

Equal Employment Opportunity Policy

OVERVIEW

At Delta, we believe in treating everyone with dignity and respect. Consistent with our Rules of the Road and The Way We Fly, we embrace diverse people, thinking and styles; listen closely and communicate openly, honestly and directly. Our policy of equal employment opportunity includes a comprehensive affirmative action program that is applicable to all employees and candidates for employment.

Delta makes employment decisions based on performance and business needs, not on physical or personal characteristics. We maintain a workplace that is free of discrimination, bias or harassment on the basis of any characteristic protected by law. We also provide reasonable accommodations for employees who may need assistance performing the essential functions of their job duties due to physical or mental impairments or restrictions and for candidates who may require assistance to participate in the hiring process. Delta also provides accommodation where reasonable for the religious beliefs or practices of candidates and employees.

POLICY DETAILS

Nondiscrimination

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 with regard to public assistance and other characteristics that may be protected by law.

Delta's policy of equal employment opportunity and non-discrimination applies to every aspect of employment, including hiring, retaining, training, promoting and performance development. All employment decisions must be based on legitimate business reasons and work requirements, not on protected personal traits or characteristics.

Delta's Equal Employment Opportunity Policy prohibits the following behaviors, language and images:

- Intentional physical conduct, such as unwanted touching or actual or threatened assault.
- Verbal or written statements that contain offensive name-calling, jokes, slurs, negative stereotyping or threats. This includes comments or jokes that are distasteful or targeted at individuals or groups based on protected characteristics.
- Nonverbal conduct, such as insulting gestures, staring, leering or stalking.
- Symbols or visual images that are designed to be (or have the effect of being) harassing, demeaning, intimidating, or disparaging to individuals or groups or that otherwise invoke or are associated with violence. This includes Confederate flags, swastikas, nooses, gang signs or other symbols or references associated with hate or violent extremist groups such as the Ku Klux Klan, Nazis, Antifa, and other similar groups.

Such offensive images or references are prohibited in writings, pictures, cartoons, drawings and graffiti, including on clothing, bumper stickers, flags, license plate frames, and other print or electronic messages, in all Delta workspaces and property under Delta's direct control.

Harassment

Delta is committed to providing a safe and respectful work environment free of unnecessary and inappropriate distractions. All employees are expected to work together professionally and to treat each other with dignity and respect. Harassment on the basis of race, religion, national origin, age, sex, disability, sexual orientation or gender identity or any other protected characteristic, or any form of bullying, intimidation (whether physical, written or verbal), or actions or images that threaten or invoke violence will not be tolerated at Delta.

Harassment includes unwelcome touching or advances of a sexual nature, as well as unwelcome conduct or statements to an individual because of their protected characteristic of race, religion, national origin, age, sex, disability, sexual orientation or gender identity or any other protected characteristic, that creates an offensive, intimidating, hostile or negative work environment.

Reasonable Accommodations

As part of its commitment to non-discrimination, Delta has a review process in place to determine reasonable accommodation for employees who require assistance performing their jobs or participating in training or other company-sponsored events and for candidates seeking employment who require assistance to participate in the hiring process due to a physical or mental impairment or restriction or a religious belief or practice. If you need this type of assistance, let your leader know and then contact the Equal Opportunity department for consideration. The Equal Opportunity department will carefully review your request and supporting information and, where possible, help to identify reasonable accommodations.

Retaliation

Delta maintains an Open Door Policy and counts on its people to raise concerns and cooperate in investigations when they become aware of practices or work environments that do not meet our expectations, particularly for issues involving safety, harassment and discrimination. Reporting your concerns to leadership is the right thing to do and allows Delta to investigate, identify and correct workplace issues. To encourage this open communication, Delta expressly prohibits retaliatory employment actions or harassment toward individuals who report workplace concerns or who participate in investigations into workplace concerns.

Delta does not tolerate retaliation. If you are concerned about retaliation or believe you have been retaliated against, notify your leader, any leader in your department, your Human Resources professional or the Equal Opportunity department immediately. You may also report retaliation online at www.DeltaHelpLine.com or by calling the Delta Safety, Ethics, and Compliance HelpLine.

Our Open Door Policy

At Delta, we are committed to creating a great place to work by maintaining an Open Door Policy, and each of us is encouraged and expected to raise concerns if we become aware of practices or work environments that do not meet our expectations, particularly for issues like safety, harassment and discrimination. Reporting your concerns to leadership allows Delta to address them. You are encouraged to speak directly to your leader first about questions or concerns. You may also work through divisional and corporate leadership as appropriate, speak directly with your Human Resources professional or the Equal Opportunity department. You may also contact Delta's Safety, Ethics & Compliance HelpLine (the HelpLine), which is available toll-free, 24 hours a day, 7 days a week by calling 1-800-253-7879 within the U.S. and Canada. For international toll-free telephone numbers, please check the Ethics and Compliance section of Deltanet. Domestic employees can report concerns anonymously. Reports made by international employees may be made anonymously if permitted under their country's law. You

may also report your concerns online at www.DeltaHelpLine.com or by calling the Delta Safety, Ethics, and Compliance HelpLine.

To encourage open communication, Delta does not permit conversations or communications between employees and leaders, or any conversations or communications occurring in the workplace, to be recorded. (Of course, some telephone conversations may be recorded under divisional policy as part of a quality assurance program which is fully disclosed to all participants, but outside of these structured programs, Delta does not record communications with employees or leaders.) Similarly, employees also should not take photographs or videos of customers or coworkers without their permission. Also, because the employment relationship is a confidential one between Delta leaders and employees, Delta leaders communicate directly with employees only about work-related issues. Third parties, including family members, friends, attorneys, religious leaders or others are not permitted to participate in employment meetings or phone calls.

Your Responsibilities

Every Delta employee has a role to play in making Delta a great place to work. Delta expects all employees to behave in a respectful and professional manner at all times, regardless of the situation. We should always treat one another with the same dignity, respect and courtesy that we provide to our customers. Remember that your actions reflect both upon you and Delta.

- There is no reason to ever engage in unwelcome behavior that has the purpose or effect of harassing, demeaning or intimidating others. Slurs, jokes, cartoons, videos or other statements, materials or symbols based on stereotypes and that target individuals or groups have no place at Delta. Unwelcome behavior includes the display of visual images or symbols on Delta property which are designed to be (or have the effect of being) harassing, demeaning, intimidating, or disparaging to individuals or groups, or that otherwise invoke or are associated with violence, including Confederate flags, swastikas, nooses, gang signs or other symbols or references associated with hate or violent extremist groups such as the Ku Klux Klan, Nazis, Antifa, and other similar groups. Such behavior, content or symbols can offend others, even when it is not intended to do so.
- Take steps to help prevent and stop inappropriate behavior. If someone offends you, let that person know to ensure that it won't happen again. If you feel uncomfortable communicating directly with the person who has offended you, let your leader know immediately so they can help address the situation. If you feel uncomfortable informing your leader or if it is your leader who you believe is engaging in inappropriate conduct, let your Human Resources professional or the Equal Opportunity department know immediately, and they will assist you. If you prefer to raise a concern anonymously, you can report it to the Safety, Ethics & Compliance HelpLine online at www.DeltaHelpLine.com or by calling the Delta Safety, Ethics, and Compliance HelpLine.
- If you have offended someone, listen respectfully to their perspective, apologize and do not repeat the behavior.
- Be sensitive to how others may perceive your actions. Just because someone does not complain to you about your behavior does not mean that they are not offended by it.
- If you are aware of any behavior that might violate this Policy, report it to your leader, any leader in your department, your Human Resources professional, the Safety, Ethics & Compliance HelpLine, or the Equal Opportunity department.

Delta's Response

All complaints of discrimination, harassment or retaliation will be investigated. Due to the sensitive nature of such complaints, investigations will be as discreet as circumstances permit. Information concerning such investigations will be communicated only to those who need to know such information.

If you are a leader and you are aware of behavior that may violate this Policy, it is your responsibility to stop the behavior and promptly and effectively investigate the matter and, if substantiated, to take appropriate steps to prevent it from occurring again in the future. This includes investigating information about potential violations.

When Delta confirms that a violation of this Policy has occurred, it will take appropriate action intended to prevent the conduct from reoccurring. In some cases, this may include corrective action up to and including termination. To protect the confidentiality of all those involved, although Delta will inform the reporting employee of the status of their complaint, the specific outcome and action taken may not be shared.

HAVE A QUESTION OR NEED SUPPORT?

If you see or suspect unethical, illegal or unsafe activity, you can reach the Safety, Ethics & Compliance HelpLine as follows:

- U.S. and Canadian employees may submit a report at www.DeltaHelpLine.com, may call in a report to (800) 253-7979 or (770) 409-5006, or may call Delta's Equal Opportunity Department at (404) 715-2146.
- Outside the U.S. and Canada: Go to www.DeltaHelpline.com. Then, use the drop down to find the local toll-free number

To reach subsidiary Helpline's:

- Delta Vacations: 866-614-5860 or www.DLVHelpline.com
- DMS: 844-595-5211 or www.DMSHelpline.com
- Endeavor: 844-548-9454 or www.EndeavorHelpline.com
- DFP: 855-867-7895 or www.DFPHelpline.com

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