



Internal Memorandum

Date: WEDNESDAY, DEC. 9, 2020

To: Delta Colleagues Worldwide
From: Ed Bastian, CEO
Subject: POSITIONING FOR RECOVERY

Last March, in the early days of the pandemic, we made the difficult decision to temporarily reduce hours for our merit and hourly ground-based employees by 25 percent as demand plummeted and work significantly slowed across the company. While painful, this reduction in hours was a significant contributor to our ability to avoid involuntary furloughs for our U.S. employees.

As work returned, we slowly began bringing some colleagues back to full schedule. Today our colleagues in Reservation Sales & Customer Care, TechOps and many ACS locations are needed full-time to care for our customers. Based on this progress, we plan to return all of our merit and hourly ground employees to full schedules effective Jan. 1, 2021.

I know this has not been easy for you, and I am incredibly thankful for your patience and understanding during this time. Your sacrifice has made it possible for Delta to save jobs, endure the crisis of 2020 and position us to lead the industry in the recovery.

This week we witnessed some exciting news on vaccine development – a U.K. citizen became the first person in the world to receive a vaccine approved by the government for wide use. And in the U.S., the first vaccinations of frontline health workers are expected to begin next week. The vaccination of our people will be a decisive turning point towards restoring our normal lives, both at Delta and within our families and communities.

Delta is ready to play an active role in effectively and quickly transporting vaccines at home and around the world. To that end, we've refined our pharmaceutical delivery protocols to ensure safe and swift distribution of vaccines as they reach final approval.

Still, we're likely months away from a vaccine becoming widely available. With COVID-19 cases increasing in recent weeks, we know the recovery continues to be choppy. Our [voluntary unpaid leave program](#) will continue to be essential to positioning Delta for the recovery, and we will need participants for the foreseeable future. Additional details about 2021 leaves of absence will be shared by your division leaders soon. I ask everyone to consider whether a voluntary leave makes sense for you and your family. Thank you for your continued sacrifice on behalf of our company.

And our essential safety steps will be more important than ever in the winter months. Our mandatory mask policy continues to be one of our most important safety tools, and as of this week we've put nearly 700 passengers on the no-fly list for refusing to comply. It's also vitally important to conduct daily self-assessments for symptoms; keep a safe social distance, practice good hygiene, continue to get tested and retested, and get a flu shot. Together, these layers of protection will keep you, our customers, and our communities safer and healthier as we move into 2021.

Finally, it was gratifying to see your hard work and dedication recognized in the Decade of Airline Excellence Awards, in which Delta was recognized as the world's best-performing airline over the past 10 years. The award, sponsored by FlightGlobal, Airline Business and the civil aviation practice of Korn Ferry, cited Delta's people-focused culture as one of our greatest strengths in helping us achieve our position as the world's best airline. Congratulations to the finest group of airline professionals in the industry for a job well done!

That same strength is now helping us navigate the challenges of the pandemic, and it will power us into the recovery and beyond. Every day, your work and dedication to each other and to our customers continues to inspire the world. Thank you for all you do – and more than ever, please go the extra mile to keep yourself and your families safe from this deadly disease.

Ed