Eccles Theater

In October, the newly constructed Eccles Theater in Salt Lake City hosted a dedication and ribbon cutting ceremony, where "Delta Hall" — the theater's main performance hall — was showcased.



Brand Ambassador welcomes guests to Delta Hall.

Change Agent: A Permanent Legacy of Music

Through its Musicians' Endowment Campaign, the Woodruff Arts Center aimed to raise \$25 million to permanently endow positions for 11 Atlanta Symphony Orchestra musicians. With a final gift of \$2.5 million from The Delta Air Lines Foundation,

the orchestra reached its goal — two years ahead of schedule. The Principal Tuba Chair will be endowed and named The Delta Air Lines Chair, giving Delta a permanent place within orchestra. Our gift — along with others given to the campaign — shows the momentum of the arts community in Atlanta, and will help the Woodruff Arts Center provide even greater access to the arts for families.





Improving Global Wellness

Delta is committed to continuous support and improvement of global health and wellness efforts. Each year, Delta employees and customers raise millions of dollars for organizations actively working to promote wellness, combat disease, fight hunger, reduce homelessness and poverty and find solutions to other health and wellness issues.

American Red Cross

Delta is the third-largest corporate donor of blood to the American Red Cross — a partnership that began during World War II and celebrated 75 years in 2016. In fiscal year 2016 (Year End June 30), Delta employees donated 8,132 pints of blood. In addition, Delta proactively partners with the American Red Cross to serve as an Annual Disaster Giving Program member at the \$1 million level annually, providing relief aid to those who need it most, as well as mobilizing donation efforts through Delta employees and customers in times of disaster. In addition, Delta has a seat on the Corporate Advisory Council of the American Red Cross.

Delta also supports Red Cross agencies in Brazil, Ghana, Mexico and the U.K.



Delta employee giving blood at Seattle-Tacoma International Airport.

American Cancer Society

Each year, Delta employees and customers raise more than \$2 million for the American Cancer Society (ACS) as part of a partnership that has spanned nearly 15 years. A major effort includes the annual Delta Day of Hope, where employees from airports around the world honor cancer survivors, remember loved ones and fight back against the disease. Delta also hosts the “Jet Drag,” where teams of 20 attempt to pull a 757 aircraft 20 feet in the shortest amount of time to raise money for ACS. Delta also sponsors other ACS initiatives throughout the year, including the corporate Relay for Life and the Hope Ball.



Cancer survivors completed a ‘Survivor’s Lap’ as part of the Relay for Life event benefiting the American Cancer Society.

Breast Cancer Research Foundation (BCRF)

Delta is proud to partner with BCRF, and since 2005, Delta employees, customers and their friends and families have raised \$12.8 million for our partner. In October 2016, Delta celebrated the 12th anniversary of the “Breast Cancer One” survivor flight, where the airline’s iconic Pink Plane carried more than 140 employee

breast cancer survivors from New York City to Los Angeles, kicking off the airline’s Breast Cancer Awareness month throughout October and continuing the tradition of building awareness and raising funds for BCRF.



Breast cancer survivors united for Delta’s “Breast Cancer One” survivor flight, now a 12-year tradition, to kick off Delta’s campaign to build awareness and raise funds for BCRF. Passengers enjoyed gate events upon departure and arrival and an overnight stay in Los Angeles.

Covenant House

Each November, Delta leaders participate in Covenant House’s Executive Sleep Out, in which business leaders across the country spend a night on the streets in solidarity with homeless kids. The initiative aims to raise awareness and funds to support the life-changing work of Covenant House. Delta sponsors Covenant House Chapters in Atlanta, Detroit, Los Angeles, New York and Toronto, along with volunteer support throughout the year.

Habitat for Humanity

As of December 31, 2016, Delta has built 235 homes through our partnership with Habitat for Humanity. In 2016, more than 2,400 Delta employees volunteered their time and talent with Habitat to build eight homes

in the U.S. and six homes internationally to offer deserving families safe, decent and affordable homes. Delta employees have a tradition of working with our partner airlines to build homes with Habitat. In 2016, Delta partnered with Aeroméxico to build six homes in Mérida, Mexico, during the annual Delta Global Build.



A Delta employee participated in the 12th Delta Global Build in March. Delta employees and retirees, as well as two SkyMiles customers, worked with one of Delta's partners, Aeroméxico, to build homes for six deserving families in Mérida, Mexico.

Children's Miracle Network

Through Delta's partnership with the Children's Miracle Network of Hospitals (CMNH) Champions program, Delta employees bring smiles to the families of kids who have had remarkable medical journeys. Delta is a longtime supporter of the Champions program and has partnered with CMNH since 1997, contributing more than \$5 million. Delta supports 19 children's hospitals, 13 of which are CMN Hospitals.



Delta helped send 53 Children's Miracle Network Hospitals Champions to Walt Disney World Resort in Orlando, Florida, for the organization's annual Momentum conference.

United Way

Delta gives nearly \$1.8 million annually to United Way through employee, customer and corporate contributions to help those less fortunate in our communities. Among Delta's senior leaders, there is a 100 percent participation rate in giving to United Way.

Food Banks

Through Delta's partnership with many community food banks nationwide, including 15 Feeding America Food Banks, Delta employees have fed thousands of hungry people hot meals and repacked donated goods. Delta's financial and in-kind support helps our Food Bank partners in key cities address food poverty through a variety of programs, as well as providing nutrition education to those in need.



Delta volunteers worked with the Atlanta Community Food Bank to organize and distribute food to residents at the Southwest Ecumenical Emergency Assistance Center in September.



Advancing Global Diversity

Delta proudly embraces and supports diverse people and thinking. On a global scale, Delta is also committed to maintaining and supporting a culture of inclusion. Our employees are proud representatives of many different ethnicities, languages, religions, cultures, races and ages. Delta believes strongly that differences help strengthen our company. Therefore, we emphasize and support global diversity as a core Delta value. Whether it is supporting the National Center for Civil and Human Rights, the Japan Society, GLAAD, Pride or One Hundred Black Men of America, Delta employees celebrate and promote diversity.

GLAAD

Delta partners with GLAAD, the world's LGBTQ media advocacy organization. We are the presenting sponsor of the GLAAD Media Awards in New York City and Los Angeles, along with GLAAD's Atlanta gala.



Delta served as presenting sponsor of the GLAAD Media Awards at the Waldorf Astoria in New York City in May, which recognizes and honors media for their fair, accurate and inclusive representations of the LGBTQ community and the issues that affect their lives. The evening included a live muralist who painted guests' portraits.

National Center for Civil and Human Rights

Delta has supported the National Center for Civil and Human Rights since the Center's groundbreaking in

2012 with more than \$1 million in funding. We continue our support through a sponsorship of the Power to Inspire Tribute dinner and other series.

Pride

Delta celebrates Pride month every June and supported 15 Pride events across the U.S. and Canada in 2016 through sponsorship and employee engagement activities. In addition, Delta offered a special fare sale for customers traveling to festival destinations.



More than 300 Delta employees, families and friends walked in the 46th annual Atlanta Pride Festival in October. Delta served as the official airline, sponsoring the VIP reception at the Georgia Aquarium and two-day event at Piedmont Park.



Saluting Armed Service Members & Veterans

Delta is committed to supporting armed services members and veterans. With this commitment, Delta employees proudly show their support of military men and women through action. Sponsorships and volunteer efforts by employees help support organizations like the Fisher House Foundation, Congressional Medal of Honor Foundation, Luke's Wings, Marine Toys for Tots, USO and Serving Our Troops.

Fisher House Foundation

Dedicated to supporting active service members and veterans, Delta supported the capital campaigns as a sponsor for the new Fisher House facilities constructed at Joint Base Lewis-McChord near Seattle and Fisher House Southern California in Long Beach, California. Fisher Houses are places of comfort where families of military personnel can stay at no cost while their loved ones receive treatment. Delta customers support Fisher House Foundation's Hero Miles program through SkyWish by donating miles to be used to fly immediate family members to be with injured service members and veterans during their time of hospitalization.



In October, Fisher House and Delta representatives dedicated the newest Fisher House at the VA Long Beach, California, facility. Delta is one of the principal funders of the Long Beach house, which joins more than 70 Fisher Houses operating in the U.S. and Europe.

Marine Toys for Tots

Delta is a national sponsor of Marine Toys for Tots, contributing over \$625,000 and thousands of toys and bikes to the Marine Toys for Tots campaign in key Delta cities each year. In 2016 alone, Delta Technical Operations employees built and presented 836 bikes to children, funded through bake sales, T-shirt sales and donation drives. In addition, Delta supports the organization's national literacy campaign.



Employees donated thousands of toys in partnership with the Marine Toys for Tots, a tradition that now spans 13 years.

USO

Delta supports the USO through sponsorship and volunteer work with the National USO chapter as well as 12 local chapters. The USO strengthens America's military service members by keeping them connected to family, home and country throughout their service to the nation. USO airport centers throughout the country offer around-the-clock hospitality for traveling service members and their families. At Los Angeles International Airport, Delta employees show their support and appreciation for armed service members monthly by greeting them curbside, helping them tag and store luggage and serving them a barbecue dinner.

Congressional Medal of Honor Foundation

Delta is a national sponsor of the Congressional Medal of Honor Foundation. We are proud to honor the legacy of the living Medal of Honor recipients by providing each of these national heroes with our highest SkyMiles status, Diamond Medallion, as well as providing funding for the Foundation's educational programs.

Luke's Wings

Customers have the option to donate miles to Luke's Wings through Delta's SkyWish program, which provides airline tickets to wounded veterans and their loved ones, as well as final flights to unite veterans in hospice care with their families. Each November, Delta matches customer donations and collectively matches up to 10 million miles to Luke's Wings and Fisher House.



Luke's Wings' Executive Director of Family Communications and Logistics Jennifer Magerer with Claudia Avila, wife of U.S. Army Captain Luis Avila, and Haely Jardas, Miss District of Columbia 2015, at the 2016 Luke's Wings Heroes Gala, sponsored by Delta, SAIC and SRS Distribution. Through SkyWish, Delta has provided Claudia and Luis with more than 15 flights for their family.



Sustaining the Environment

Delta employees are committed to operating in a sustainable manner and are continually looking for new ways to reduce our environmental footprint.

In support of these goals, in 2016, four homes in total were built from recycling rebate funds. In Atlanta two homes were built with rebate funds collected from aluminum can recycling, while one home was built from oil recycling rebates. And, in Minneapolis, one home was built from on-board recycling rebates. In addition, Delta supports organizations like Captain Planet Foundation and The Nature Conservancy.

Environmental Engagement

Delta's annual support for the environment includes Earth Month volunteer engagements, recycling events and employee-led environmental sustainability engagement initiatives at airports. In 2016, Delta invested once again in Georgia's environment as an annual Water sponsor for EarthShare of Georgia's 2016 Earth Day events. As a sponsor, we donated \$5,000 to support watershed restoration efforts. Also through the sponsorship, a group of Delta employees came together in April at Sam's Lake Sanctuary in Fayetteville, Georgia — a 57-acre restored wetland and wildlife preserve that feeds the Flint River — for an afternoon of park and trail maintenance and habitat restoration.

In November, Delta celebrated our second annual America Recycles Day in Atlanta. The celebration was a day of action and an opportunity for Atlanta-based employees to reduce their personal environmental impact by properly and securely disposing of confidential paper documents and personal home electronics, including hard drives. Of our nearly 30,000 Atlanta-based employees, more than 1,600 participated in the event, representing divisions and teams across the organization. At year-end, we had securely shredded and recycled 1.92 tons of paper and more than 36,000 pounds of household electronics. In their third year, these events are trending upward both in terms of landfill diversion and employee engagement.

Captain Planet Foundation

Delta serves as the official airline of Captain Planet Foundation's (CPF) Benefit Gala and supports the CPF's ecoSolution Grants. These grants have helped fund 2,100 projects that have helped inspire 1.2 million youth as the next generation of environmental stewards and change agents.



Students engage in watershed experiments on board floating classrooms on the Chattahoochee River with the Captain Planet Foundation.

The Nature Conservancy

Funding from Delta will support The Nature Conservancy's national Leaders in Environmental Action for the Future (LEAF) program. This program works to grow the next generation of conservation leaders and has a tremendous impact on youth — giving them knowledge of career possibilities, growing self-confidence, developing work skills and building conservation literacy.



APPENDIX



GENERAL STANDARD DISCLOSURES

STANDARD DISCLOSURE	STANDARD DISCLOSURE TITLE	RESPONSE	OMISSION
STRATEGY AND ANALYSIS			
G4-1	Provide a statement from the most senior decision-maker of the organization.	CEO Message	
G4-2	Provide a description of key impacts, risks, and opportunities.	Global Connection — Economic Performance	
ORGANIZATIONAL PROFILE			
G4-3	Report the name of the organization.	Introduction — Reporting	
G4-4	Report the primary brands, products, and services.	Introduction — Delta-By-the-Numbers	
G4-5	Report the location of the organization's headquarters.	Introduction — Delta-By-the-Numbers	
G4-6	Report the number of countries where the organization operates.	Introduction — Delta-By-the-Numbers	
G4-7	Report the nature of ownership and legal form.	Delta Air Lines, Inc. is a publicly held corporation incorporated in the state of Delaware. Our shares trade on the New York Stock Exchange.	
G4-8	Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	Introduction — Delta-By-the-Numbers	
G4-9	Report the scale of the organization.	Introduction — Delta-By-the-Numbers	
G4-10	Breakdown of Employee Type.	Delta People — A Global View of Our Employees	
G4-11	Report the percentage of total employees covered by collective bargaining agreements.	Delta People — Employee Relations	
G4-12	Describe the organization's supply chain.	Global Connection — Supply Chain	
G4-13	Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain.	There have been no significant changes during the reporting period.	

GENERAL STANDARD DISCLOSURES

STANDARD DISCLOSURE	STANDARD DISCLOSURE TITLE	RESPONSE	OMISSION
G4-14	Report whether and how the precautionary approach or principle is addressed by the organization.	Delta has not formally adopted use of the precautionary principle. For Delta, adoption of the principle would apply primarily to potential harm related to use of fossil fuels and carbon emissions. While the principle is not formally used we are aware of risks; we meet all SEC and compliance reporting standards; we have established a Climate Change Policy; and we are actively engaged with the airline industry regarding mitigation efforts.	
G4-15	List externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	Introduction — Reporting	
G4-16	List memberships of associations (such as industry associations) and national or international advocacy organizations.	Introduction — Reporting	
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES			
G4-17	List all entities included in the organization's consolidated financial statements or equivalent documents.	10-K, page 59	
G4-18	Explain the process for defining the report content and the Aspect Boundaries.	Introduction — Reporting	

GENERAL STANDARD DISCLOSURES

STANDARD DISCLOSURE	STANDARD DISCLOSURE TITLE	RESPONSE	OMISSION																																																																																					
G4-19	List all the material Aspects identified in the process for defining report content.	<table><tr><th>Issue</th><th>Internal</th><th>External</th><th>Boundary</th><th>GRI Aspect(s)</th></tr><tr><td colspan="5">Environment</td></tr><tr><td>Energy Consumption, Global Emissions and Climate Change</td><td>X</td><td></td><td>Global operations, regional partner carriers</td><td><ul style="list-style-type: none">▪ Energy▪ Emissions▪ Effluents and Waste▪ Environment — Compliance▪ Environment — Overall▪ Supplier Environmental Assessment▪ Environmental Grievance Mechanisms</td></tr><tr><td colspan="5">Waste Management</td></tr><tr><td></td><td>X</td><td></td><td>Global operations</td><td><ul style="list-style-type: none">▪ Effluents and Waste</td></tr><tr><td colspan="5">Society</td></tr><tr><td>Customer Service, Safety and Security</td><td>X</td><td></td><td>Global operations</td><td><ul style="list-style-type: none">▪ Customer Health and Safety▪ Customer Privacy</td></tr><tr><td colspan="5">Community Support and Engagement</td></tr><tr><td></td><td></td><td>X</td><td>Communities in which we operate</td><td><ul style="list-style-type: none">▪ Indirect Economic Impacts▪ Local Communities</td></tr><tr><td colspan="5">Responsible Supply Chain</td></tr><tr><td></td><td></td><td>X</td><td>Delta suppliers</td><td><ul style="list-style-type: none">▪ Procurement Practices▪ Supplier Environmental Assessment▪ Supplier Assessment for Labor Practices▪ Supplier Human Rights Assessment▪ Supplier Assessment for Impacts on Society</td></tr><tr><td colspan="5">Governance</td></tr><tr><td>Employee Satisfaction & Safety</td><td>X</td><td></td><td>Global operations</td><td><ul style="list-style-type: none">▪ Employment▪ Training and Education▪ Diversity and Equal Opportunity▪ Equal Remuneration for Women and Men▪ Occupational Health and Safety</td></tr><tr><td colspan="5">Financial Performance</td></tr><tr><td></td><td>X</td><td></td><td>Global operations</td><td><ul style="list-style-type: none">▪ Economic Performance▪ Market Presence▪ Indirect Economic Impacts</td></tr><tr><td colspan="5">Labor Relations</td></tr><tr><td></td><td>X</td><td></td><td>U.S. operations</td><td><ul style="list-style-type: none">▪ Labor/ Management Relations▪ Labor Practices Grievance Mechanisms▪ Non-Discrimination▪ Freedom of Association and Collective Bargaining</td></tr></table>	Issue	Internal	External	Boundary	GRI Aspect(s)	Environment					Energy Consumption, Global Emissions and Climate Change	X		Global operations, regional partner carriers	<ul style="list-style-type: none">▪ Energy▪ Emissions▪ Effluents and Waste▪ Environment — Compliance▪ Environment — Overall▪ Supplier Environmental Assessment▪ Environmental Grievance Mechanisms	Waste Management						X		Global operations	<ul style="list-style-type: none">▪ Effluents and Waste	Society					Customer Service, Safety and Security	X		Global operations	<ul style="list-style-type: none">▪ Customer Health and Safety▪ Customer Privacy	Community Support and Engagement							X	Communities in which we operate	<ul style="list-style-type: none">▪ Indirect Economic Impacts▪ Local Communities	Responsible Supply Chain							X	Delta suppliers	<ul style="list-style-type: none">▪ Procurement Practices▪ Supplier Environmental Assessment▪ Supplier Assessment for Labor Practices▪ Supplier Human Rights Assessment▪ Supplier Assessment for Impacts on Society	Governance					Employee Satisfaction & Safety	X		Global operations	<ul style="list-style-type: none">▪ Employment▪ Training and Education▪ Diversity and Equal Opportunity▪ Equal Remuneration for Women and Men▪ Occupational Health and Safety	Financial Performance						X		Global operations	<ul style="list-style-type: none">▪ Economic Performance▪ Market Presence▪ Indirect Economic Impacts	Labor Relations						X		U.S. operations	<ul style="list-style-type: none">▪ Labor/ Management Relations▪ Labor Practices Grievance Mechanisms▪ Non-Discrimination▪ Freedom of Association and Collective Bargaining	
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G4-22	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	There have been no restatements in this reporting period.																																																																																						
G4-23	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	There have been no significant changes from previous reporting periods in the Scope and Aspect Boundaries.																																																																																						

GENERAL STANDARD DISCLOSURES

STANDARD DISCLOSURE	STANDARD DISCLOSURE TITLE	RESPONSE	OMISSION
STAKEHOLDER ENGAGEMENT			
G4-24	Provide a list of stakeholder groups engaged by the organization.	Introduction — Stakeholder Engagement	
G4-25	Report the basis for identification and selection of stakeholders with whom to engage.	Introduction — Reporting, Stakeholder Engagement	
G4-26	Report the organization's approach to stakeholder engagement.	Introduction — Stakeholder Engagement	
G4-27	Report key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns.	Introduction — Stakeholder Engagement	
REPORT PROFILE			
G4-28	Reporting period for information provided.	Introduction — Reporting	
G4-29	Date of most recent previous report.	Introduction — Reporting	
G4-30	Reporting cycle.	Introduction — Reporting	
G4-31	Provide the contact point for questions regarding the report or its contents.	Introduction — Reporting	
G4-32	Report the 'in accordance' option the organization has chosen.	Introduction — Reporting	
G4-33	Report the organization's policy and current practice with regard to seeking external assurance for the report.	Introduction — Reporting	

GENERAL STANDARD DISCLOSURES

STANDARD DISCLOSURE	STANDARD DISCLOSURE TITLE	RESPONSE	OMISSION
GOVERNANCE			
G4-34	Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental, and social impacts.	http://ir.delta.com/governance : Corporate Governance Principles	
G4-35	Report the process for delegating authority for economic, environmental, and social topics from the highest governance body to senior executives and other employees.	Introduction — Corporate Governance	
G4-36	Report whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental, and social topics, and whether post holders report directly to the highest governance body.	Introduction — Corporate Governance	
G4-37	Report processes for consultation between stakeholders and the highest governance body on economic, environmental, and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.	Introduction — Corporate Governance Delta 2017 Proxy, page 4	
G4-38	Report the composition of the highest governance body and its committees.	http://ir.delta.com/governance/board-of-directors	
G4-39	Report whether the Chair of the highest governance body is also an executive officer (and, if so, his or her function within the organization's management and the reasons for this arrangement).	With the retirement of Richard Anderson, and appointment of Ed Bastian to Chief Executive Officer, in May of 2016 the roles of the Chief Executive Officer and the Chairman of the Board are separate.	
G4-40	Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members.	http://ir.delta.com/governance : Corporate Governance Principles	

GENERAL STANDARD DISCLOSURES

STANDARD DISCLOSURE	STANDARD DISCLOSURE TITLE	RESPONSE	OMISSION
G4-41	Report processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders.	http://ir.delta.com/governance : Board Code of Ethics and Business Conduct	
G4-42	Report the highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental, and social impacts.	Introduction — Corporate Governance	
G4-43	Report the measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental, and social topics.	Introduction — Corporate Governance	
G4-44	Report the processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental, and social topics.	The Board of Directors and each of its committees conducts an annual self-evaluation. This evaluation includes a review of performance with respect to governance of economic, financial, operational, environmental and social topics. The specific input process varies from year to year in order to promote critical and productive self-evaluation. After self-evaluation, the Board and each committee review the results and appropriate actions are taken to address any areas of concern.	
G4-45	Report the highest governance body's role in the identification and management of economic, environmental, and social impacts, risks, and opportunities.	Introduction — Corporate Governance Delta 2017 Proxy, page 13	
G4-46	Report the highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental, and social topics.	Introduction — Corporate Governance Delta 2017 Proxy, page 13	
G4-47	Report the frequency of the highest governance body's review of economic, environmental, and social impacts, risks, and opportunities.	Introduction — Corporate Governance Delta 2017 Proxy, page 13	

GENERAL STANDARD DISCLOSURES

STANDARD DISCLOSURE	STANDARD DISCLOSURE TITLE	RESPONSE	OMISSION
G4-48	Report the highest committee or position that formally reviews and approves the organization's sustainability report.	Introduction — Corporate Governance	
G4-49	Report the process for communicating critical concerns to the highest governance body.	Stockholders and other interested parties may communicate with Delta's non-management directors via e-mail at nonmgmt.directors@delta.com . Communications with non-management directors may also be mailed to: c/o Law Department, 981 Attn: Chief Legal Officer 1030 Delta Boulevard Atlanta, GA 30354	
G4-50	Report the nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.	Introduction — Corporate Governance	
G4-51	Report the remuneration policies for the highest governance body and senior executives.	Delta 2017 Proxy, pages 21-50	
G4-52	Report the process for determining remuneration.	Delta People — Employee Relations	
G4-53	Report how stakeholders' views are sought and taken into account regarding remuneration.	Introduction — Stakeholder Engagement	
G4-54	Report the ratio of the annual total compensation for the organization's highest paid individual in each country of significant operations to the median annual total compensation for all employees.	Confidentiality constraints maintain that Delta does not report ratios based on individual compensation or make pay decisions based on these ratios.	
G4-55	Report the ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country.	Confidentiality constraints maintain that Delta does not report ratios based on individual compensation or make pay decisions based on these ratios. Delta considers this data confidential. The Securities and Exchange Commission in the United States is in the process of establishing guidelines to require disclosure of the ratio of CEO pay to median employee pay. Delta will reevaluate disclosure of this information in accordance with the final SEC guidelines.	

GENERAL STANDARD DISCLOSURES

STANDARD DISCLOSURE	STANDARD DISCLOSURE TITLE	RESPONSE	OMISSION
ETHICS AND INTEGRITY			
G4-56	Describe the organization's values, principles, standards, and norms of behavior such as codes of conduct and codes of ethics.	Delta People — Ethics & Integrity	
G4-57	Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines.	Delta People — Ethics & Integrity	
G4-58	Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms, or hotlines.	Delta People — Ethics & Integrity	

SPECIFIC STANDARD DISCLOSURES

STANDARD DISCLOSURE	STANDARD DISCLOSURE TITLE	RESPONSE	OMISSION
CATEGORY: ECONOMIC			
ASPECT: ECONOMIC PERFORMANCE			
G4-DMA	Generic Disclosures on Management Approach	Global Connection — Economic Performance	
G4-EC1	Direct economic value generated and distributed	Global Connection — Economic Performance	
G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	Global Connection — Economic Performance	
G4-EC3	Coverage of the organization's defined benefit plan obligations	10-K, page 78	
G4-EC4	Financial assistance received from government	Delta does not receive significant financial assistance from the government. We do voluntarily participate in public-private partnerships that may involve tax incentives; however, financial assistance is not the main reason we participate.	
ASPECT: MARKET PRESENCE			
G4-DMA	Generic Disclosures on Management Approach	Global Connection — Economic Performance	
G4-EC5	Ratios of standard entry-level wage by gender compared to local minimum wage at significant locations of operation	Entry-level pay for published scale positions meets or exceeds all U.S. federal, state and local minimum wage requirements and complies with the U.S. Equal Pay Act that requires men and women in the same workplace be given equal pay for equal work. Delta is equally committed to competitive pay in all international locations.	
G4-EC6	Proportion of senior management hired from the local community at significant locations of operation	82% of total management employees are hired locally.	
ASPECT: INDIRECT ECONOMIC IMPACTS			
G4-DMA	Generic Disclosures on Management Approach	Delta in the Community — Our Force for Global Good	
G4-EC7	Development and impact of infrastructure investments and services supported	Global Connection — Economic Performance Delta in the Community — Our Force for Global Good	
G4-EC8	Significant indirect economic impacts, including the extent of impacts	Delta in the Community — Our Force for Global Good	
ASPECT: PROCUREMENT PRACTICES			
G4-DMA	Generic Disclosures on Management Approach	Global Connection — Supply Chain	
G4-EC9	Proportion of spending on local suppliers at significant locations of operation	Global Connection — Supply Chain	

SPECIFIC STANDARD DISCLOSURES

STANDARD DISCLOSURE	STANDARD DISCLOSURE TITLE	RESPONSE	OMISSION
CATEGORY: ENVIRONMENTAL			
ASPECT: ENERGY			
G4-DMA	Generic Disclosures on Management Approach	Environmental Commitment — Climate Change & Carbon Emissions	
G4-EN3	Energy consumption within the organization	Environmental Commitment — Climate Change & Carbon Emissions	
G4-EN4	Energy consumption outside of the organization	Environmental Commitment — Climate Change & Carbon Emissions	
G4-EN5	Energy intensity	Environmental Commitment — Climate Change & Carbon Emissions	
G4-EN6	Reduction of energy consumption	Environmental Commitment — Climate Change & Carbon Emissions	
G4-EN7	Reductions in energy requirements of products and services	Environmental Commitment — Climate Change & Carbon Emissions	
ASPECT: EMISSIONS			
G4-DMA	Generic Disclosures on Management Approach	Environmental Commitment — Climate Change & Carbon Emissions	
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	Environmental Commitment — Climate Change & Carbon Emissions	
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	Environmental Commitment — Climate Change & Carbon Emissions	
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	Environmental Commitment — Climate Change & Carbon Emissions	
G4-EN18	Greenhouse gas (GHG) emissions intensity	Environmental Commitment — Climate Change & Carbon Emissions	
G4-EN19	Reduction of greenhouse gas (GHG) emissions	Environmental Commitment — Climate Change & Carbon Emissions	
G4-EN20	Emissions of ozone-depleting substances (ODS)	Environmental Commitment — Environmental Compliance	
G4-EN21	NOx, SOx, and other significant air emissions	Environmental Commitment — Environmental Compliance	
ASPECT: EFFLUENTS AND WASTE			
G4-DMA	Generic Disclosures on Management Approach	Environmental Commitment — Waste Management	
G4-EN22	Total water discharge by quality and destination	Delta has limited visibility into our water consumption due to the nature of our business. We do not track this data.	
G4-EN23	Total weight of waste by type and disposal method	Environmental Commitment — Waste Management	
G4-EN24	Total number and volume of significant spills	Environmental Commitment — Environmental Compliance	
G4-EN25	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	Environmental Commitment — Waste Management	
G4-EN26	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organization's discharges of water and runoff	Delta does not significantly affect water bodies through discharges of water or runoff from operations.	

SPECIFIC STANDARD DISCLOSURES

STANDARD DISCLOSURE	STANDARD DISCLOSURE TITLE	RESPONSE	OMISSION																		
ASPECT: COMPLIANCE																					
G4-DMA	Generic Disclosures on Management Approach	Environmental Commitment — Environmental Compliance																			
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Environmental Commitment — Environmental Compliance																			
ASPECT: OVERALL																					
G4-DMA	Generic Disclosures on Management Approach	Environmental Commitment — Environmental Compliance																			
G4-EN31	Total environmental protection expenditures and investments by type	<table><tr><th colspan="2">FY2016 EXPENDITURES AND INVESTMENTS BY TYPE</th></tr><tr><td>MATERIAL STREAMS</td><td>2016</td></tr><tr><td>CAPITAL EXPENSES (ATL Wastewater Treatment Upgrades)</td><td>\$54,000</td></tr><tr><td colspan="2">OPERATING EXPENSES</td></tr><tr><td>1. Remediation Sites</td><td>\$2,064,000</td></tr><tr><td>2. System-wide Waste Disposal</td><td>\$6,725,000</td></tr><tr><td>3. Corporate EHS Staffing, Consulting and Contracted Services (includes ATL Wastewater Treatment and Waste Storage Facility expenses)</td><td>\$5,495,000</td></tr><tr><td>TOTAL CAPITAL AND OPERATING EXPENDITURES</td><td>\$14,338,000</td></tr><tr><td>COMBINED SAVINGS, COST AVOIDANCE, ETC. (HABITAT AND CARE FUND DONATIONS)</td><td>\$100,000</td></tr></table>	FY2016 EXPENDITURES AND INVESTMENTS BY TYPE		MATERIAL STREAMS	2016	CAPITAL EXPENSES (ATL Wastewater Treatment Upgrades)	\$54,000	OPERATING EXPENSES		1. Remediation Sites	\$2,064,000	2. System-wide Waste Disposal	\$6,725,000	3. Corporate EHS Staffing, Consulting and Contracted Services (includes ATL Wastewater Treatment and Waste Storage Facility expenses)	\$5,495,000	TOTAL CAPITAL AND OPERATING EXPENDITURES	\$14,338,000	COMBINED SAVINGS, COST AVOIDANCE, ETC. (HABITAT AND CARE FUND DONATIONS)	\$100,000	
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ASPECT: SUPPLIER ENVIRONMENTAL ASSESSMENT																					
G4-DMA	Generic Disclosures on Management Approach	Global Connection — Supply Chain																			
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	Global Connection — Supply Chain																			
G4-EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken	Global Connection — Supply Chain																			

SPECIFIC STANDARD DISCLOSURES

STANDARD DISCLOSURE	STANDARD DISCLOSURE TITLE	RESPONSE	OMISSION
ASPECT: ENVIRONMENTAL GRIEVANCE MECHANISMS			
G4-DMA	Generic Disclosures on Management Approach	<p>As a global airline leader, Delta understands the global environmental impacts of our business operations. Because of this realization, we strive to mitigate all environmental impacts of our operations.</p> <p>For purposes of this report, Delta defines grievances for impacts on society as grievances related to our environmental material aspects including: Energy, Emissions, Fuel, Waste and Compliance.</p> <p>Delta does not manufacture, process or distribute products or raw materials. For this reason Delta is not at risk for any product-related grievances.</p> <p>Delta does recognize that operations do produce significant impacts related to carbon emissions. For this reason we present data related to climate change and emissions strategies associated with avoiding and reducing emissions.</p> <p>The airline industry is highly regulated, and Delta adheres to all applicable local, state and national laws and regulations. In addition, we have procedures in place to support compliance and address environmental incidents. We also audit compliance efforts and are subject to inspections by relevant authorities.</p> <p>External stakeholders can voice grievances through Delta's Safety, Ethics & Compliance HelpLine (800-253-7879).</p>	
G4-EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms	Delta is unaware of any environmental grievances presented in 2016.	
CATEGORY: SOCIAL			
SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK			
ASPECT: EMPLOYMENT			
G4-DMA	Generic Disclosures on Management Approach	<p>Delta People — Employee Relations</p> <p>Delta People — Employee Health, Safety & Security</p>	
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender, and region	Delta People — Employee Relations	
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	Delta People — Employee Health, Safety & Security 10-K p. 78	
G4-LA3	Return to work and retention rates after parental leave, by gender	Delta does not track or report this information.	

SPECIFIC STANDARD DISCLOSURES

STANDARD DISCLOSURE	STANDARD DISCLOSURE TITLE	RESPONSE	OMISSION
ASPECT: LABOR/MANAGEMENT RELATIONS			
G4-DMA	Generic Disclosures on Management Approach	Delta People — Employee Relations	
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	<p>In rare instances where Delta must close a facility or significantly reduce the size of its workforce, affected employees are usually offered an opportunity for employment in a similar position in another city or voluntary retirement incentive programs.</p> <p>In addition, Delta follows the Worker Adjustment and Retraining Notification (WARN) Act requirements for U.S.-based employees, which requires most employers with 100 or more employees to provide notification 60 calendar days in advance of station closings and significant workforce reductions. Similarly, all individual country legal requirements are adhered to prior to significant operational changes at Delta's international stations.</p>	
ASPECT: OCCUPATIONAL HEALTH AND SAFETY			
G4-DMA	Generic Disclosures on Management Approach	Delta People — Employee Health, Safety & Security	
G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	Delta People — Employee Health, Safety & Security	
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	Delta People — Employee Health, Safety & Security	
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	Delta is unaware of any high risk for disease incidence based on work type in the airline industry.	
G4-LA8	Health and safety topics covered in formal agreements with trade unions	Delta People — Employee Health, Safety & Security	
ASPECT: TRAINING AND EDUCATION			
G4-DMA	Generic Disclosures on Management Approach	Delta People — Training & Education	
G4-LA9	Average hours of training per year per employee by gender, and by employee category	Delta People — Training & Education	
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	Delta People — Training & Education	
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	Delta People — Training & Education	

SPECIFIC STANDARD DISCLOSURES

STANDARD DISCLOSURE	STANDARD DISCLOSURE TITLE	RESPONSE	OMISSION
ASPECT: DIVERSITY AND EQUAL OPPORTUNITY			
G4-DMA	Generic Disclosures on Management Approach	Delta People — Diversity & Inclusion	
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	Delta People — A Global View of Our Employees	
ASPECT: EQUAL REMUNERATION FOR WOMEN AND MEN			
G4-DMA	Generic Disclosures on Management Approach	Delta People — Diversity & Inclusion	
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	Delta People — Employee Relations	
ASPECT: SUPPLIER ASSESSMENT FOR LABOR PRACTICES			
G4-DMA	Generic Disclosures on Management Approach	Global Connection — Supply Chain	
G4-LA14	Percentage of new suppliers that were screened using labor practices criteria	Global Connection — Supply Chain	
G4-LA15	Significant actual and potential negative impacts for labor practices in the supply chain and actions taken	Global Connection — Supply Chain	
ASPECT: LABOR PRACTICES GRIEVANCE MECHANISMS			
G4-DMA	Generic Disclosures on Management Approach	Delta People — Ethics & Integrity	
G4-LA16	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	Confidentiality constraints maintain that Delta does not report this information. Stakeholders can voice labor grievances through Delta's Safety, Ethics & Compliance HelpLine (800-253-7879).	
SUB-CATEGORY: HUMAN RIGHTS			
ASPECT: NON-DISCRIMINATION			
G4-DMA	Generic Disclosures on Management Approach	Delta People — Diversity & Inclusion	
G4-HR3	Total number of incidents of discrimination and corrective actions taken	Confidentiality constraints maintain that Delta does not report this information. Stakeholders can voice discrimination grievances through Delta's Safety, Ethics & Compliance HelpLine (800-253-7879).	
ASPECT: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING			
G4-DMA	Generic Disclosures on Management Approach	Delta People — Employee Relations	
G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights	Delta People — Employee Relations	

SPECIFIC STANDARD DISCLOSURES

STANDARD DISCLOSURE	STANDARD DISCLOSURE TITLE	RESPONSE	OMISSION
ASPECT: SUPPLIER HUMAN RIGHTS ASSESSMENT			
G4-DMA	Generic Disclosures on Management Approach	Global Connection — Supply Chain	
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	Global Connection — Supply Chain	
G4-HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken	Global Connection — Supply Chain	
SUB-CATEGORY: SOCIETY			
ASPECT: LOCAL COMMUNITIES			
G4-DMA	Generic Disclosures on Management Approach	Delta in the Community — Our Force for Global Good	
G4-S01	Percentage of operations with implemented local community engagement, impact assessments, and development programs	Delta in the Community — Our Force for Global Good	
G4-S02	Operations with significant actual and potential negative impacts on local communities	Delta in the Community — Our Force for Global Good	
ASPECT: SUPPLIER ASSESSMENT FOR IMPACTS ON SOCIETY			
G4-DMA	Generic Disclosures on Management Approach	Global Connection — Supply Chain	
G4-S09	Percentage of new suppliers that were screened using criteria for impacts on society	Global Connection — Supply Chain	
G4-S010	Significant actual and potential negative impacts on society in the supply chain and actions taken	Global Connection — Supply Chain	
SUB-CATEGORY: PRODUCT RESPONSIBILITY			
ASPECT: CUSTOMER HEALTH AND SAFETY			
G4-DMA	Generic Disclosures on Management Approach	Global Connection — Customer Health & Safety	
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	Global Connection — Customer Health & Safety	
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes	With regard to health and safety issues Delta received no non-compliance or health and safety citations in 2016.	
ASPECT: CUSTOMER PRIVACY			
G4-DMA	Generic Disclosures on Management Approach	Global Connection — Customer Satisfaction	
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	Confidentiality constraints maintain that Delta does not report this information. Stakeholders can report potential grievances through Delta's Safety, Ethics & Compliance HelpLine (800-253-7879).	



SCS Global Services (SCS) was contracted by Delta Air Lines (Delta) to perform an independent third-party verification of their greenhouse gas (GHG) emissions inventory – the measurement of their direct and indirect carbon dioxide equivalent emissions (CO₂e) emitted as part of their entity-wide operations – for the period of January 1, 2015 to December 31, 2015.

The inventory was measured and reported by Delta to The Climate Registry (TCR), a non-profit organization that assists organizations in measuring, reporting, and verifying the carbon emissions from their operations in order to manage and reduce emissions. This verification was conducted by SCS in accordance with the ISO 14064-3 standard and requirements under TCR's GHG reporting program.

SCS has verified Delta's annual GHG inventory for every emission year since the baseline year 2005. In 2016 SCS verified Delta's EY 2015 GHG inventory – the data and information under review were historical in nature as reporting and verification occur for the previous year's emissions.

Roles and Responsibilities

Delta's internal team was responsible for managing their GHG information system, including developing and maintaining records and reporting procedures, and measuring, calculating, and reporting the total GHG emissions.

SCS was responsible for the independent verification of Delta's information system, including ensuring compliance with TCR's GHG reporting program and the accurate measurement of their entity-wide GHG emissions for emission year (EY) 2015. This review focused on the completeness of Delta's GHG

inventory and the accuracy of its calculations. The verification team also reviewed the data management system, the organizational boundary delineation, and relevant supporting documentation provided by Delta. SCS produced a verification opinion to express their findings from the verification.

Objectives

The objective of this verification was to evaluate whether Delta has a GHG emissions reporting program consistent with TCR's General Reporting Protocol (GRP) and to evaluate the reasonableness of the data submitted to TCR for EY 2015 against the verification criteria.

Scope

- *Reporting Period:* January 1, 2015 to December 31, 2015 (EY 2015)
- *Organizational Boundary:* Emissions under Delta's operational control domestically and internationally, and jet fuel consumption from the contracted regional airlines.
- *Geographical Boundary:* Worldwide operations
- *Physical Infrastructure:* Aircrafts, hangers, ground support equipment, corporate offices, maintenance facilities, and on-airport facilities away from terminals
- *GHG Sources:* Aircraft fuel, purchased electricity, natural gas, additional fuels combusted in stationary and mobile sources, process emissions from vents and maintenance activities, and fugitive emission
- *GHGs included in scope:* CO₂, CH₄, NO₂, HFCs, PFCs, SF₆, and NF₃.

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Level of Assurance and Materiality

SCS performed this verification to a reasonable level of assurance. A materiality threshold of 5% was applied.

Description of Activities:

SCS conducted a desk review of Delta's data and documentation and determined that there were no significant changes to the inventory or the data collection process since the last full verification for EY 2013. This enabled the SCS audit team to conduct a streamlined verification for EY 2015 and as a result, no site visit was necessary. SCS verified the total inventory emissions for all of Delta's operations:

Total Entity-Wide Emissions*: 39,745,237.39 tCO₂e

Scope 1 Emissions: 35,060,117.33 tCO₂e

- CO₂: 34,713,777.65
- CH₄: 6.61
- N₂O: 1,012.35
- HFCs: 4,389.01
- PFCs: 83.36
- SF₆ & NF₃: 0.00

Scope 2 Emissions: 292,452.06 tCO₂e

- CO₂: 290,614.86
- CH₄: 27.7
- N₂O: 4.05
- HFCs, PFCs, SF₆, & NF₃: 0.00

Scope 3 Emissions: 4,392,668 tCO₂e

- CO₂: 4,349,795
- CH₄: 0.00
- N₂O: 138.3
- HFCs, PFCs, SF₆, & NF₃: 0.00

**Emissions are reported in metric tons of each gas, except PFCs and HFCs which are reported in tCO₂e*

Criteria

The verification was conducted by SCS against the following criteria:

- TCR's General Reporting Protocol Version 2.1, (January 2016)
- TCR's General Verification Protocol Version 2.1, (June 2014)
- GVP 2.1 Updates and Clarifications, (March 2016)
- ISO 14064-3: 2006 Specification with guidance for the validation and verification of GHG assertions

Conclusion

SCS's risk-based approach to verification included the development of a sampling plan to identify sources of the largest GHG emissions within each scope, as well as the sources of GHG emissions with the greatest percent change from the previous emission year. Any inconsistencies were evaluated, issued as findings, and corrected by Delta. Any discrepancies between the 2015 verification report and 2016 GHG report produced by Delta will be reported in the EY 2016 verification, which will occur in 2017.

SCS concluded that Delta's emissions report is in compliance with TCR's program requirements. The SCS audit team determined that Delta correctly identified the organizational boundaries and included all emissions sources in the inventory. In addition, SCS confirmed Delta had correctly identified Simplified Emission Estimates. Delta also met other TCR program requirements including the correct use of most emissions factors, accurate calculations, and correct GHG inventory reporting. Based on SCS' verification activities and findings, Delta's emissions report is prepared in all material respects in accordance with the reporting criteria.

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STRUCTURE

Parent Company: Delta Air Lines, Inc.

Subsidiaries:

1. Aero Assurance Ltd.
2. Comair Holdings, LLC

Subsidiaries: 1. Comair Services, Inc.

Subsidiaries: 1. Delta Private Jets, Inc.

3. DAL Global Services, LLC
4. Delta Air Lines Dublin Limited
5. Delta Air Lines, Inc. and Pan American World Airways UNTERSTUTZUNGSKASSE GMBH
6. Delta Air Lines Private Limited
7. Delta Flight Products, LLC
8. Delta Material Services, LLC
9. Delta Receivables, LLC
10. Delta Sky Club, Inc.
11. Endeavor Air, Inc.
12. Epsilon Trading, LLC
13. MLT Vacations, LLC
- Subsidiaries:* 1. Delta Gift Cards, Inc.
14. Monroe Energy, LLC
- Subsidiaries:* 1. MIPC, LLC
15. Montana Enterprises, Inc.
16. New Sky, Ltd.
17. Northwest Airlines, LLC
18. NW Red Baron LLC
19. TATL Services B.V. (100% owned by Delta Air Lines, Inc.)
20. DL International Enterprises, LLC (100% owned by Delta Air Lines, Inc.)
21. DL Investment Partners, L.P. (Delta Air Lines, Inc. is a 99.9% General Partner; DL International Enterprises, LLC is a 0.1% Limited Partner)
22. DAL Foreign Holdings C.V. (Delta Air Lines, Inc. is a 99.8% General Partner; DL Investment Partners, L.P. is a 0.1% General Partner; DL International Enterprises, LLC is a 0.1% Limited Partner)
23. DAL Europe C.V. (DAL Foreign Holdings C.V. is a 89.9% General Partner; DL Investment Partners, L.P. is a 10% General Partner; DL International Enterprises, LLC is a 0.1% Limited Partner)
24. DAL Leasing Limited (DAL Europe C.V. is the sole Member)
25. Delta TATL UK Limited (DAL Europe C.V. is the sole Member)