

The Delta Emergency Savings Program

A New Model for Boosting Employee Savings and Financial Wellness



The Virtuous Circle - Investing in Delta people is our winning strategy

Delta has long believed that financial wellness is an essential component of Delta people's overall wellness and engagement:

\$9.2B

in industry-leading profit-sharing payments since 2010

100%

salary match up to 6% plus a fixed contribution of 3% to our generous 401(k) plans

FREE

financial coaching and retirement planning tools

Delta Air Lines' founder, C.E. Woolman, believed that caring for Delta people earns their trust, allowing them to focus on customers and provide outstanding service—a philosophy the airline still believes in and practices today.

“

When people ask me what my job is and what I do, I tell them it's really simple. My job is taking care of our people. If you take care of your people, your people will do a great job taking care of your customers and build loyalty that brings in repeat business.”

- **Ed Bastian**
Chief Executive Officer

Fueled by Feedback - Don't just listen. Act.

In response to the COVID-19 pandemic's impact on the airline industry and its workers, Delta created Delta Wellness, a program entirely focused on supporting the holistic wellness of employees. Holistic wellness encompasses more than just physical health:

Physical Wellness | Emotional Wellness | Social Wellness | Financial Wellness

Delta's caring culture is fueled by listening and responding to employee feedback. To better understand how Delta people felt about each aspect of their wellness, the airline adopted Harvard University's Flourishing Index to create a new employee survey in 2022.

The inaugural survey revealed a crystal-clear immediate need: **Financial wellness was top of mind for employees.**

Emergency Expense Preparedness - Tackling a national challenge within Delta's walls



1 in 4 Americans have no emergency savings



57% of Americans cannot afford a \$1,000 emergency expense

* source: Bankrate.com

The Voice of Our People - 2022 Delta Flourishing Index

In line with national trends, Delta people noted in surveys, focus groups and in-person interviews that retirement planning tools and funds to cover emergency expenses were their top concerns.

Delta leadership made it clear: we must ensure Delta employees are prepared and supported for a rainy day. In response, Delta launched a first-of-its-kind emergency savings program rooted in financial education. The program's goals are to connect everyone with the resources they need to build a safety net for the unexpected, and to build the financial literacy and confidence they need to help them meet their goals.

This program also supports Delta's efforts to close wealth gaps between the diversity of frontline talent and leadership within the company, a prescriptive approach to increase equitable access to career growth at every level of Delta's workforce. As Delta strives to increase representation of women, Black talent and Latin and Hispanic talent in roles across the company, this investment in financial wellness - while open to all employees below director level - supports CEO Ed Bastian's commitment to create more opportunities for underrepresented groups.

The Delta Emergency Savings Program - Investing to strengthen financial wellness

To help employees prepare for life's unexpected moments and jumpstart their financial wellness journey, Delta introduced the Delta Emergency Savings Program in January 2023. Available to all employees below director level, it incentivizes employees to begin building greater financial security with a \$1,000 contribution toward their emergency savings.

How It Works

- 1 Financial Skills Learning**
Employees choose from three financial coaching tracks based on where they are in their financial journey.
- 2 Financial Skills Practice**
Employees set up a Fidelity Cash Management Account to be used as their emergency savings fund and choose a payroll deduction amount to begin funding it.
- 3 \$1,000 Contribution from Delta**
Employees earn a one-time contribution of \$750 upon completing their online educational track and their first one-on-one coaching session, and an additional \$250 contribution from Delta upon reaching \$250 in savings from their payroll deductions.
- 4 Financial Wellness Encouragement**
From there, employees are encouraged to continue contributing to their rainy-day accounts until they have the recommended 3-6 months of expenses saved up, and to apply their new financial savviness as they build their 401(k)s for retirement.

Partnering for Success - Financial wellness leaders help make the vision a reality

To develop financial learning programs that teach easy-to-implement best practices for people at various stages of their careers and savings journeys, Delta partnered with Operation HOPE and Fidelity Investments. Both organizations played a critical collaborative role in developing engaging educational modules, and they continue to provide one-on-one coaching and real-time support to Delta people at each step of their financial literacy journey.



Operation HOPE's mission is to advance economic opportunity by providing the tools people need to reach their goals, including financial education, one-on-one coaching and more.



Since 1946, Fidelity Investments has helped strengthen and secure clients' financial wellness through innovative investment solutions and employee benefit programs.

If You Build It, They Will Come - Delta Emergency Savings Program participation

In the first nine months:



Changing Lives Fast - Delta Emergency Savings Program impact on participants

Coupling the savings program with education and coaching has significantly impacted employees' confidence in regaining control over their financial future. Year-over-year, Financial Flourishing scores increased for program participants, while it fell for those who chose not to participate. And once their coursework is complete, participants continue to build not only their emergency savings but also have meaningful improvement to retirement savings and other aspects of their financial life.

