

 DELTA

# *RULES OF THE ROAD*



**THIS IS WHAT IT  
MEANS TO WORK  
AT THE WORLD'S  
BEST AIRLINE.**





## A LETTER FROM ED BASTIAN, CEO

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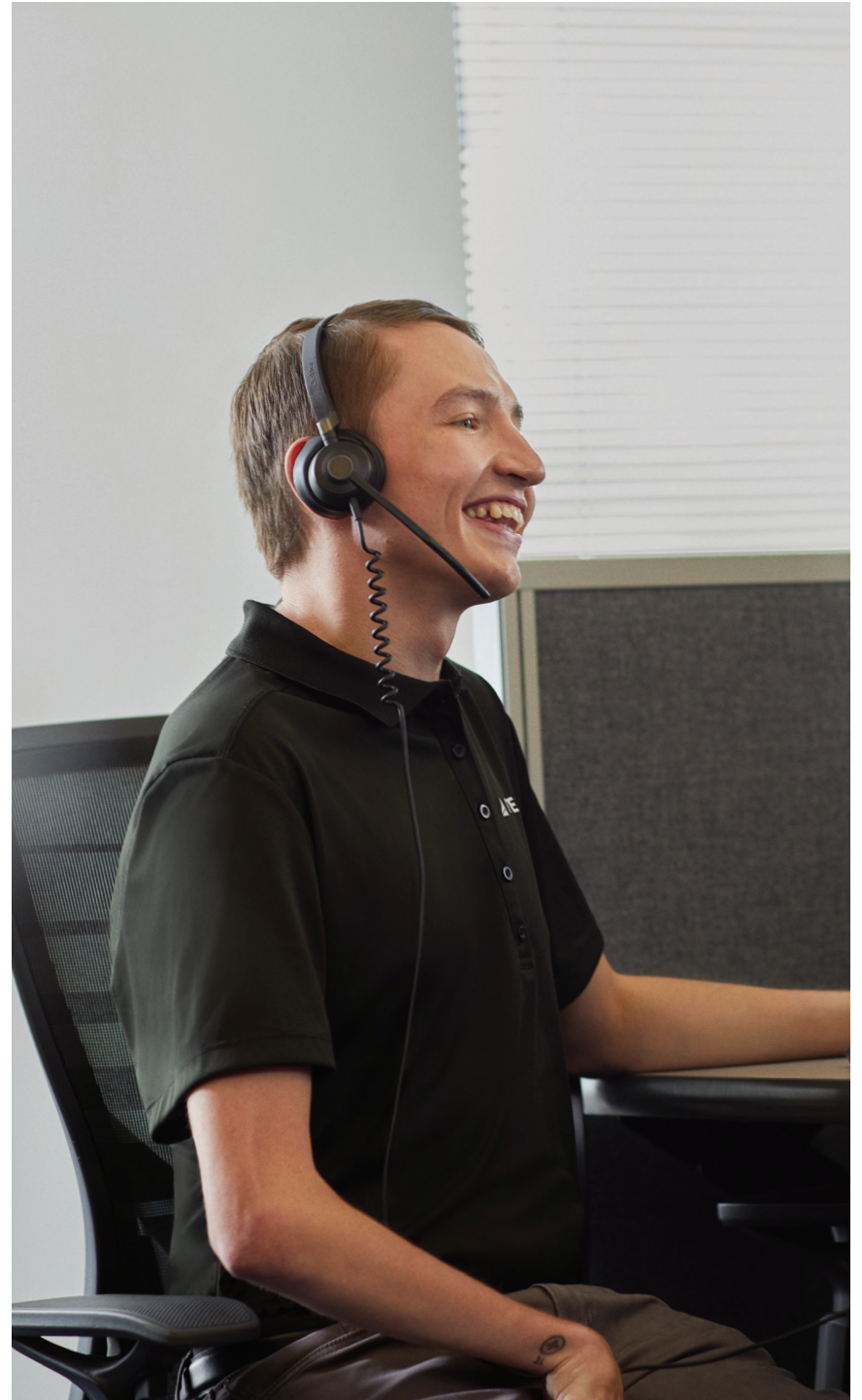
From the very beginning, our people and culture have set Delta apart. We take care of one another, in good times and in bad. We obsess over our customers, ensuring every journey, every day, is a step above the rest—complete with the Welcoming, Elevated, and Caring service that our customers have come to know and expect from us.

The work we do is powerful, and it has profound purpose. We connect people all over the world. That's a noble mission and one we don't take lightly.

Through it all, our core values guide us and make sure we're pushing forward in the right direction, continuing our climb together. As a part of our Delta family, I encourage you to familiarize yourself with these principles, outlined here in the Rules of the Road.

*Ed*







## OUR MISSION

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No One Better Connects the World is our mission. The power of travel is not just about connecting dots on a route map, it's about connecting the people we meet, cultures we experience and ideas we are exposed to along the way. As champions of connection, we are always Welcoming, Elevated and Caring. It's how we bring people together, break down barriers, bridge divides and move the world forward.

Keep Climbing is how we achieve our mission. We show up ready to win every day, setting the bar and then raising the bar for our people and our customers. At Delta, we overcome obstacles, push for more and do better tomorrow than we did today. We are unceasingly curious, learning and transforming to exceed expectations. This is our indomitable spirit in action: focusing on the journey, not just the final destination.



# OUR CORE VALUES

Our core values are deeply ingrained beliefs that guide our actions and behaviors.

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## INTEGRITY

We hold ourselves and each other to the highest standards of integrity. We earn trust with truthfulness and transparency. We are honest in our actions and interactions by delivering on our promises and acknowledging our mistakes.

## CARE

Our culture of care sets us apart. Empathy and kindness are core to our culture and our ability to serve the world. We treat each other and our customers with a sense of value, dignity and respect. It's our responsibility to care for each other, for each customer, and for the world.

## RESILIENCE

The Delta spirit is resilient. We have relentless hope, courage and perseverance. In times of turbulence, our character makes all the difference.

## SERVANT LEADERSHIP

We lead with a heart for service, putting others before ourselves. Every person, at every level, pitches in to go the extra mile for each other. Our innate drive to serve each other and our customers sets us apart from any other airline.







# OUR MOST IMPORTANT BEHAVIORS

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**Put safety first, always.**

**Be accountable** and hold each other accountable to the highest standards.

**Show up ready to win together, every day.**

**Listen closely and communicate openly, honestly and directly.**

**Encourage continuous improvement and innovation.**

Promote an environment where **employee collaboration and teamwork** are celebrated.

**Embrace diversity, equity and inclusion** and the importance of creating a sense of belonging.

**Treat others with dignity and respect,** acting with integrity always.

**Be courageous and optimistic,** always looking forward.

**Deliver welcoming, elevated and caring service** to every customer, every time.







# **FLIGHT PLAN**

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## **OUR PEOPLE**

PUT SAFETY FIRST—ALWAYS

LIVE BY OUR VALUES AND RULES OF THE ROAD

## **OUR CUSTOMERS**

BE THE AIRLINE OF CHOICE FOR CUSTOMERS

RUN THE INDUSTRY'S BEST OPERATION

## **OUR PARTNERS AND COMMUNITIES**

DELIVER INDUSTRY—LEADING FINANCIAL RESULTS

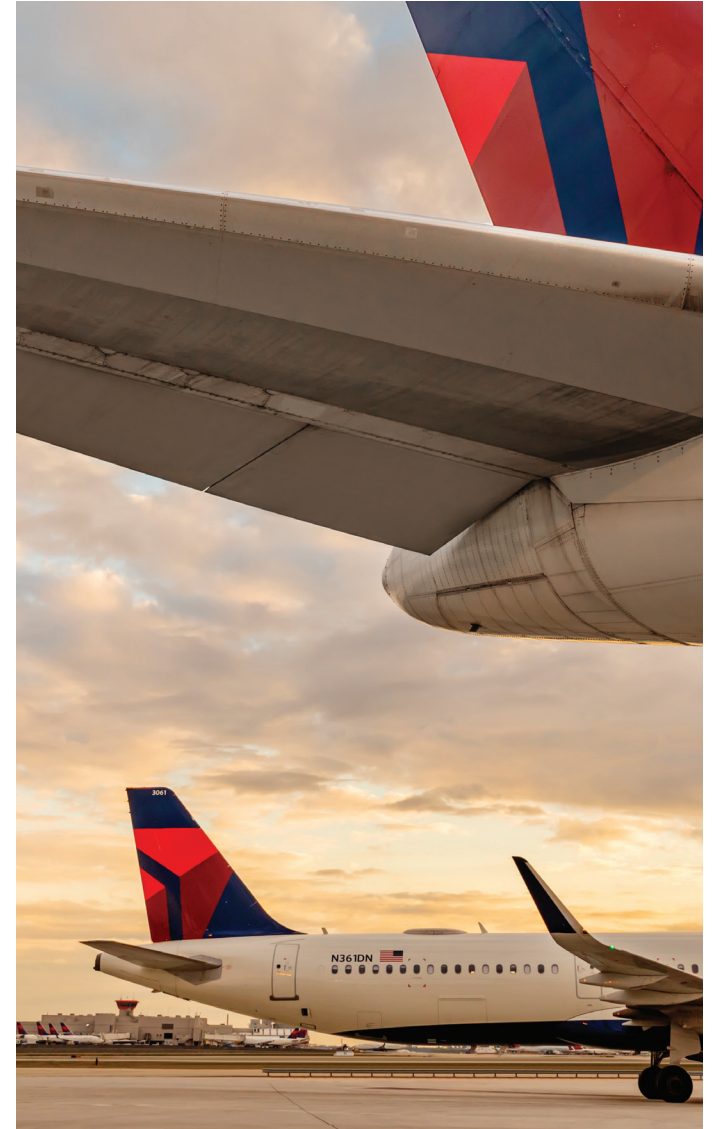
INVEST FOR THE FUTURE

## **OUR OWNERS**

EXPAND DELTA'S GLOBAL REACH

BE A GOOD CORPORATE CITIZEN

**NO ONE BETTER**



**CONNECTS THE WORLD.**

*Explore our digital Rules of the Road  
and The Way We Fly on Deltanet*

