



The Powerful Backing™ of American Express

2018–2019

Corporate Social Responsibility Report

A heritage built on service and
sustained by innovation



Table of Contents

Corporate Social Responsibility Report 2018–2019

Introduction

- 3 CEO letter
- 4 About American Express
- 6 About this report

How We Approach Corporate Social Responsibility

- 8 Introduction
- 9 Engaging with our stakeholders
- 10 Identifying key environmental, social, and governance (ESG) issues
- 11 American Express and the United Nations Sustainable Development Goals
- 12 Our commitments and 2018 highlights
- 14 Our CSR governance structure

Promoting Responsible Business Practices

- 16 Introduction
- 17 Business ethics
- 20 Board of Directors and corporate governance framework
- 21 Risk management and security
- 23 Advocacy and membership in key organizations

Serving Our Colleagues

- 25 Introduction
- 26 Our Global Inclusion and Diversity strategy
- 30 Providing learning and development
- 32 Valuing and supporting our people
- 36 Supporting colleague recognition and engagement

Delivering for Our Customers and Partners

- 38 Introduction
- 40 Putting the customer first
- 43 Building a safe and secure network
- 45 Empowering entrepreneurs
- 47 Supporting women-owned business

Caring for Our Communities

- 49 Introduction
- 50 Charitable giving
- 51 Serving communities
- 55 Developing leaders
- 57 Preserving places

Managing Our Operations

- 59 Introduction
- 60 Reducing our carbon emissions
- 63 Investing in sustainable workplaces
- 65 Commitment to sustainable products, responsible sourcing, and supplier diversity
- 67 Managing our environmental performance
- 68 Endnotes
- 70 Assurance statement
- 73 GRI Content Index

CEO Letter



A heritage built on service and sustained by innovation.

We're a globally integrated payments company that provides customers with access to products, insights, and experiences that enrich lives and build business success.

For nearly 170 years, American Express has provided powerful backing to our customers, our colleagues, and the communities where we live and work. And for 34 of those years, I've had the honor of working alongside people with a deep passion to serve.

We have long recognized that corporations exist because society says they can — and, in return, expects them to contribute to the common good. That social compact informs how we do business and we are proud of the progress we've made on our social responsibility objectives. We are committed to doing more in the years ahead.

Our 2018-2019 Corporate Social Responsibility report provides an update on our progress over the last year to live up to that commitment.

Some of the 2018 highlights include:

- Becoming a CarbonNeutral® company.¹
- Powering our operations² with 100% renewable electricity.
- Celebrating the ninth year of Small Business Saturday®, a day we created to support local businesses that helps create jobs, boost the economy, and preserve neighborhoods.
- Being named to Bloomberg's Gender-Equality Index, conducting regular reviews of our compensation practices to ensure they support pay equality and transparency, and facilitating the professional growth of women in the workforce.
- Maintaining a 100% rating on the Human Rights Campaign's Corporate Equality Index since 2004.
- Contributing \$42 million in charitable giving, including grants provided by the company, the American Express Foundation, our Center for Community Development, and colleague gift-matching programs.
- Increasing our spending with Minority and Women-Owned Business Enterprises (MWBE) by 17% in the U.S., compared to 2017.

We know that one of the most significant ways we can serve our communities and all of our stakeholders is to do our part to protect and preserve the planet we all share. As part of our company's continuing effort to limit our environmental impact, we are committing to achieve the following:

- Remain a CarbonNeutral® company.
- Continue to power our operations with 100% renewable electricity.
- Eliminate single-use plastics across our operations by 2025.

American Express colleagues work hard every day to deliver on our commitments. In the coming years, we will strive to build on our successes and make a positive impact as we back our communities and customers.

Sincerely,

About American Express

Company profile

A heritage built on service and sustained by innovation.

We are a globally integrated payments company that provides customers with access to products, insights, and experiences that enrich lives and build business success.

OUR MISSION AND VISION

Our vision is to provide the world's best customer experience every day.

Our mission is to become essential to our customers by providing differentiated products and services to help them achieve their aspirations.

WE'RE BUILT ON RELATIONSHIPS

Developing enduring relationships is key to our business and essential to our brand. In every interaction and in everything we do, our goal is to provide the world's best customer experience.

Our service is built on a foundation of trust. Our customers trust us to deliver on our promises and make things right if we fall short. They know we've got their backs, and they reward us with their loyalty.

A BRAND THAT MATTERS

Our brand reflects the way we've done business since our founding in 1850.

We process millions of transactions daily, provide products and services to customers around the world, and drive more than \$1 trillion in commerce each year. Our unique business model depends on the exceptional talent, innovative ideas, and dedicated expertise of our colleagues, along with data-driven insights and unparalleled service. These are the strengths that set us apart.

DIVERSE PRODUCTS AND SERVICES

We have a diverse product set and a large, global customer base. The products, services, programs, and tools we offer help enrich lives, grow and manage businesses, and drive commerce. They include:

- Charge Card, Credit Card, and other payment and financing products.
- Merchant acquisition and processing, servicing and settlement, and point-of-sale marketing and information products and services for merchants.
- Network services.
- Other fee services, including fraud prevention services and the design and operation of customer loyalty programs.
- Expense management products and services.
- Travel-related services.

About American Express

2018 Facts

(as of or for the year ended December 31, 2018)

Since 2004, we have been a constituent of the FTSE4Good Index Series. Created by the global index provider FTSE Russell, the FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong ESG practices.

114

MILLION
Cards in force

\$1.2

TRILLION
worldwide
billed business

\$40.3

BILLION
revenues

59,000
EMPLOYEES

\$189

BILLION
total assets

NYC
Headquarters

\$6.9

BILLION
net income

#14

FORTUNE
World's Most
Admired Companies

Our principal executive offices are located in New York City. Other owned or leased principal locations include American Express offices in Sunrise, Florida; Phoenix, Arizona; Salt Lake City, Utah; Mexico City, Mexico; Sydney, Australia; Singapore; Gurgaon, India; Manila, Philippines; and Brighton, England; as well as American Express data centers in Phoenix, Arizona and Greensboro, North Carolina; the headquarters for American Express Services Europe Limited in London, England; and the Amex Bank of Canada and Amex Canada Inc. headquarters in Toronto, Ontario, Canada

About this report

This report covers calendar year 2018 and provides qualitative and quantitative information on our approach to managing our environmental, social, and governance (ESG) issues. Several initiatives or targets that were launched during early 2019 are included in the report because they may be relevant and provide more up-to-date information for our stakeholders.

When we use the terms “American Express,” the “Company,” “we,” “us,” or “our” in this report, we mean American Express Company and its subsidiaries, on a consolidated basis, unless we state, or the context implies, otherwise.

REPORTING GUIDELINES AND CONTENT

During the development of this report, we consulted with internal stakeholders and conducted a sector benchmark to confirm that the results of the priority assessment we conducted in 2015 were still an accurate reflection of significant ESG issues for the Company and our key stakeholders. Where appropriate, updates were made to reflect the changes.

The results of this assessment and its updates are described in this report and informed the development and content of this report together with the Global Reporting Initiative's (GRI) standard guidelines, leading to the structure of the report around the following:

- Promoting responsible business practices
- Serving our colleagues
- Delivering for our customers and partners
- Caring for our communities
- Managing our operations responsibly

A GRI Standard Index showing the indicators that have been reported on can be found in the Appendix of this report.

We report on ESG issues annually on the American Express Corporate Social Responsibility website. Additional information can be found through submissions to the CDP (formerly Carbon Disclosure Project) and in our annual, quarterly, and current reports and other information on file with the U.S. Securities and Exchange Commission and available on the American Express Investor Relations website. Links and references included throughout the report provide directions on where to find additional information and are not considered part of the report.

You may also request a copy of these documents by writing to us at the following address:

American Express Company
200 Vesey Street
New York, New York 10285
Attention: Corporate Secretary

This report contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995 that are subject to risks and uncertainties. You can identify forward-looking statements by words such as “believe,” “expect,” “anticipate,” “intend,” “plan,” “aim,” “will,” “may,” “should,” “could,” “would,” “likely,” “estimate,” “predict,”

“potential,” “continue,” or other similar expressions. Actual results may differ from those set forth in the forward-looking statements due to a variety of factors, including those contained in the Company's Annual Report on Form 10-K for the year ended December 31, 2018 and the Company's other filings with the U.S. Securities and Exchange Commission. You are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date on which they are made. We undertake no obligation to update or revise any forward-looking statements.

This report includes trademarks, such as American Express®, which are protected under applicable intellectual property laws and are the property of American Express Company or its subsidiaries. Solely for convenience, our trademarks and trade names referred to in this report may appear without the ® or ™ symbols, but such references are not intended to indicate, in any way, that we will not assert, to the fullest extent under applicable law, our rights or the right of the applicable licensor to these trademarks and trade names.

Apex Companies, LLC was engaged to conduct an independent verification of the greenhouse gas (GHG) emissions reported by American Express for the calendar year 2018. The Verification Statement and the scope of work is included on [pages 70 – 72](#). All endnotes throughout this report can be found on [page 68](#).

HOW WE APPROACH CORPORATE SOCIAL RESPONSIBILITY (CSR)

Our approach to CSR is a natural extension of both our mission - **to become essential to our customers by providing differentiated products and services to help them achieve their aspirations** - and our commitment to doing what is right.

- 8 Introduction
- 9 Engaging with our stakeholders
- 10 Identifying key environmental, social, and governance (ESG) issues
- 11 American Express and the United Nations Sustainable Development Goals
- 12 Our commitments and 2018 highlights
- 14 Our CSR governance structure

How We Approach Corporate Social Responsibility

We deliver value for both our business and our communities by investing financial and human resources in ways that address the social, environmental, and economic needs of our communities, customers, colleagues, shareholders, and partners.

We view service through many lenses:

- Delivering exceptional products, services, and experiences.
- Enabling commerce and helping businesses grow.
- Promoting a culture of respect – one that fosters inclusion and trust.
- Upholding the highest standard of integrity.
- Safeguarding our customers' privacy and data.
- Making a difference in the communities where we work and live.

All of this is underscored by disciplined risk management that ensures we are building a company that will endure as a place people want to work for, invest in, and do business with.

The Powerful Backing of American Express



Promoting Responsible Business Practices

We hold ourselves to the highest standards of integrity.



Serving Our Colleagues

We aim to inspire a culture where differences are embraced and colleagues are enabled to reach their full potential.



Delivering For Our Customers And Partners

We use our relationships, technology, and data to better serve our customers and increase commerce opportunities for our partners.



Caring For Our Communities

We aim to make a difference by strengthening the communities in which we work and live.



Managing Our Operations Responsibly

We recognize our responsibility to help preserve natural resources for future generations and support ethical business practices around the globe.

Engaging with our stakeholders

Our strategy begins by identifying our key stakeholders, then engaging with them to understand the ESG issues that matter to them and the impact those issues have on our business.

We have identified eight key stakeholder groups based on their impact on our business activities and our established processes for regular engagement with them. Our continued engagement with these stakeholders helps to ensure we are meeting their expectations and advancing our efforts to operate responsibly.

STAKEHOLDER ENGAGEMENT

Stakeholder Group	How We Engage
Shareholders and Socially Responsible Investors	We provide the investment community with information about the Company's strategy, objectives, and performance on the American Express Investor Relations website.
Colleagues	We keep colleagues informed about Company news, priorities, performance, and business strategies through a variety of channels, including digital and face-to-face communications. Leaders collect regular feedback through the Company's Colleague Experience Survey; regular town hall meetings; employee networks; and our Amex Ethics Hotline.
Customers: Card Members, Businesses and Merchants	We have direct relationships with millions of Card Members, businesses, and merchants, actively working to engage with them through customer service, direct-to-customer channels, and social media.
Government and Regulators	We advocate for public policy issues that are significant to our business and our ability to serve our customers by providing education and context to key decision-makers in government.
Suppliers	We develop and support best practices in global supply management to support inclusion and ensure the integrity of our third-party relationships.
Community and Non-Governmental Organizations (NGOs)	We mobilize thousands of employee volunteers through our Serve2Gether program and offer incentives for our colleagues to support their favorite nonprofits through our Give2Gether and gift matching programs. We support and collaborate with nonprofits that preserve and sustain unique historic places for future generations. We also help to develop the nonprofit and social purpose leaders of tomorrow and encourage community service through grants, conferences, and meetings.
Sustainability Research Firms	We respond to CDP (formerly the Carbon Disclosure Project) and other ESG requests from rating firms, including Sustainalytics, EcoVadis, and MSCI.
Other Financial Institutions	We engage through industry groups, roundtables, conferences, and benchmarking activities to address local and global CSR issues that affect the financial sector. We also collaborate in other forums where appropriate – for example, we share knowledge of online threats to our industry in cybersecurity forums.

Identifying key environmental, social, and governance (ESG) issues

During the 2015 reporting year, we conducted a priority assessment in line with the Global Reporting Initiative (GRI) guidelines.

We identified the significant ESG issues for our Company and our key stakeholders, creating a priority matrix. As we developed the 2018-2019 CSR Report, we consulted with internal stakeholders and conducted a sector benchmark, using our findings to update the results of the 2015 priority assessment.

We used the results to guide our CSR disclosure and to update how we present our issues in relation to the Sustainable Development Goals (SDGs).

Among other things, this exercise helped us validate the growing importance of Inclusion & Diversity and Equal Opportunity efforts for our stakeholders. See the **Serving Our Colleagues** section ([page 24](#)) of this report for more information about how we are emphasizing this issue within the Company and the **Managing Our Operations Responsibly** section ([page 58](#)) to see how we are emphasizing it with suppliers.

OUR 2018 PRIORITY ISSUES



PROMOTING RESPONSIBLE BUSINESS PRACTICES

Regulatory compliance:

Our programs to ensure we are complying with applicable laws and regulations within the countries and regions in which we operate.

Data privacy and security:

Our efforts to decrease the risk of fraud and protect our customers' data.

Business ethics:

Our values, principles, standards, and norms, as well as programs to advise colleagues on ethical and lawful behavior and reporting mechanisms for incidents of non-compliance.



SERVING OUR COLLEAGUES

Talent attraction and retention:

Our employee policies and benefits, such as parental leave and development opportunities, among others.

Inclusion and Diversity and equal opportunity:

Our efforts to ensure that our employee base has adequate representation, and that the issue of gender pay equity is being addressed.



DELIVERING FOR OUR CUSTOMERS AND PARTNERS

Customer service and relationships:

Our strategy and programs in place to ensure best-in-class customer service, strong results from customer satisfaction surveys and/or outreach mechanisms, and recognition via customer service awards.

Responsible lending and marketing:

Our programs and policies that ensure fairness in our customer practices, as well as efforts to provide customers with insights related to our products and services.

Environmental and social product innovation:

Products and services designed to have positive environmental and/or social impacts.

Responsible finance:

Our strategy and efforts to engage and educate our customers, colleagues, and the community in managing financial resources.



CARING FOR OUR COMMUNITIES

Colleague volunteerism:

Our programs aimed at motivating and enabling our colleagues to serve community needs through volunteer efforts.

Strategic philanthropy:

Our strategy for donating and grant-making to charitable and nonprofit organizations.



MANAGING OUR OPERATIONS RESPONSIBLY

Physical climate change risks:

Our programs and policies aimed at addressing the physical risks from the effects of climate change on organizational assets (e.g., real property).

Responsible sourcing:

Our programs and policies to regularly assess suppliers for environmental and social risks present in their products and supply chains.

Energy use and GHG emissions:

Efforts to reduce our greenhouse gas (GHG) emissions and increase energy efficiency, renewable energy adoption, and green building certification for the assets under operational control.

American Express and the United Nations Sustainable Development Goals

The [United Nations Sustainable Development Goals \(SDGs\)](#), launched in January 2016, are intended to frame the agendas and political policies of U.N. member states over the next 15 years.

The SDGs consist of 17 goals and 169 targets geared toward solving the world’s most pressing problems, including ending poverty, achieving gender equality, reducing inequality, taking action on climate change, achieving food security, protecting the planet, and ensuring sustainable prosperity for all. Following the adoption of the goals, state and local governments, NGOs, the private sector, and citizens alike have committed to working together in partnership to achieve the outlined targets and ensure we leave a better planet for future generations.

We mapped the SDG targets to our business initiatives and programs.

Based on this analysis, we believe our work is most aligned with SDG 3 (Ensure Healthy

Lives and Promote Well-Being for All at All Ages), SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), SDG 11 (Sustainable Cities and Communities), SDG 12 (Responsible Consumption), SDG 13 (Climate Action), SDG 14 (Life Below Water), and SDG 17 (Partnerships for the Goals).

We believe that by giving businesses and customers access to financing, securing payments among a globally connected network of merchants and customers, supporting small business growth, raising awareness about marine plastic pollution, and investing in communities around the world, we will contribute to the success of these eight SDGs.

SUSTAINABLE DEVELOPMENT GOALS



American Express has identified the following eight Global Goals as aligning with its initiatives and programs:

- 3** GOOD HEALTH AND WELL-BEING
- 5** GENDER EQUALITY
- 8** DECENT WORK AND ECONOMIC GROWTH
- 11** SUSTAINABLE CITIES AND COMMUNITIES
- 12** RESPONSIBLE CONSUMPTION AND PRODUCTION
- 13** CLIMATE ACTION
- 14** LIFE BELOW WATER
- 17** PARTNERSHIPS FOR THE GOALS

OUR COMMITMENTS AND 2018 HIGHLIGHTS

We have identified the following eight Global Goals as aligning with our initiatives and programs:

- 3** GOOD HEALTH AND WELL-BEING
- 5** GENDER EQUALITY
- 8** DECENT WORK AND ECONOMIC GROWTH
- 11** SUSTAINABLE CITIES AND COMMUNITIES
- 12** RESPONSIBLE CONSUMPTION AND PRODUCTION
- 13** CLIMATE ACTION
- 14** LIFE UNDER WATER
- 17** PARTNERSHIPS FOR THE GOALS



PROMOTING RESPONSIBLE BUSINESS PRACTICES



Maintain the highest standards of ethics and integrity

- Each colleague is personally accountable for fulfilling our Company's mission. Our colleagues receive Global Regulatory Learning Enterprise Essential Training to ensure they understand the important policies, laws, and regulations that govern our industry, guide our Company, and protect our colleagues, customers, and brand. The learning

requirements cover areas such as our Code of Conduct, customer privacy and data security, anti-discrimination, fair lending, and anti-money laundering.

- **24/7 Amex Ethics Hotline is available online and by phone** for colleagues, contractors, vendors, suppliers, and others to raise ethical or compliance concerns, with access to representatives who collectively speak more than 200 languages.



SERVING OUR COLLEAGUES: SDGs 3, 5, 8



Foster a diverse and inclusive culture

- **90% of colleagues** who responded to our annual survey said they **would recommend our Company as a great place to work.**
- **100% score on the Human Rights Campaign's Corporate Equality Index since 2004**, based on our policies and practices that support LGBTQ inclusion.
- **Named to Bloomberg's Gender-Equality Index**, based on our efforts to create a work environment that supports gender equality.



Support our colleagues' professional and personal goals

- **96% of our colleagues** have access to at least one **Healthy Living program** or service.
- **20 weeks gender-neutral paid parental leave** for U.S. based regular full-time and part-time salaried employees.
- **More than 85% of our colleagues participated** in either a personal or a professional **development experience** through trainings we offer.
- **30% of global colleagues** had a **flexible work** arrangement.



DELIVERING FOR OUR CUSTOMERS AND PARTNERS: SDG 8



Meet the evolving needs of our customer base

- **20% increase in customer satisfaction with our service** since 2011, based on Card Member feedback.
- More than **11,200 women entrepreneurs participated** in the workshops hosted by the ChallengeHER initiative.



Support small businesses across the world

- **An estimated \$17.8 billion** reported spend by U.S. consumers at independent retailers and restaurants on Small Business Saturday.³
- **More than 4,300 shops** from all 47 prefectures joined the movement in Japan.
- **An estimated £812 million** reported spend by consumers with small businesses across the U.K. on December 1, 2018 – an increase of 8% from the previous year.⁴



Make our products and services better for society

- **More than \$93 million** donated from 2010 to 2018 by U.S. Card Members through our Members Give Program to benefit charitable causes.
- **Launched SafeKey 2.0**, the next generation of our online authentication tool, which provides an extra layer of security when an American Express Card Member makes a purchase online at a participating merchant.

OUR COMMITMENTS AND 2018 HIGHLIGHTS



CARING FOR OUR COMMUNITIES: SDGs **11, 17**



Strengthen the communities in which we operate

- **\$42 million in charitable giving globally**, including grants provided by the Company, the American Express Foundation, our Center for Community Development, and gift matching programs.
- **\$3.5 million in grants** provided by our Center for Community Development went to 129 nonprofit community partners in **support of programs including homelessness and affordable housing, financial literacy, healthcare, economic development, and rural revitalization efforts.**



Engage citizen volunteers

- An estimated **7 million volunteers** engaged in about 30 million hours of service at 66 nonprofits supported in part by grants from American Express.



Empower emerging nonprofit and social leaders

- More than **20,000 nonprofit and social sector leaders** participated in online and in-person leadership trainings through the support of our grants.



Promote stewardship of historic places

- **41 historic sites** in 11 countries, including Argentina, Canada, China, France, Italy, Japan, Mexico, Spain, the U.K., the U.S. and Zimbabwe, were preserved with the support of our grants.



MANAGING OUR OPERATIONS RESPONSIBLY: SDGs **12, 13, 14, 17**



Reduce our environmental footprint

- **Zero net carbon emissions** for our operations.⁵
- **100% renewable electricity** powered our operations.
- **Nearly 50%** of our operations were **green-building certified**.⁶



Engage our colleagues in sustainability

- **25,000 participants** in our Earth Month activities.
- **More than \$4.3 million** provided in support of the **environment and wildlife** through gift matching and Serve2Gether grant programs.



Commit to responsible sourcing and product

- **100% of the paper** used in our U.S direct marketing efforts **was certified to be from sustainably managed forests.**
- **17% spend increase in the U.S. for our Minority and Women-Owned Business Enterprises (MWBE)**, compared to 2017.
- Committed to **eliminating single-use plastics across our operations by 2025**, as well as launching the first-ever American Express **Card manufactured primarily from recovered plastic found in the oceans and on the coasts** in partnership with Parley for the Oceans.

Our CSR governance structure

Our executive management holds the ultimate responsibility for our CSR progress and success; these leaders review and evaluate ESG key performance indicators and long-term goals within their business units. We have a robust program in place to assess and manage human capital priorities, which we define as talent-related opportunities linked to outcomes.

We prioritize employee recruitment and retention while promoting equal opportunity and ensuring we have a diverse workforce. Information regarding the colleague metric portion of our Company scorecard, which guides us in reporting across talent retention and inclusion and diversity efforts, and which are included as metrics in our annual incentive program, is included on page 46 of our 2019 Proxy Statement.

At the Board of Directors level, the Nominating, Governance and Public Responsibility Committee reviews our CSR program, monitors progress against our goals, and provides guidance on our efforts. Day to day, our CSR team works with colleagues throughout the Company to shape our efforts and monitor progress on key ESG issues.

Additional information on Corporate Governance at American Express can be found in our [2019 Proxy Statement](#) on file with the U.S. Securities and Exchange Commission and available on the American Express Investor Relations website.

PROMOTING RESPONSIBLE BUSINESS PRACTICES



We hold ourselves to the highest standards of integrity.

- 16 Introduction
- 17 Business ethics
- 20 Board of Directors and corporate governance framework
- 21 Risk management and security
- 23 Advocacy and membership in key organizations

Promoting Responsible Business Practices



American Express is the world's largest credit card issuer by purchase volume – we process millions of transactions, driving more than \$1 trillion in commerce annually.

We have approximately 59,000 global employees (or “colleagues”) who strive to have our customers’ backs every day and make each customer interaction a positive, secure, and convenient experience. We hold ourselves to the highest standards of ethics and integrity and have built corporate citizenship into the heart of our Company.

2018 HIGHLIGHTS



Maintain the highest standards of ethics and integrity

- **Each colleague is personally accountable** for fulfilling our Company’s mission. Our colleagues receive Global Regulatory Learning Enterprise Essential Training to ensure they have an understanding of the important policies, laws, and regulations that govern our industry, guide our Company, and protect our colleagues, customers, and brand. The learning requirements cover areas such as our Code of Conduct, customer privacy and data security, anti-discrimination, fair lending, and anti-money laundering.
- **24/7 Amex Ethics Hotline** is available online and by phone for colleagues, contractors, vendors, suppliers, and others to raise ethical or compliance concerns, with access to representatives who collectively speak more than 200 languages.



Business ethics

At the heart of our culture is what we call our Blue Box Values – a set of seven guiding principles that every employee pledges to embrace and work by each day. Our Blue Box Values reflect who we are and what we stand for.

Throughout our history we have reinvented ourselves through innovation, but we have never strayed from the core values established by our founders: trust, service, and security.

Our [Code of Conduct](#) informs our colleagues of their responsibilities regarding a range of key issues and business practices, including anti-corruption, technology use, gift giving, travel and entertainment expenses, identifying and preventing money laundering, conducting business with foreign governments, and protecting customer privacy. Business units also maintain policies relevant to their specific functions.

Adherence to the Code of Conduct is a condition of employment, and violations can result in termination. Each colleague must review and sign a copy of the Code of Conduct upon joining American Express and confirm receipt every year thereafter.

The Company's Board of Directors are subject to a separate [Code of Business Conduct](#). This code guides each director on appropriate conduct, conflicts of interest, and other ethical concerns; provides mechanisms to report potential conflicts or unethical conduct; and helps to foster a culture of openness and accountability.

OUR BLUE BOX VALUES

WE DELIVER FOR OUR CUSTOMERS.

We're driven by our commitment to deliver exceptional products, services, and experiences to our customers. We value our strong customer relationships and are defined by how well we take care of them.

WE MAKE IT GREAT.

We deliver an unparalleled standard of excellence in everything we do, staying focused on the biggest opportunities to be meaningful to our customers. From our innovative products to our world-class customer service, our customers expect the best – and our teams are proud to deliver it.

WE DO WHAT'S RIGHT.

Customers choose us because they trust our brand and people. We earn that trust by ensuring everything we do is reliable, consistent, and with the highest level of integrity.

WE RESPECT PEOPLE.

We are a diverse and inclusive company and serve diverse customers. We believe we are a better organization when each of us feels included, valued, and able to trust colleagues who respect each other for who we are and what we contribute to our collective success.

WE NEED DIFFERENT VIEWS.

By being open to different ideas from our colleagues, customers, and the world around us, we will find more ways to win.

WE WIN AS A TEAM.

We view each other as colleagues – part of the same team, striving to deliver the brand promise to our customers and each other every day. Individual performance is essential and valued, but never at the expense of the team.

WE CARE ABOUT COMMUNITIES.

We aim to make a difference in the communities where we work and live. Our commitment to corporate social responsibility makes an impact by strengthening our connections.



REPORTING CONCERNS

[The Amex Ethics Hotline](#) provides colleagues, contractors, vendors, suppliers, and others with an opportunity to report concerns regarding potential compliance or ethical matters without fear of retaliation. These matters may relate to American Express colleagues and leaders and/or to the principles in the Company's Code of Conduct, such as financial reporting and accounting; corruption, fraud or other criminal activity; or workplace conduct. The hotline is hosted by an independent third party, and reporters

can choose to provide the information confidentially or anonymously (where allowed by local laws). Reporters can access it easily, 24 hours a day, seven days a week, by phone or online, and reach representatives who collectively speak over 200 languages.

Once submitted, all concerns are forwarded to specially trained individuals within American Express who promptly review, and, if necessary, investigate the report.

Business ethics policies and procedures

Our policies demonstrate how we hold ourselves accountable to the highest legal, ethical, and operational standards.

Anti-bribery & corruption

We have adopted a zero-tolerance policy for bribery, regardless of where we are located. We require colleagues to complete anti-corruption and bribery training – tying the requirement to annual compensation – to ensure they are informed of applicable laws and regulations. Please refer to our [Our Code of Conduct](#) for more information.

Anti-money laundering

To mitigate financial crime risks, we have established the American Express Global Anti-Money Laundering Policy. We encourage all our colleagues to become familiar with the global policy, as well as the specific policies within their business units, and ensure they understand which actions may be violations of anti-money laundering or terrorist financing laws. Potential violations are escalated to Compliance and/or Legal staff.

Whistleblower policy

We maintain an official whistleblower policy to encourage a culture of openness and accountability.

Public policy engagement and political contributions

We have a clear statement on engagement and political activity in the U.S. We believe that active engagement in the public policy arena is an important part of responsible corporate citizenship and is vital to the democratic process. We identify public policy issues that can significantly impact aspects of our business in our Annual Report on Form 10-K and our Lobbying Disclosure Act filings.

American Express participates in the political process through the American Express Company Political Action Committee (AXP PAC) and through corporate political contributions in those jurisdictions where it is permissible to do so. AXP PAC files regular reports with the Federal Election Commission (FEC) and the relevant state election commissions on its receipts and disbursements. Reports filed with the FEC are available online to the public. Management reports regularly to our Board of Directors' Nominating, Governance and Public Responsibility Committee regarding its engagement in the public policy arena, including its fundraising activities and political contributions.

Refer to [Policy Engagement and Political Activity](#) for more information, including lobbying requirements and annual U.S. political contributions.



BUSINESS ETHICS POLICIES AND PROCEDURES

Responsible marketing	<p>Our marketing programs go through multiple layers of review to ensure that our customers are well informed about our products and services. Learn more in the Delivering for Our Customers and Partners section on page 37.</p>
Equal Employment Opportunity (EEO)	<p>American Express seeks to develop and retain a diverse workforce. We recognize that a mix of backgrounds, opinions, and talents enriches the Company and helps us all achieve success.</p> <p>We are committed to our corporate responsibilities, which include equal employment opportunities for all individuals based on job-related qualifications and ability to perform the job without regard to race, color, religion, sex, national origin, age, sexual orientation, gender identity, disability, genetic information, citizenship, marital status, or any other basis prohibited by law. This policy extends to all employment decisions, and it is also our policy to comply with both the letter and the spirit of the law in each of the countries in which we operate.</p> <p>In addition, we want our employees and contractors to work in an environment that is free from intimidation or harassment of any kind. Harassment of employees and contractors by co-workers, supervisors, or outsiders is prohibited and may result in disciplinary action, up to and including termination of employment or termination of the contractor relationship. Complementing existing policies, programs, and training, the Company also launched a Global Sexual Harassment Prevention Policy Statement to reinforce the Company's stance against sexual harassment.</p>
Human rights and modern slavery	<p>We respect and promote human rights and are committed to leadership in responsible workplace practices across our entire organization and in all aspects of our business. Our Human Rights Statement and Code of Conduct embody our commitment to fair and equal treatment of all people.</p> <p>In addition, we remain committed to preventing acts of modern slavery and human trafficking from occurring within both our business and our supply chain by ensuring we work only with suppliers of the highest standard and by running rigorous employment checks. We strive to provide a safe, diverse, and equal opportunity workplace, and inhumane practices of modern slavery within both our own and our partner organizations will not be tolerated. Please refer to our U.K. Modern Slavery Act Transparency Statement for more information.</p>
Code of Conduct	<p>Our Code of Conduct informs our colleagues of their responsibilities regarding a range of key issues and business practices, including anti-corruption, technology use, gift giving, travel and entertainment expenses, identifying and preventing money laundering, conducting business with foreign governments, and protecting customer privacy. Business units also maintain policies relevant to their specific functions. Adherence to the Code of Conduct is a condition of employment, and violations can result in termination. Each colleague must review and sign a copy of the Code of Conduct upon joining American Express and confirm receipt every year thereafter.</p>



Board of Directors and corporate governance framework

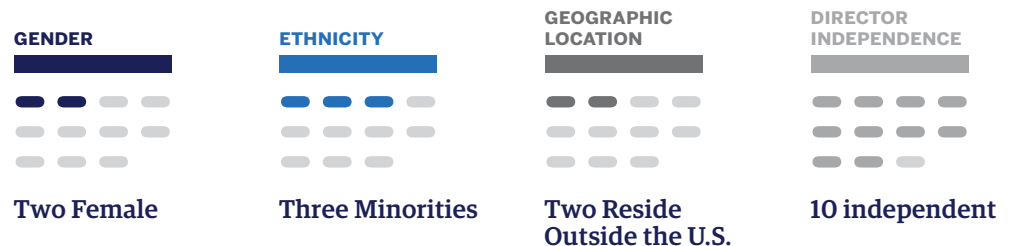
We have adopted Corporate Governance Principles that, together with the charters of the four standing committees of The Board (Audit and Compliance; Compensation and Benefits; Nominating, Governance and Public Responsibility Committee; and Risk), our Code of Conduct (which constitutes our code of ethics for employees), and the Code of Business Conduct for Directors, provide our governance framework.

Key governance policies and processes also include our whistleblower policy, our comprehensive enterprise-wide risk management program, our commitment to transparent financial reporting, and our systems of internal checks and balances. Comprehensive management policies, many of which are approved at the Board level, guide the Company's operations. Our Board, along with management, regularly reviews our Corporate Governance Principles and practices to ensure that they are appropriate and reflect our high standards and Blue Box Values.

Board of Directors Highlights

Our Corporate Governance Principles provide that the Board should be diverse, engaged, and independent. When reviewing potential Board nominees, the Nominating, Governance and Public Responsibility Committee considers the diversity of the Board, including gender and race, and does not discriminate on the basis of ethnicity, sexual orientation, culture, or nationality. We believe the composition of our Board appropriately reflects a diversity of viewpoints, skills, professional and personal backgrounds, and experiences, which enable it to effectively lead our Company.

As of March 2019, our Board comprised the following demographics:



Diversity of Tenure (Non-Management Directors)





Risk management and security

RISK MANAGEMENT GOVERNANCE

Our emphasis on risk management and governance structure is how we keep our promise to our customers and other stakeholders of security, integrity, and trust.

We use our comprehensive Enterprise Risk Management (ERM) program to identify, aggregate, monitor, and manage risks. The program also defines our risk appetite, risk governance, risk management culture, and risk capabilities. The implementation and execution of the ERM program is headed by our Chief Risk Officer. There are several internal risk management committees, including the Enterprise Risk Management Committee (ERMC), chaired by our Chief Risk Officer. The ERMC is the highest-level management committee to oversee all firm-wide risks, and is responsible for risk governance, risk oversight, and risk appetite. It maintains the enterprise-wide risk appetite framework and monitors compliance with limits and escalations defined in it. The ERMC reviews key risk exposures, trends, and concentrations.

The Risk Committee of our Board of Directors reviews and concurs in the appointment, replacement, performance, and compensation of our Chief Risk Officer and receives regular updates from the Chief Risk Officer on key risks, transactions, and exposures. The Risk Committee reviews our risk profile against the tolerances specified in the Risk Appetite Framework, including significant risk exposures, risk trends in our portfolios, and major risk concentrations. The Risk Committee also provides oversight of our compliance with Basel capital and liquidity standards, our Internal Capital Adequacy Assessment Process, including its Comprehensive Capital Analysis and Review (CCAR) submissions and resolution planning.

For detailed information on our Board and how management oversees risk, please refer to the Risk Management Section of our [2019 Proxy Statement](#).

Risk management policies and procedures

Precautionary approach

We seek to identify and respond to issues that could impact our business, our partners, and our communities. Identifying risks, engaging with experts, and implementing policies are a few of the ways we work to proactively manage risks.

Policy review process

We conduct regular reviews of our policies with input from multiple governance bodies and our Board. We also review the effectiveness of our policies through assessments conducted by our risk management team. Our assessments are subject to audit as well as regulatory exams.

Crisis Preparedness Program

We maintain a Crisis Preparedness Program (CPP) that addresses the recovery of key business operations (and supporting technology) in the event of an unplanned business disruption. We provide our colleagues with CPP training and awareness and make sure all CPP plans are exercised and/or tested. We also routinely check that our key service providers comply with the program requirements. In addition, our Global Human Resources team maintains Global Crisis Management Employee Care Guidelines to assist leaders in providing support for colleagues worldwide in a variety of crisis scenarios.



INFORMATION SECURITY AND PRIVACY

We value our customers' trust in our ability to keep their data safe and secure, and we have multiple systems in place to assure customers' data and privacy are protected.

Analyzing the transaction data that is processed through our closed-loop network enables us to create value for Card Members and for our merchant partners.

To address an ever-changing data security landscape, our Information Security Oversight team within the Global Risk Oversight organization works closely with the Chief Information Security Officer and ensures an independent review and assessment of risk controls. Information Security oversees a comprehensive program to help predict, protect, detect, respond to, and recover from cyberattacks. This includes developing solutions that protect our customers, colleagues, and partners from increasingly complex attacks.

The Privacy organization focuses on handling customer and employee data in a manner consistent with our data protection principles, and manages our practices around the collection and handling of personal data, as well as notification, privacy choices, data quality, international data transfer, and data access.

For more information about our information security and privacy controls, see Building a Safe and Secure Network on [page 43](#). More detailed information is available in our [2019 Proxy Statement](#) and [2018 Annual Report](#).



Advocacy and membership in key organizations

As a leader in our industry, we play an active role in a number of organizations that share common business interests. We create long-term strategic relationships with these organizations in order to share resources, expertise, and distribution networks that help us achieve shared goals.

Below are some of the organizations in which we are a member or partner:

CSR

- Better Business Bureau of Metropolitan New York
- The Business Council of New York State
- Business for Social Responsibility
- Chief Executives for Corporate Purpose
- The Conference Board
- Council on Foreign Relations
- Council on Foundations
- Emerging Practitioners in Philanthropy
- Forum for the Future
- Independent Sector
- Partnership for New York City
- Philanthropy New York
- U.S. Chamber of Commerce Foundation

PUBLIC POLICY/ADVOCACY

- American Bankers Association
- Association of National Advertisers
- Consumer Bankers Association
- Data & Marketing Association (Formerly known as: Direct Marketing Association)
- National Association of Convenience Stores
- Business Roundtable
- U.S. Chamber of Commerce
- U.S. Travel Association
- Western Bankers Association

HUMAN RESOURCES, RESEARCH, AND LEADERSHIP DEVELOPMENT

- Blue Circle Leadership
- The Corporate Executive Board Company
- Council of Urban Professionals
- Center for Advanced Human Resource Studies
- Center for Talent Innovation
- The Executive Leadership Council
- Hispanic Alliance for Career Enhancement
- Hispanic Association for Corporate Responsibility
- Management Leadership for Tomorrow
- National Association for Black Accountants
- Open For Business
- Women's Forum for the Economy and Society

SERVING OUR COLLEAGUES



We provide our colleagues with the support to thrive in their careers and in their lives.

- 25 Introduction
- 26 Our Global Inclusion and Diversity strategy
- 30 Providing learning and development
- 32 Valuing and supporting our people
- 36 Supporting colleague recognition and engagement

Serving our colleagues



We know that the best way to back our customers is to back our people. We provide experiences to become a great leader, a world of opportunities for career growth, and an inclusive culture to help our colleagues thrive.

2018 HIGHLIGHTS



Foster an inclusive and diverse culture

- **90% of colleagues** who responded to our annual survey **said they would recommend our Company as a great place to work.**
- **100% score on the Human Rights Campaign's Corporate Equality Index since 2004**, based on our policies and practices that support LGBTQ inclusion.
- **Named to Bloomberg's Gender-Equality Index**, based on our efforts to create a work environment that supports gender equality.



Support our colleagues' personal and professional goals

- **96% of our colleagues** have access to at least one **Healthy Living program** or service.
- **20 weeks gender-neutral paid parental leave** for U.S. based regular full-time and part-time salaried employees.
- **More than 85% of our colleagues participated** in either a personal or a professional **development experience** through trainings we offer.
- **30% of global colleagues** had a **flexible work** arrangement.



Our Global Inclusion and Diversity strategy

American Express has a long commitment to supporting an inclusive and diverse workplace by creating a welcoming environment where all colleagues can thrive. Ensuring an inclusive and diverse workplace is at the heart of our culture. It is not a destination, but a journey that comes through the relationships we build and the actions we take. As American Express continues to evolve, we work to elevate our strategy and ensure we are attracting, developing, and retaining a talent pool of individuals who bring unique backgrounds and perspectives.

Our strategy enables us to differentiate the experience at American Express and shapes how we support our colleagues and promote an inclusive and global culture. The American Express Global Inclusion & Diversity (I&D) strategy is focused on valuing and embracing differences, and creating an environment where all colleagues are engaged, have a voice, and can achieve success. We want to ensure that American Express is a global leader in inclusivity and a company where colleagues know that being yourself matters.

American Express' company values and leadership behaviors are an important component to our culture and performance management. Integral to these are clear expectations of all colleagues with regards to inclusion and diversity.

Additionally, we hold senior executives accountable for incorporating and promoting this strategy by including diversity goals in our business scorecards.

American Express - United States Workforce Diversity	U.S. Colleagues (2018)	Total non-minority	Total minority	Total women
	Senior-level executives and managers	71%	29%	31%
	Mid-level executives and managers	61%	39%	54%
	Professionals*	51%	49%	42%
	All others**	49%	51%	70%
	Total U.S. colleagues	54%	46%	55%

* Professionals category includes non-managerial employees, such as analysts, designers, engineers, etc.

**All others category includes office and clerical roles, sales support, service workers, etc.



PAY EQUITY

At American Express, pay equity is a fundamental expectation, central to our mission to attract and retain the best talent. Our compensation philosophy, reward structure, and best practices are in place to ensure that we compensate employees equitably and free of any bias. We advocate for pay equity and regularly review our compensation practices to ensure that pay is equitable, transparent, and free from bias for all colleagues.

A recent independent third-party review assessed pay based on statistical analysis, taking into account a number of factors known to drive compensation,

including role, level, geography, performance, and tenure. The study shows we have been effectively managing pay equity and continue to make progress on this front. The results of our pay equity reviews are made available on our corporate website.

We are fully committed to pay equity and will continue to review our processes and programs to ensure there are no systematic biases in our compensation practices and that we remain equitable. Where countries have disclosure requirements mandated by regulators, we make sure that we meet our obligations.

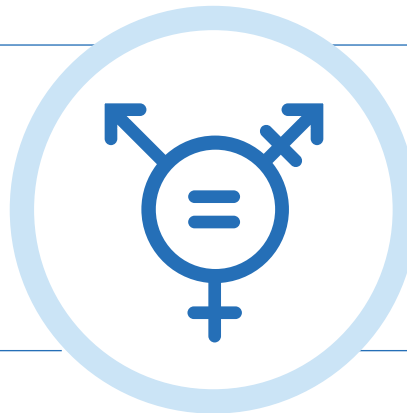
Pay Equity Guiding Principles

PAY FOR ROLE

We set pay guidelines for roles, independent of the people who perform them.

PAY GOVERNANCE

We hold ourselves fully accountable to uphold a high standard on pay equity.



PAY FOR PERFORMANCE

We compensate our employees based on performance and other business-related criteria without regard to gender or any other unlawful factor.

PAY PARITY

We compensate employees doing the same job equitably* and free of any unlawful bias.

*All other factors being equal (i.e., role, skills, competencies, and performance).



DEVELOPING WOMEN LEADERS

We work to engage and retain female colleagues by promoting customized learning and engagement opportunities through both internal trainings and external programming. In addition, through our colleague networks and global forums, we aim to build stronger and more meaningful relationships that drive sponsorship and retention, as well as the continued progression of women into leadership roles.

In May 2018, more than 170 senior female leaders from around the globe came together in New York City for a two-day conference. The conference, which was themed “Make Your Mark,” touched on three objectives: leadership, ambition, and culture. Since the conference, we have continued to drive a robust women’s agenda around the conference objectives to ensure that it has lasting impact.

And in early 2019, we brought this group of women back together to reflect on our progress, make plans for the year ahead, and to celebrate leadership and community within this group of leaders.

American Express is Recognized Once Again on Bloomberg’s Gender-Equality Index

We are proud to share that based on our **efforts to create a work environment that supports gender equality**, we have been named to Bloomberg’s Gender-Equality Index in 2018.





Promoting inclusion and diversity through colleague networks

Since 1987, our colleague networks have provided opportunities that support personal and professional development, skill building, and career growth. With 16 networks and more than 100 chapters worldwide, colleague networks encompass the full spectrum of diversity at American Express, including disability, ethnicity, faith, gender, gender identity, generations, sexual orientation, and veteran's status.

INCLUSION AND DIVERSITY HIGHLIGHTS

INCLUSIVE LEADERSHIP

As we work to amplify our inclusion and diversity efforts, we have rolled out inclusive leadership and unconscious bias training for all global leaders at the vice president level and above. This learning experience reinforces participants' understanding of how inclusive leadership advances our ability to attract, select, develop, and retain a diverse and inclusive workforce. The training experience is based on external research and is organized around the four pillars of inclusive leadership – belonging, voice, fairness, and growth. Each pillar has a significant impact on the colleague experience and can be directly influenced by our leaders. Beyond just raising awareness about unconscious bias, the workshop motivates our colleagues to engage in specific, effective behaviors for managing bias, and equips them with the knowledge and skills they need to build inclusive, high-performing teams.

LGBTQ INCLUSION

American Express has consistently scored 100% on the Human Rights Campaign's Corporate Equality Index since 2004. We are also a member of Open for Business, a coalition of global companies making the economic and business case for LGBTQ inclusion in companies around the world.

BLACK ENTERPRISE'S 2018 BEST COMPANIES FOR DIVERSITY

We are proud to have been named one of Black Enterprise's Best Companies for Diversity in 2018. The list encompasses a roster of major corporations that have demonstrated best practices through diverse representation within their employee base, senior management ranks, corporate boards, and supplier pools.

ADVANCING OUR DIVERSE TALENT

We have been on a multi-year journey to partner with several external organizations that provide development experiences for high-potential women and colleagues from underrepresented backgrounds. We also launched a new mentorship program in 2018. This year-long, multi-faceted program is being offered to high-performing Black and Hispanic colleagues in the U.S. Mentees are matched with executive mentors who provide them with skills, knowledge, and a better understanding of the organization in a safe learning environment that encourages risk-taking and open conversations. In addition, mentees have access to curated professional development content based on their individual development areas. The program incorporates monthly meetings, quarterly check-ins, feedback, and assessments to drive personalized development and accountability, powering behavioral change.



Providing learning and development

Our job is to help our colleagues excel at what they do, and to do so we provide leadership experiences at all levels to help colleagues to build relationships, influence others, and drive results that benefit our customers and our Company. With the help of formal programs, thousands of training activities, and opportunities for challenging work with a purpose, we develop strong leaders who want to make a difference while growing and thriving in their careers and lives.

Colleagues are encouraged to take multiple approaches to expanding their experience and networks, such as:

- Leadership programs
- Personal development activities
- Colleague Networks
- Continuing education

In 2018, more than 85% of our colleagues participated in either a personal or professional development experience through trainings we offer.

The American Express Leadership Academy for colleagues

With the vision of becoming the most admired company for growing leaders, we created an in-house American Express Leadership Academy to provide our colleagues with the best-in-class tools and resources to gain the experiences, skills, and capabilities they need to thrive in their careers. Every colleague has the opportunity — and is encouraged — to take their personal leadership to the next level.

LEADERSHIP BEHAVIORS

Foundational to the Leadership Academy are 10 Leadership Behaviors that were designed and launched in early 2018. We defined these Leadership Behaviors for the entire organization to demonstrate what leadership at American Express looks like, regardless of role, level, or location. In 2018, we provided support and training on the behaviors for vice presidents and above, so our leaders could become experts in the behaviors before they were tasked with implementing them across their teams. In 2019, the Leadership Behaviors were launched to all colleagues with additional training.

The Leadership Academy was designed with a three-pronged approach:



**ON DEMAND
LEADERSHIP**



**ENTERPRISE
LEADERSHIP**



**BY INVITATION
LEADERSHIP**



THE AMERICAN EXPRESS LEADERSHIP ACADEMY FOR COLLEAGUES

ON DEMAND LEADERSHIP

On Demand Leadership is a collection of curated content on key leadership topics available for all colleagues to access on our intranet at any time. We focus on select topics aligned to our strategic focus on collaboration, innovation, and agile decision making, as well as specific content, such as marketing and digital capabilities. On Demand Leadership includes an **Executive Development Center** for vice presidents and above, and the Center offers team experiences and a tool for 360° feedback.

ENTERPRISE LEADERSHIP

Enterprise Leadership delivers targeted leadership development programs to colleagues at specific stages of their careers. **The American Express & Harvard Certificate in Leadership Excellence**, the flagship program of the American Express Leadership Academy, was launched in May 2017. Three distinct certificate programs were launched in 2017: one for senior managers, one for directors, and one for vice presidents.

AMERICAN EXPRESS & HARVARD CERTIFICATE IN LEADERSHIP EXCELLENCE

The American Express & Harvard Certificate in Leadership Excellence Program is targeted to our colleagues at the levels of manager, director, and vice president. This customized, best-in-class leadership development experience is designed to deliver powerful insights and develop behaviors rooted in our three dimensions of leadership: Set The Agenda, Bring Others With You, and Do It The Right Way.

■ New People Leader Program

Developed in partnership with Harvard, the New People Leader Program is a required offering for first-time people leaders up to the director level. The program helps develop critical skills needed by participants to contribute and grow.

BY INVITATION LEADERSHIP

By Invitation Leadership offers select individuals additional learning opportunities based on nominations from senior leaders. These programs target high-potential and high-performing American Express leaders at levels from manager to vice president.

■ Accelerated Leadership Development (ALD)

The ALD program is designed to strengthen the leadership pipeline by developing select high-potential and high-performing vice presidents who have been recommended to participate. Since 2011, 224 participants have graduated from the program (including 61 in 2018) and are moving into roles with increasing responsibility throughout the Company. ALD participants are two- to three-times more likely to be promoted within five years relative to their peers.

■ Accelerate Your Growth (AYG)

AYG is a dynamic six-month development experience that targets select high-performing managers and directors each year in order to develop and strengthen our leadership pipeline. In 2018, 146 colleagues graduated from the program.

2018 PROGRAM RESULTS

AMERICAN EXPRESS & HARVARD CERTIFICATE IN LEADERSHIP EXCELLENCE



11,000+

managers, directors, and vice presidents completed the certificate program.

ACCELERATED LEADERSHIP DEVELOPMENT (ALD)



224

participants graduated from the program between 2011 and 2018.

ACCELERATE YOUR GROWTH (AYG)



146

colleagues completed the AYG experience.



94%

of participants on average would recommend the program to a colleague.



Valuing and supporting our people

Exceptional service begins with great people, and we believe that we employ some of the best talent in the industry.

Our colleagues relish the challenge of finding new solutions to meet our customers' needs. They adapt, persist, and champion innovation within their teams and across the organization.

We strive to ensure that our people feel valued, recognized, and backed, and we continually measure our progress. Our annual Colleague Experience survey provides insights into colleague satisfaction, leadership efficacy, learning opportunities, and career development. The survey results help us improve the colleague experience, our culture, and business results. As a result of the feedback received through the survey, we have increased our focus on collaboration and empowering colleagues at all levels to become involved in decision-making.

Our consistently high colleague satisfaction scores are a testament to the strength of our relationships. In 2018, 90% of colleagues responding to the Colleague Experience survey said they would recommend our Company as a great place to work.

THE AMERICAN EXPRESS HUMAN CAPITAL SCORECARD

We have a robust program in place to assess and manage human capital priorities – identified as talent-related opportunities linked to business outcomes. Senior human resource leaders develop human capital priorities annually, and track progress quarterly against plans. These assessments inform annual goals that are assigned to senior leaders, and performance against these goals directly affects compensation and year-end decisions.

The American Express Human Capital Scorecard reports across two categories:

- **Talent Retention**
Develop and retain an engaged, high-performing workforce.
- **Inclusion & Diversity**
Build and maintain a diverse and inclusive workforce.

WORKING BETTER BY WORKING SMARTER

BlueWork, a redesign of our office environments that began in 1998, has become the standard for our locations worldwide. BlueWork is based on the idea that to support our colleagues and the enterprise as a whole, our workplace must be:

- **Connected.** BlueWork connects people in new ways, both in person and virtually, to work together, build camaraderie, and drive innovation.
- **Responsible.** BlueWork makes the most out of our investment in the workplace and reduces our environmental impact.
- **Effective.** BlueWork drives performance in the workplace with the right types of workspaces and technology to enable great work, attract top talent, and drive success for American Express.
- **Dynamic.** BlueWork supports a variety of activities, styles of working, and team structures with flexible space that supports collaboration, heads-down work, and everything in between.

With the integration of AmexMeet⁷ and TelePresence,⁸ colleagues now experience a single meeting experience for all participants.



BACKING OUR COLLEAGUES' WELL-BEING

As an organization, we have a passion for taking care of people. Our colleagues are just as important as the customers they serve and our award-winning corporate health and well-being initiative, Healthy Living, reflects this. Healthy Living inspires and provides supportive resources, enhanced access to care, and incentives that foster a healthier lifestyle.

We also take into consideration our colleagues' mental well-being with our Healthy Minds program. Healthy Minds is a free and confidential counseling service that helps colleagues plan for life events, address personal concerns, or simply manage everyday events that can affect their work, health, and family. At select locations, colleagues have access to onsite Healthy Minds counselors, relaxation rooms, and meditation classes.

Healthy Minds has won multiple awards, including two major American Psychological Association awards: the inaugural national Organizational Excellence Award and the Phoenix Workplace Excellence Award. It has also won the Employee Assistance Society of North America's Corporate Excellence award, the organization's highest honor.

FLEXIBLE WORKING

Whether it's a variable schedule or a virtual role, we believe it's important to accommodate a range of work styles. We also support colleagues who want to volunteer for the causes they care about during work hours, as long as they receive approval from their manager.

All full-time and part-time U.S. colleagues who meet certain performance requirements can request a flexible work arrangement. Their leaders determine whether such an arrangement makes sense for the type of role and work style of the group. We provide formal channels to guide colleagues and leaders on decisions related to flextime, part-time, compressed work weeks, job sharing, and remote work.

HEALTHY LIVING PROGRAMS IN 2018

 **96%**

of colleagues had access to at least one Healthy Living program or service.


 **21**

on-site Healthy Living Wellness Centers were available around the world.

 **98%**

of the colleague population were covered by our Healthy Minds program.

FLEXIBLE WORKING IN 2018

 **30%**

of global colleagues had a flexible work arrangement.



HELPING OUR COLLEAGUES WITH FAMILY RESPONSIBILITIES

Supporting our colleagues also means supporting their families. That's why we offer a number of benefits to back our working families:

■ Gender-neutral parental leave:

In 2017, we increased the amount of parental leave to 20 weeks for U.S.-based regular full-time and part-time employees. Parents receive full base pay for the entire time, regardless of whether they are growing their family by pregnancy, adoption, or surrogacy. Birth mothers are eligible to receive an additional six-to-eight weeks of paid leave if medically necessary. In addition to the extended parental leave policy, we have launched a Parent Concierge program in the U.S., which includes a dedicated representative to help colleagues understand and navigate their leaves and take better advantage of the wide array of free resources and programs available to them.

■ Additional benefits:

Colleagues in the U.S. who grow their family through adoption or surrogacy can be reimbursed for expenses up to \$35,000 per child, per event, with a lifetime maximum of two events. Those who undergo reproductive treatments are eligible for up to \$35,000 in medical assistance.

■ Families at American Express Colleague Network:

Launched in 2005, this network reaches more than 5,000 members across nine chapters, providing support for families who need help balancing personal and professional priorities.

■ Backup child care:

Colleagues throughout the U.S., the U.K., France, and Canada can access in-home or center-based child care when their regular arrangements fall through. For example, U.S. colleagues receive 20 days of subsidized backup dependent care (in-home or through a child care center) per year.

■ Backup eldercare:

In the U.S., colleagues have access to 24/7 care consultants who can help arrange in-home care for an adult loved one who may need special assistance while recovering from an illness or unexpected injury.

■ Special focus on special needs:

In the U.S., we provide programs and resources for parents of special needs children, including free webinars on topics such as "Self-Care for Parents of Children with Special Needs" and "Autism 101." We also partner with major organizations that help raise awareness for the special needs community.



HELPING OUR COLLEAGUES ACHIEVE FINANCIAL WELLNESS

Our global Smart Saving programs provide financial education and resources to colleagues at specific life stages, including recent graduates entering the workforce, new families, parents planning for college, and many others.

In the U.S., Smart Saving includes our 401(k) program; financial planning coaching and workshops, including on-site and telephone-based coaching at no cost to colleagues; deals and discounts to help colleagues save money on everyday expenses such as commuting; and on-demand access to financial education resources.

FINANCIAL WELLNESS



6%

We increased the Company matching contribution for our 401(k) plan from 5% to 6% on January 1, 2017.



91%

As of December 31, 2018, 91% of U.S. colleagues were participating in the plan, which is an increase from 88% from December 31, 2017. We also initiated automatic enrollment for colleagues hired on or after January 1, 2017.



Supporting colleague recognition and engagement

In 2018, 83% of our colleagues received recognition or appreciation through Reward Blue, up from 78% in 2017.

We recognize outstanding colleague contributions large and small. Everyday colleague recognition is especially important because it helps inspire our colleagues to continue to do great work.

REWARD BLUE

Our global reward and recognition program, called Reward Blue, acknowledges colleagues for their achievements with monetary and non-monetary awards. Reward Blue builds a culture of appreciation by encouraging colleagues to praise each other's everyday efforts, to reward exceptional results, and to celebrate important anniversaries.

SERVING TOGETHER

Our colleagues are active members of their communities. Our flagship programs, Serve2Gether, Give2Gether, and Green2Gether, are designed to foster a sense of shared purpose and provide an opportunity to give back. Refer to the **Caring for our Community** section on [page 48](#) for more information.

OUR 2018 TOP EMPLOYER AWARDS

Our commitment to be a great place to join, stay, and grow a career continues to earn us industry awards and recognition. Here are some of the recognitions from 2018 that make us most proud:

- FORTUNE 100 Best Companies to Work For – ranked #23
- FORTUNE 2018 World's Most Admired Companies – ranked #14
- FORTUNE 100 Best Companies for Diversity – ranked #18
- FORTUNE 100 Best Workplaces for Women – ranked #40
- Great Place to Work: Best Workplaces in Italy – ranked #1
- Great Place to Work: Best Workplaces in Spain – ranked #2
- Black Enterprise: Best Companies for Diversity
- Working Mother Best Companies to Work For – ranked #14
- Anita Borg Institute Top Companies for Women Technologists
- Human Rights Campaign: Corporate Equality Index, Rating American Workplaces on Lesbian, Gay, Bisexual, and Transgender Equality – Score: 100%
- AON Hewitt Best Employer: Malaysia, Singapore, Thailand, the Philippines
- Working Families (U.K.): Top 30 Employers

DELIVERING FOR OUR CUSTOMERS AND PARTNERS



We use our relationships, technology, and data to better serve our customers and increase commerce opportunities for our partners.

- 38 Introduction
- 40 Putting the customer first
- 43 Building a safe and secure network
- 45 Empowering entrepreneurs
- 47 Supporting women-owned business

Delivering for our Customers and Partners



Our broad and diverse customer base spans consumers, small and midsize companies and large corporations, partners who issue cards on our network, those who work with us to create special products and experiences, and the merchants who welcome our Card Members.

2018 HIGHLIGHTS



Meet the evolving needs of our customer base

- **20% increase in customer satisfaction with our service** since 2011, based on Card Member feedback.
- More than **11,200 women entrepreneurs participated** in the workshops hosted by the ChallengeHER initiative.



Support small businesses across the world

- **An estimated \$17.8 billion** reported spend by U.S. consumers at independent retailers and restaurants on Small Business Saturday.³
- More than **4,300 shops** from all 47 prefectures **joined the Shop Local movement** in Japan.
- **An estimated £812 million reported spend** by consumers with small businesses across the U.K. on December 1, 2018 – an increase of 8% from the previous year.⁴



Make our products and services better for society

- **More than \$93 million donated** from 2010 to 2018 by U.S. Card Members through our Members Give Program to benefit charitable causes.
- **Launched SafeKey 2.0**, the next generation of our online authentication tool, which provides an extra layer of security when an American Express Card Member makes a purchase online at a participating merchant.



WHO WE SERVE



CONSUMERS

Our Card Members come from many walks of life. We do our best to make it easier for them to pay for all their purchases, reward them for their loyalty, and help them buy and travel with peace of mind. We offer a range of Credit Cards, Charge Cards, and other services to suit their needs.



BUSINESS

We issued our first formal Corporate Card in 1966. Today, we are still a leader in the commercial payments space. We serve businesses of all sizes, from small, independently owned establishments to large, global organizations.



MERCHANTS

Millions of stores, restaurants, travel operators, and other establishments around the world welcome American Express Cards. We work to make sure their experience is as seamless as possible. And we help them grow their businesses by connecting them to our high-spending customers and by providing marketing and other services.



PARTNERS

Airlines. Banks. Retailers. Entertainment venues. Hotels. Restaurants. Digital players. We have strategic partners in all kinds of fields helping us give our customers the rewards and experiences they care about. Partners help us give our customers more choices when it comes to spending with us.

HOW WE SERVE



We have a service network with more than 30,000 professionals around the globe focused on improving customers' service experiences. This includes the Customer Care Professionals who connect with our customers directly, as well the colleagues who support our service vision in areas such as learning, capabilities, fulfillment, and analytics. We maintain and publish accessibility requirements for everyone who works with our websites and mobile apps.



Visually impaired Card Members can access braille and large-font versions of statements and year-end summaries. They can also ask our Customer Care staff to read correspondence and even billing statements to them.



Customer satisfaction with our service has increased 20% since 2011, based on Card Member feedback.



Putting the customer first

We aim to provide the world's best customer experience every day. Across our global servicing organization, we are committed to putting the customer first and to setting the standard for customer care.

We aim to do this by recognizing and valuing each of our customers, keeping things simple, and owning and solving every issue or inquiry.

DELIVERING SERVICE EXCELLENCE

At American Express, we try to treat every interaction as an opportunity to deepen relationships. Everyone at American Express plays a role in delivering our world-class customer experience to those we serve. But our frontline colleagues are the ones who bring our brand to life every day.

To show our service team just how much we appreciate the care they provide, we celebrate the best of the best with an internal Customer Service Award. Each year, we recognize colleagues who provided a specific act of outstanding service in the past year and colleagues who have consistently delivered great customer care over time.

OUR 2018 CUSTOMER SERVICE AWARDS

In 2018, we received recognition for our service ethic and commitment to customers from organizations around the world. Our mobile app was ranked #1 in customer satisfaction on the J.D. Power U.S. Credit Card Mobile App Satisfaction StudySM. We also earned the top spot in the J.D. Power Hong Kong Credit Card Satisfaction StudySM for the third consecutive year and have won various awards for service and customer satisfaction in locations that include the U.K., Australia, India, and Singapore.

CONNECTING CARD MEMBERS WITH CAUSES THEY CARE ABOUT

We created GivingExpress® to help our Card Members give back. Now known as Members GiveSM, the program simplifies charitable giving by connecting Card Members to the causes that matter to them. Card Members can access more than a million worthy organizations online, making donations on their American Express Cards or by redeeming Membership Rewards® points.

From 2010 to 2018, U.S. Card Members donated over



\$93 million

through our Members GiveSM program.



DEVELOPING MOBILE AND DIGITAL PLATFORMS

Throughout our history, we've reinvented how we deliver an exceptional service experience to customers, whenever and wherever they need it, by leveraging our data, technology, and expertise.

From our mobile app and alerts to integrations that include American Express and Apple Face ID, American Express and FITBIT, and American Express and Mezi, we have developed solutions that create meaningful commerce experiences for both merchants and consumers, doing so in a safe and secure way. Our latest innovations include:

- **American Express and Apple Business Chat:** Eligible Card Members in the U.S. can chat with American Express at any time through the Messages app on their iPhone or iPad.
- **AskAmex:** In 2018, American Express acquired Mezi, a personal travel assistant app that helps consumer and clients of travel management companies to plan and book trips. In 2019, we began incorporating the new, smart concierge features into the Amex® Mobile app and are rolling it out to Platinum Card Members in the U.S.

OFFERING ALTERNATIVES TO TRADITIONAL BANKING

We serve a wide range of customers and have innovated to provide products and services to meet new needs and preferences. We continue to issue our reloadable prepaid products, Bluebird® and Serve®, with InComm as the program manager and processor. These products allow customers in the U.S. who do not have access to traditional banking to set up paycheck deposits, access bills online, put aside money for the future, send money to friends and family, and use tools to manage their money.

TREATING CUSTOMERS FAIRLY

We recognize that fairness must be the foundation of our customer relationships, and we keep it front and center when creating products and services. Our 2019 Code of Conduct requires that we are truthful and transparent with our customers and make decisions without discrimination. We are committed to ethical business practices that strive to keep our customers confident and loyal. This means marketing our products in a way that is clear, transparent, and informative.

RESPONSIBLE MARKETING AND FAIR LENDING

We seek to fulfill our commitment to fairness and transparency with a fair lending program that has clear policies and governance, monitoring and testing, and strong analytics. We perform root-cause analyses of customer complaints mentioning or alleging discrimination; review marketing offers and collateral for potential discouragement or exclusion of a protected class; and conduct statistical analyses to ensure our marketing and credit decisions do not adversely impact protected classes in violation of fair lending laws.

GLOBAL CUSTOMER PRACTICES STATEMENT

"American Express believes that delivering products and services in a fair and transparent manner is critical to providing best-in-class customer service. As part of its fundamental commitment to meet customer credit needs throughout the world, American Express is dedicated to engaging in customer practices that embody transparency, truthfulness, fairness, and a culture of non-discrimination throughout the credit lifecycle. The Company manages and mitigates customer practices risk through dedicated resources and ongoing monitoring, testing, and oversight. This also applies to third-party vendors and their subcontractors, also known as fourth-party vendors."



Our principles of responsible marketing include:

TRANSPARENCY

- Marketing offers should be clear, simple, and easy to understand.
- Marketers should consider all reasonable interpretations from a customer's or prospect's point of view.

ACCOUNTABILITY

- Marketers should think about how the offer will work, such as the risks, controls, and monitoring associated with the end-to-end execution, including fulfillment and servicing.
- Marketers should create and retain documentation, including process flows, control measures, monitoring, and stakeholder approvals.

PROMOTING FINANCIAL HEALTH

We want to help customers make informed choices, avoid financial pitfalls, and follow good practices to improve their financial well-being. We have supported financial literacy programs in partnership with some of the world's most respected organizations. These programs address the financial needs of young people, first-time credit users, and experienced credit users who want to improve their financial management skills.

Around the world we support financial literacy programs, working with local nonprofits and organizations and sponsoring education workshops.

AMERICAN EXPRESS CUSTOMER DATA PRINCIPLES

Our customers have the right to request the information we collect from them, review it, and make changes.

Center for Community Development (CCD) Financial Literacy efforts

Administered by EverFi, an American Express Center for Community Development online financial literacy program was implemented in 45 public schools in Utah during the last academic year. This program was designed to help students learn how to achieve their future financial goals. The program reached 744 students who completed a total of 2,844 learning modules in 1,791 hours of critical skills learning in the areas of budgeting, savings, and investments.

ELIGE SABER, TIPS FOR YOUR POCKET, AND NATIONAL FINANCIAL EDUCATION WEEK

In Mexico, we conduct the following financial education activities:

- **Financial Education Guild Program:** Through Elige Saber, American Express' Financial Education Program in Mexico, and with the support of the Interactive Museum of Economics, we promote the Financial Education Guild Union Program developed by the Mexican Bank Association.
- **Tips for your Pocket:** American Express emails monthly newsletters to Card Members with content based on the CONDUSEF newsletter, "Tips for your Pocket."
- **National Financial Education Week:** The 11th annual National Financial Education Week was held from October 4-7, 2018. American Express joined this initiative with the aim of reinforcing our commitment to promoting healthy financial habits in the general population, as we do with our Card Members and colleagues. This past year, we participated with an interactive display that addressed the themes of goals, credit, and savings, engaging 1,775 people over four days.



Building a safe and secure network

We know that good customer service means maintaining consumer trust.

Our robust privacy program has clear policies and governance, so our customers know they can trust how we collect, use, and protect their personal information.

INVESTING IN A RIGOROUS PRIVACY PROGRAM

Our Global Privacy team helps us protect our customers' data and develop practical ways to manage personal information. The team's work includes:

- **Processes and training:** Our Data Protection and Privacy Principles guide how we collect, use, and process our customers' personal information. Additional privacy policies and controls help our colleagues safeguard this information. These principles are reinforced through mandatory privacy and data security training for colleagues.
- **Technology:** We have invested in technology that ensures our customers have control over their privacy choices, including opting in or out of marketing communications.
- **Privacy Center:** Available on americanexpress.com, our Privacy Center gives consumers in the U.S. information about our Data Protection and Privacy Principles, provides access to our privacy notices, and provides customers with information about their privacy choices. We work hard to ensure we are transparent with customers about our use of personal information and their privacy rights, and that our disclosures clearly explain how we collect and use our customers' personal information.

This rigorous framework helps to ensure we comply with privacy laws and regulations and reflect consumers' expectations for privacy.

MAINTAINING OUR GLOBAL, INTEGRATED NETWORK

We maintain direct relationships with both Card Members and merchants by operating an integrated network that provides us with information on transactions from both perspectives. This gives us the ability to provide both customized marketing to merchants and special offers to Card Members with best-in-class risk management.



INVESTING IN DIGITAL FRAUD PREVENTION

Our state-of-the-art monitoring tools, controls, and policies help detect and prevent fraud in our operations around the world. Our data scientists analyze the data within our integrated network to identify suspicious account activity and deploy valuable protections – such as fraud alerts – to our customers, often in real time.

To combat the increasing sophistication and scale of fraud attacks, especially in digital channels, we use advanced machine-learning algorithms to evaluate different data points and make fraud risk decisions on every American Express transaction, anywhere in the world, within 10 milliseconds. This helps to reduce fraudulent spending, in turn reducing chargebacks to merchants and providing peace of mind to our Card Members, which is core to maintaining an outstanding service experience.

Machine learning models also allow us to delve deeply into understanding the unique patterns of our customers' spending and fraudulent episodes. Such models have made it easier to detect counterfeit and online fraud while minimizing disruption to our customers' genuine activity. We have also partnered with merchants to develop advanced techniques for detecting compromised Card Member account information, as well as deploying advanced digital authentication solutions to prevent identity theft.

As a result, we have experienced the lowest fraud rates in the industry for many years, helping us protect our Card Members and merchants and delivering on our brand promise of trust, security, and service.

MAINTAINING SECURE PAYMENTS

Over the years, we have been investing in, and promoting the use of, more secure connections and authentication mechanisms across whichever payment channel our Card Members select, from in-store and online to mobile wallets.

BEHAVIORAL ANALYTICS

Cyber threats are becoming more sophisticated as more of our customers are applying for our products online and through mobile devices. To combat these threats, we deployed behavioral analytics technology in 2018 to help us identify and stop fraud in our online application process for consumers in the U.S. Behavioral analytics have helped us effectively predict whether a person is a genuine applicant or a fraud risk.

Educating our colleagues

Systems and practices for protecting customer information are only as strong as the people who implement them. Training our colleagues and offering best-in-class technology are critical to mitigating risk. This includes educating colleagues to learn about risks inherent in the payment services industry, providing tools to analyze those risks, and ensuring that colleagues know where and how to escalate issues. All colleagues participate in mandatory information security and privacy training every year. We also run simulations that test our colleagues' ability to detect and respond to suspicious activity.



Empowering entrepreneurs

SUPPORTING SMALL BUSINESS GROWTH

Small businesses help communities thrive by bringing character, jobs, and investment to neighborhoods. We have been dedicated to serving small businesses for more than 25 years, and we can make a positive impact on communities when we help them reach their potential.

For example, our American Express Charge Cards and Credit Cards help small businesses grow by facilitating their ability to buy what they need, when they need it. We also offer a suite of programs and resources for small business owners, including online resources and live events.

THE SHOP SMALL® MOVEMENT

The ninth annual Small Business Saturday was held on November 24, 2018 in communities across the U.S. and Puerto Rico. American Express founded Small Business Saturday in 2010 in response to small business owners' most pressing need: more customers. Small Business Saturday provides an opportunity for shoppers to champion favorite local spots that have their customers' backs throughout the year.

An average two-thirds of every dollar spent at small businesses in the U.S. stays in the local community, according to our Small Business Economic Impact Study.⁴

Shop Small around the world

JAPAN

In 2018, Shop Local returned to Japan for its second year. JCB, our acquiring partner and one of the major financial services companies in the country, joined us to support the movement by sharing their commitment to local shops and communities. Shop Local grew into a nationwide movement with small businesses from all 47 prefectures participating, compared to 2017 when the program was hosted in one city. In addition to the several community events held in the two major cities of Yokohama and Kobe, there were a series of digital initiatives and on-site events that attracted a number of people to participate. During the 2018 program, Shop Local social posts resulted in more than 2.1 million impressions, and a significant number of people participated locally.

AUSTRALIA

In 2018, Shop Small returned for its sixth year in Australia. It has become a well-recognized movement, aided by the endorsement of the federal government, heads of industry, and small business champions. The theme for 2018 was "love where you live," encouraging shoppers to back the local stores in their neighborhoods.



U.K.

As the founding sponsor and principal supporter of Small Business Saturday, we have championed the day since its U.K. launch in 2013. The campaign has cross-party political support, as well as backing from small business organizations, local authorities, and community groups.

- An estimated £812 million⁴ reported spend by consumers with small businesses across the U.K. on December 1, 2018 – an increase of 8% from the previous year.
- Tweets sent on Small Business Saturday reached more than 100 million people with #SmallBizSatUK and #SmallBusinessSaturday trending in the U.K.'s top five throughout the day.
- The Prime Minister, the Chancellor of the Exchequer, and the Mayor of London, all publicly supported Small Business Saturday.
- Thousands of Card Members across the U.K. supported High Street by taking advantage of our Shop Small offer and were awarded with a £5 statement credit when they spent £10 or more at participating small businesses between December 1–16, 2018.

PUERTO RICO

Through a variety of ways, American Express continues to back small businesses in Puerto Rico:

- In partnership with many local organizations, American Express expanded its Small Business Saturday support to the island in 2018, encouraging people to get out and Shop and Dine Small in their communities. Nearly 100 small businesses engaged in the day and celebrated with special events.
- American Express continued to support local businesses in Puerto Rico by providing eligible Card Members with a “Spend \$10, Get \$10” in-store offer at retail and dining small businesses in the San Juan Metro Area, between January 11 and February 28, 2019.

U.S.

In 2018, we engaged our partners to create a range of activities on Small Business Saturday for consumers and small business owners alike.

- Lin-Manuel Miranda joined us to help bring awareness to the Shop Small movement and expand its presence in Puerto Rico.
- The Wing helped us support women-owned businesses by hosting Shop Small Stations in three cities.
- Etsy celebrated online small business owners through holiday pop-up markets in four cities.
- We teamed up with Record Store Day to celebrate independent record retailers by releasing four limited-edition vinyl, as well as in-store performances from bands including Ben Folds and Kid Doe.

THE IMPACT OF SMALL BUSINESS SATURDAY® IN THE U.S.

\$17.8 Billion

Total estimated spending among U.S. consumers who said they shopped at independent retailers and restaurants on the day.³

\$0.67

Approximately two-thirds of every dollar spent at a small business in the U.S. stays in the local community.⁹

\$0.50

Every dollar spent at small businesses creates an additional 50 cents in local business activity as a result of employee spending and businesses purchasing of local goods and services.⁹

\$4.8 Trillion

U.S. small businesses are responsible for \$4.8 trillion in GDP, equivalent to the third-largest economy in the world based on 2017 IMF data.³

70%

An estimated seven-in-ten American adults are aware of Small Business Saturday.¹⁰



Supporting women-owned business

The case for women-owned businesses is clear.

Women started an average of 1,821 new businesses per day in the U.S. based on GDP data from Q4 2016 to Q4 2017, according to the eighth annual State of Women-Owned Businesses report commissioned by American Express. The number of women-owned businesses increased by 31 times between 1972 and 2018, rising from 402,000 in 1972 to 12.3 million in 2018. During that time, employment for these firms grew 40-fold from 230,000 to 9.2 million, and revenues rose from \$8.1 billion to \$1.8 trillion – 217 times greater. To learn more, refer to [The 2018 State of Women-Owned Businesses report](#).

Over the past 11 years, women of color have been the driving force behind the growth of women-owned businesses. While the number of women-owned businesses grew 58% from 2007 to 2018, firms owned by women of color grew 163%, nearly three times that rate.

American Express is committed to empowering women-owned businesses by offering access to Credit Cards and loans for women entrepreneurs. On the American Express online platform, we share stories of challenge and triumph from our women entrepreneurs with the goal of inspiring future generations of women. We are also committed to supporting sustainable ventures developed by women entrepreneurs, like the BAGGU Company, which has been producing lightweight, durable, and environmentally-friendly shopping bags since 2007. To read more about this story and others, visit [American Express Business Trends & Insights](#).

CHALLENGEHER PROGRAM

In April 2013, Women Impacting Public Policy (WIPP), American Express, and the U.S. Small Business Administration launched [ChallengeHER](#), a national initiative to boost government contracting opportunities for women-owned small businesses. Now in its seventh year of programming, ChallengeHER delivers free workshops, mentoring, and direct access to government buyers.



70+

workshops have been held as part of the ChallengeHER initiative.



11,200+

women entrepreneurs have participated in ChallengeHER over the last six years.



2,700+

meetings have been facilitated between women-owned small businesses and government officials.

CARING FOR OUR COMMUNITIES



We aim to make a difference by strengthening the communities in which we live and work.

- 49 Introduction
- 50 Charitable giving
- 51 Serving communities
- 55 Developing leaders
- 57 Preserving places

Caring for Our Communities



We're here to serve our customers and communities. That means lending a hand when it's needed and doing our part to enable the communities in which we live and work to prosper.

We do this in three ways: providing leadership training that empowers local social-sector leaders to create sustainable change; helping citizen volunteers to improve their communities; and preserving diverse, vibrant historic places.

By providing critical services that contribute to economic stability and mobility, the nonprofit sector plays a vital role in building a healthy society. Through our philanthropic and civic participation, we serve and empower the people and organizations that are confronting some of society's most complex issues.

2018 HIGHLIGHTS



Strengthen the communities in which we operate

- **\$42 million in charitable giving globally**, including grants provided by the Company, the American Express Foundation, our Center for Community Development, and gift matching programs.



Engage citizen volunteers

- An estimated **7 million volunteers engaged** in about 30 million hours of service at 66 nonprofits supported, in part, by grants from American Express.



Empower emerging nonprofit and social leaders

- More than **20,000 nonprofit and social sector leaders** participated in online and in-person leadership trainings through the support of our grants.



Promote stewardship of historic places

- **41 historic sites** in 11 countries including Argentina, Canada, China, France, Italy, Japan, Mexico, Spain, the U.K., the U.S. and Zimbabwe, were preserved with the support of our grants.



Charitable giving

Charitable giving has been at the heart of American Express since the 1880s, when our colleagues contributed to the fundraising effort to build a pedestal for the Statue of Liberty.

In 1954, we created the American Express Foundation, a New York-based nonprofit that supports charitable organizations. Since then, American Express has provided nearly \$900 million to thousands of causes around the world.

We focus our charitable giving in four areas:



Serving Communities

We enable charitable organizations to deliver mission-critical services by engaging community members and our colleagues as volunteers. We also fund immediate and long-term relief and recovery efforts to help victims of natural disasters.



Developing Leaders

We develop emerging nonprofit and social purpose sector leaders who address society's most complex issues and strengthen local communities.



Preserving Places

We support organizations and projects that preserve or help people rediscover major historic sites while bringing economic, cultural, and social value to local communities.



Engaging Employees

We support our employees in their charitable and personal endeavors through gift matching, grants to nonprofits where they volunteer, and scholarships to recognize academic excellence and assist with their children's college costs.

Our colleagues are actively engaged in all four of these areas, and we also support them in giving back directly.

How We Give



*Includes Gift Matching, Serve2Gether Grants, Employee Scholarships, and Culture Card Programs.

CELEBRATING INCLUSION & DIVERSITY

Through our philanthropic programs, American Express provides grants in support of a wide range of nonprofit organizations that share our values of inclusion and diversity, including:

- **Social purpose leadership training for ethnic diversity organizations**, including Hispanics in Philanthropy, Public Allies, the Council of Urban Professionals Institute, National Association of Latino Arts and Culture, National Urban League, and Leadership Education for Asian Pacifics.
- **Leadership programs that focus on the needs of women leaders** in the nonprofit sector, including the New York Women's Foundation and She's the First.
- **2018 Influence Nation Summit**, a forum for social purpose practitioners about the critical trends and issues facing next-generation leaders.
- **The Fund for the City of New York** for the New York City LGBTQ Historic Sites Project Walking Tours, which explores sites connected to the city's LGBTQ history and culture.
- **Team Rubicon** engages military veterans to help communities prepare for, respond to, and recover from disasters.



Serving communities

ENGAGING COMMUNITY MEMBERS AS VOLUNTEERS

Volunteers are the heart and soul of communities. The ability to effectively engage volunteers can make a tremendous difference in nonprofit organizations' ability to fulfill their mission, expand their work, amplify their profile, and grow their base of supporters. For community members, volunteering is a way to develop skills, practice leadership, build social networks, and enjoy a sense of purpose and connection.

REVITALIZING NEIGHBORHOODS

In 2018, the American Express Center for Community Development (CCD) provided \$3.5 million in grants targeting low-to-moderate income individuals and underserved communities in Utah. The grants went to more than 130 nonprofit community partners in support of programs addressing homelessness and affordable housing, financial literacy, healthcare, economic development, and rural revitalization efforts.

In addition, CCD invested in the low-income housing tax credit program, leading to the development of more than 2,400 new affordable housing units with a number of units targeted to special-need groups, including the formerly homeless, veterans, young adults aging out of foster care, and domestic violence victims.

2018 CCD:



\$3.5 million

grants.



2,400

new affordable housings developed

2018 COMMUNITY SERVICE IMPACT

Our grants supported 66 nonprofits that engaged an estimated seven million volunteers in about 30 million hours of service within local communities. These volunteers improved their communities' access to such critical necessities as food, shelter, green spaces, and educational opportunities.



66

nonprofits supported through grants



7 million

estimated volunteers



30 million

hours of service within local communities



SUPPORTING COMMUNITIES IMPACTED BY DISASTER

When a natural disaster occurs, it's all-hands-on-deck: American Express assists with immediate and long-term relief and recovery efforts. And we also support preparedness programs that can better equip relief agencies to respond to emergencies as they occur. In the last decade, American Express has helped the victims of 38 disasters in 32 countries by aiding leading disaster relief agencies, such as the American Red Cross and International Red Cross and Red Crescent Societies, Doctors without Borders, International Rescue Committee, Save the Children, and the United Nations World Food Program. In 2018, we supported several disaster response efforts, including Hurricane Florence in North Carolina, South Carolina, and Virginia, Hurricane Michael in the Florida Panhandle, Typhoon Mangkhut, and wildfires in California. In addition to providing funds for disaster relief, we also work with partners to help disaster organizations recruit and engage disaster response volunteers.

AMERICAN EXPRESS BACKS THE COMMUNITY OF PUERTO RICO

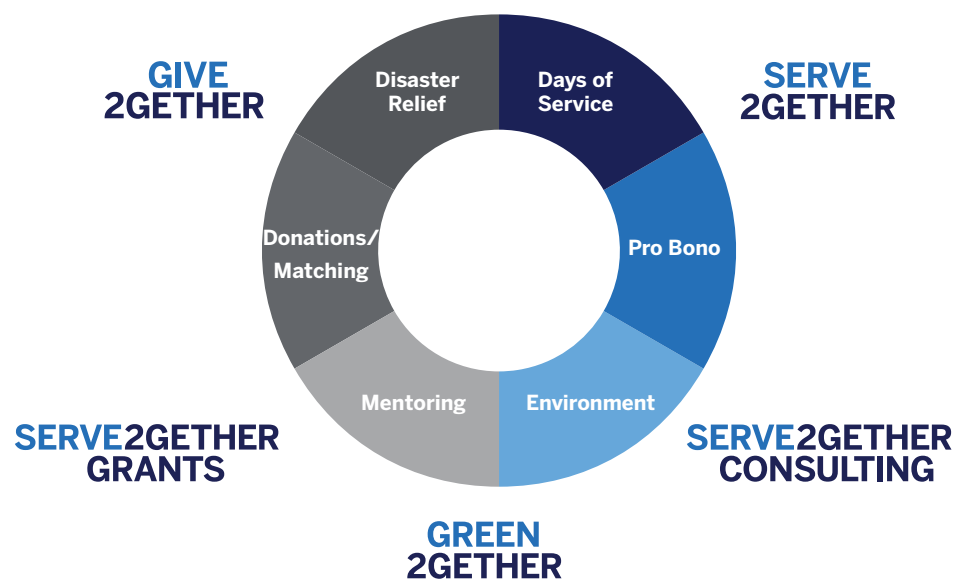
To continue to drive prosperity for the Puerto Rican economy after Hurricanes Maria and Irma, American Express committed \$250,000 in early January 2019 to the Hispanic Federation, which works with both the private and public sectors to create jobs, rebuild the economy, and promote sustainable small business growth throughout the island.

This contribution is in addition to the \$1 million that American Express donated in the fall of 2017 to assist with immediate relief efforts, including shelter and food, for hurricane victims in Puerto Rico, the Caribbean islands, and the mainland U.S.

ENABLING OUR COLLEAGUES TO BACK OUR COMMUNITIES

Our colleagues don't just work here, they are active members of their communities. We make it easier for them to be involved through three flagship programs: Serve2Gether, Give2Gether, and Green2Gether.

Whether they're mentoring students, caring for the elderly, feeding the hungry, protecting the environment, or using professional skills to help nonprofits succeed, many thousands of our colleagues give their time, talent, and donations each year to serve local communities.





PROMOTING VOLUNTEERING THROUGH SERVE2GETHER

Each year, thousands of American Express colleagues roll up their sleeves and join Company-sponsored community projects. Our Serve2Gether volunteer program gives colleagues tools that make it easier for them to connect with and promote the causes they care about.

In addition to hands-on and mentoring volunteer opportunities, our colleagues can use their professional skills to help nonprofits become more efficient and effective via Serve2Gether Consulting, our pro bono volunteer program.

Our annual Serve2Gether Consulting Challenge provides opportunities for colleagues to combine their commitment to community service with their business expertise. Over the course of this 10-week program, hundreds of colleagues apply their expertise to projects that help our nonprofit

partners improve their branding and messaging, implement new digital media strategies, deepen engagement with donors and volunteers, and strengthen their operations. At the conclusion of the program, each team presents recommendations to address their clients' specific operational challenges and gets a chance to compete for a share of \$200,000 in seed grant funding from the American Express Foundation.

Finally, our Serve2Gether Grants program provides micro-grants of \$500–\$2,500 to organizations where our colleagues volunteer 50 or more hours within a 12-month period. In 2018, the program recognized and rewarded the service of over 645 U.S. colleagues by awarding 98 Serve2Gether Grants (totaling \$131,000) to 76 organizations where colleagues serve.

INVESTING IN YOUTH MENTORING: STRIVE FOR COLLEGE

In 2018, we joined forces with Strive for College to increase college access for students across the United States. Strive for College is a national nonprofit that provides disadvantaged students with mentoring through the college admissions and financial aid application process through the UStrive virtual mentoring platform. American Express committed \$500,000 to the initiative, which engages hundreds of American Express professionals as mentors. 97% of Strive for College students enroll in college and 91% complete financial aid applications.

2018 SERVE2GETHER IMPACT



23,000

More than 23,000 volunteer opportunities provided by our colleagues were equivalent to 127,000 hours of Company-sponsored volunteer service, valued at \$4.2 million.¹⁰



14 COUNTRIES

Argentina, Australia, Canada, China, France, India, Italy, Japan, Malaysia, Mexico, the Philippines, Singapore, the U.K., and the U.S.



ENCOURAGING GIVING THROUGH GIVE2GETHER

Our colleagues want to give to the causes they care about, so we do everything we can to make that as easy as possible for them. We match their contributions to nonprofits up to a maximum of \$8,000 a year. In 2018, we matched \$5.4 million in contributions.

Each fall, we hold a Give2Gether campaign across our workplaces in the U.S., Canada, and India. In 2017, 20,345 U.S. colleagues, 1,697 Canadian colleagues and 5,724 Indian colleagues participated in Give2Gether.

SUSTAINING THE ENVIRONMENT THROUGH GREEN2GETHER

Green2Gether gives colleagues another avenue for making a difference. Through this initiative, colleagues can design and lead environmental initiatives tailored to their workplaces and communities. In 2018, more than 25,000 colleagues participated in our Green2Gether activities during Earth Month – resulting in the planting of more than 35,000 trees, among other things.

2018 GIVE2GETHER IMPACT



3,800

charities total in Canada, the U.S., and India were supported through Give2Gether campaigns.



\$4.4

million donated by colleagues in the U.S.



\$4.3

million matched by the Company in the U.S.



Developing leaders

We work hard to attract, develop, and retain top talent to build our leadership pipeline. This commitment to identifying and developing leaders extends to our communities.

For more than a decade, we have devoted significant resources to creating and funding programs that strengthen leaders within nonprofit and social purpose organizations working to solve the world's biggest challenges. Since 2007, we have invested more than \$80 million to develop more than 100,000 social purpose leaders who are tackling some of society's most complex issues.

TRAINING THE LEADERS OF TOMORROW: THE AMERICAN EXPRESS LEADERSHIP ACADEMY

Founded in 2008, the American Express Leadership Academy builds the personal, business, and leadership skills of emerging nonprofit leaders and social entrepreneurs through multi-day, in-person trainings. The initiative has grown to a global program, training world-class leaders in the areas of education, the arts, social services, health, the environment, and more. To date, we have hosted 130 Leadership Academy programs across 12 countries, training more than 4,300 nonprofit and social sector leaders.

SCALING OUR IMPACT THROUGH DIGITAL LEARNING

We recognize the need to further scale our leadership programs, so in addition to our partner-led Leadership Academy programs, we support two online leadership development platforms for social purpose leaders: +Acumen and Leaderosity.

- **+Acumen:** A nonprofit that seeks to bridge the gap between market-based and philanthropic approaches to social change, +Acumen offers an online course platform and global learning community for social change leaders. +Acumen shares unique leadership tools and guidance on building social enterprises through its free and low-cost, globally accessible online courses. The initiative trained over 11,000 leaders in 2018 and approximately 45,000 since its launch in 2013.
- **Leaderosity:** An online leadership development platform for social purpose leaders. Courses are tailored to each participant's preference and pace with added peer-to-peer interactions challenging participants to be more adaptable and collaborative leaders. This networking aspect gives participants the opportunity to build lasting local, national, and international relationships with a community of like-minded people. In 2018, Leaderosity trained more than 800 leaders.

2018 SOCIAL PURPOSE LEADERSHIP GRANT IMPACT

 **\$10.6M**
IN GRANTS.

 **750+**
More than 750 emerging social purpose leaders trained through 20 American Express Leadership Academy programs in 11 Academy partners.

 **9 COUNTRIES**
China, France, Japan, Kenya, Mexico, Senegal, Singapore, the U.K. and the U.S.

 **20K+**
nonprofit and social sector leaders trained through the American Express Leadership Academy and other in-person or online trainings through our partners, including +Acumen and Leaderosity.



CONTINUING THE LEADERSHIP DEVELOPMENT JOURNEY THROUGH NETWORKING PLATFORMS

Leaders have much to learn from each other. And for true leaders, the learning never ends. Once emerging leaders have completed our programs, we maintain our relationship with them and provide them with these resources to build and maintain relationships with each other:

- We offer ongoing alumni engagement and leadership opportunities through the American Express Leadership Academy LinkedIn group.
- We hosted our fourth annual American Express Leadership Academy Global Alumni Summit in 2018.
- We continue to support Leaderstories.org, a storytelling platform for Academy participants and other leaders. The platform features stories, key resources, and insights on leadership from innovators and experts. The stories inspire, inform, and connect emerging leaders across the nonprofit sector.

ENABLING NONPROFITS TO MAINTAIN THEIR OWN LEADERSHIP DEVELOPMENT PROGRAMS

In 2018, we made more than 90 grants to nonprofit organizations to create, develop, expand, or maintain their own leadership development programs for high-potential, emerging leaders. Nearly 5,000 leaders were trained as a result of grants to organizations as diverse as Chicago Foundation for Women (Chicago, IL), Berkeley Rep (Berkeley, CA), Dance/USA (Washington, DC), CARE. (Atlanta, GA), New York Immigration Coalition (New York, NY), and Rainier Valley Corps (Seattle, WA).

American Express' Annual Leadership Academy Global Alumni Summit

In April 2018, we hosted our fourth annual Leadership Academy Global Alumni Summit in New York, in partnership with Atlas Service Corps.

The Summit celebrated the accomplishments of 72 program participants and provided them with two days of leadership development training, as well as an opportunity to network with alumni and Academy partners from around the world.



Preserving Places

American Express has deep roots in the travel services industry, stretching back to World War I. That's why we feel so connected to historic sites around the world.

We understand the cultural and economic value they bring to communities, and we are committed to backing the continuing stewardship of these sites to ensure they can be experienced and enjoyed by generations to come.

We support projects that help communities preserve or rediscover major historic landmarks and public spaces, providing sustainable and ongoing access to the public, now and in the future. Our emphasis is on sites that represent diverse cultures and engage the public in unique ways.

Since 1974, we have contributed over \$80 million in support of historic preservation efforts around the world. Our funding has preserved more than 680 sites, from the National September 11 Memorial & Museum in New York to the Quixote Fountain in Mexico City's Chapultepec Park.

SAVING THE WORLD'S MOST TREASURED PLACES

We are the founding sponsor of [World Monuments Watch](#), which draws attention to cultural heritage sites around the world threatened by neglect, vandalism, armed conflict, commercial development, natural disasters, and climate change. Over the past 50 years, World Monuments Fund has implemented more than 600 projects in 90 countries. The World Monuments Fund's 2018 Monuments Watch includes 25 sites spanning 30 countries. American Express provided \$1 million in funding to sites in China, France, Italy, Japan, Mexico, Spain, the U.K., and Zimbabwe.

RESTORING AMERICA'S HISTORIC LANDMARKS AND COMMUNITIES

The [National Trust for Historic Preservation](#) is a nonprofit organization dedicated to protecting and restoring America's historic landmarks and communities. Over a decade ago, we joined forces with the National Trust to form Partners in Preservation, an initiative that helps preserve historic sites in the U.S. both directly and by inspiring local citizens to get involved with the historic places at the heart of their communities.

Since 2006, we have committed more than \$28 million dollars to the effort, supporting more than 260 historic sites in San Francisco, Chicago, New Orleans, Boston, Seattle, the Twin Cities area, New York, and Washington, D.C.

Our latest effort was [Partners in Preservation: Main Streets](#), a community-based campaign to raise awareness about the importance of preserving America's main street districts. This was the second national campaign of Partners in Preservation. In 2018, 20 historic districts, which celebrate diversity and the struggle for equality, competed in an online popular vote. The 11 winning main street sites received a total of \$1.6 million in grants to help fund their preservation projects. Additionally, every site that competed received a \$20,000 grant at the outset of the campaign to help raise awareness about their preservation needs, bringing the total to \$2 million in grants.

2018 HISTORIC PRESERVATION GRANT IMPACT

 **\$7M**

IN GRANTS.

 **41**

HISTORIC SITES PRESERVED.

 **11**

COUNTRIES

Argentina, China, Canada, France, Italy, Japan, Mexico, Spain, the U.K., the U.S. and Zimbabwe.

MANAGING OUR OPERATIONS RESPONSIBLY



We recognize our responsibility to help preserve natural resources for future generations and support ethical business practices around the globe.

- 59 Introduction
- 60 Reducing our carbon emissions
- 63 Investing in sustainable workplaces
- 65 Commitment to sustainable products, responsible sourcing, and supplier diversity
- 66 Partnering with our colleagues
- 67 Managing our environmental performance

Managing Our Operations Responsibly



We know that one of the most significant ways we can back our stakeholders is to do our part to protect and sustain the environment on which life depends.

Our approach to environmental stewardship within our operations includes a focus across various themes, such as energy and emissions management, waste management, third-party green building certifications, and responsible sourcing. We prioritize the management and improvement of our own footprint, including the environmental impacts of our offices and operations. We are also powering our network and data centers more efficiently and with the use of renewable resources – and we're exploring more sustainable payment solutions, including utilizing reclaimed ocean-bound plastic to make our Cards. Finally, we strive to work with diverse suppliers and source environmentally and socially responsible products and services from approved third-party vendors.

2018 HIGHLIGHTS



Reduce our environmental impact

- **Zero net carbon emissions** for our operations.⁵
- **100% renewable electricity** powered our operations.
- **Nearly 50%** of our operations were **green-building certified**.⁶



Commit to responsible sourcing

- **100% of the paper** used in our U.S direct marketing efforts was certified **from sustainably managed forests**.
- **17% spend increase in the U.S. for our Minority and Women-Owned Business Enterprises (MWBE)**, compared to 2017.
- Committed to **eliminating single-use plastics across our operations** by 2025, as well as launching the first-ever American Express Credit Card manufactured primarily from reclaimed plastic collected from oceans and coasts in partnership with Parley for the Oceans.



Engage our colleagues in sustainability

- **25,000 participants** in our Earth Month activities.
- **More than \$4.3 million provided in support of the environment and wildlife** through the gift matching and Serve2Gether grant programs.



Reducing our carbon emissions

We know that one of the most significant ways we can back our stakeholders is to do our part to protect and sustain the environment on which life depends. Because climate change represents one of the biggest challenges of our time, we are committed to doing our part to limit global temperature rise to well below 2°C, with efforts to limit this to 1.5°C per the latest Intergovernmental Panel on Climate Change recommendations. In 2018, we became a CarbonNeutral® company through renewable energy credits, carbon offsets, and reduced GHG emissions, and powered our operations with 100% renewable electricity. We are committed to maintaining these efforts moving forward.

We aim to minimize the effects our operations have on the environment and our climate. To that end, we have had a long-standing focus on increasing energy efficiency, promoting renewable energy, and reducing greenhouse gas (GHG) emissions.

American Express Environmental Targets		2018 Progress
 Green Building Certification	40% of our operations to be certified under a green building standard by 2018. ⁶	Surpassed: ~50% 
 GHG Emissions	100% of our employee business travel emissions (third-party air, rail, and rental cars) to be carbon neutral by 2020.	Achieved 
	31% reduction of GHG emissions from 2011 baseline by 2021. ¹²	Surpassed: CarbonNeutral® 
	85% reduction of GHG emissions from 2011 baseline by 2040. ¹²	Surpassed: CarbonNeutral® 
 Renewable Energy	100% of renewable electricity to power our U.S. data centers and our global headquarters by 2021.	Achieved 
	100% of renewable electricity to power our U.S. operations by 2040.	Achieved 
 Energy Efficiency	Reduce energy use by 25% across our managed facilities from 2011 to 2018. ¹³	Surpassed: 28% 

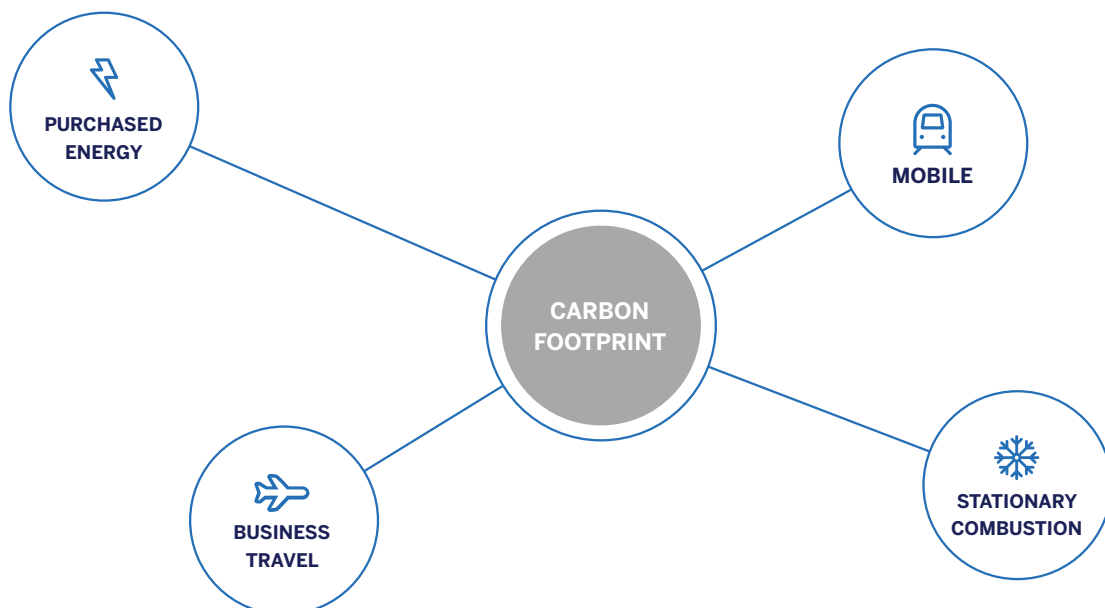


Our carbon footprint is comprised of the electricity we use to power our offices and data centers; the fuel we use for freight (mobile) and colleague business travel by third-party air, rail, and car (business travel); and the diesel and natural gas we burn to heat our facilities and power back-up generators (stationary combustion).

In keeping with international best practices for transparently reporting climate-related impacts, we have submitted data to the CDP (formerly the Carbon Disclosure Project) every year since 2007. We follow the GHG Protocol Scope 2 Guidance for measuring and reporting both market-based and location-based Scope 2 GHG emissions,¹⁴ and we also report on Scope 3 CO₂ emissions from colleague business travel. In 2018, we received a score of B on our climate change impact reporting. Please refer to [page 67](#).

CARBONNEUTRAL® COMPANY

Through a combination of renewable energy credits, carbon offsets, and emission reduction projects around the world, we have reduced our emissions to net zero in accordance with The CarbonNeutral® Protocol, the global standard for carbon neutral programs. As a result, we have achieved CarbonNeutral® company certification for 2018. This involved an independent assessment of the CO₂ emissions produced from our Scope 1, 2, and select Scope 3 categories followed by the purchase of environmental instruments, which support low-carbon sustainable development and renewable energy projects around the world. All the projects are independently verified to assure the quality of the emissions reductions or renewable energy generation to enable American Express to report a net zero carbon footprint.





NEW ENVIRONMENTAL COMMITMENTS AND GOALS

COMMITMENTS



0 net

Remain carbon neutral for our operations⁵

100%

Power our operations with 100% renewable electricity

2025 ENVIRONMENTAL GOALS

 <h2>Energy</h2> <p>Reduce energy use by 35% across our managed facilities, compared to 2011.¹⁵</p>	 <h2>Waste</h2> <p>Reduce waste generated from our managed facilities by 10% per employee, compared to 2019.¹⁵</p> <p>Divert 60% of office waste generated from our managed facilities from going to landfill.¹⁵</p> <p>Achieve zero waste certification for our U.S. headquarters.</p>	 <h2>Water</h2> <p>Reduce water use from our managed facilities by 10% per employee, compared to 2019.¹⁵</p>
 <h2>Sourcing</h2> <p>Eliminate single-use plastics across our operations.¹⁶</p> <p>Source 100% of our direct marketing, customer communications and office paper from certified responsibly managed forests.</p>		 <h2>Green Building</h2> <p>Achieve Green Building certification for 60% of our operations.¹⁷</p>



Investing in sustainable workplaces

A safe, healthy, and productive work environment is vital to our colleagues and to our business. We strive to design, build, and operate our facilities to continuously consume fewer resources and emit lower levels of greenhouse gases while improving indoor environmental quality and colleague well-being.

OPTIMIZING SPACE AND ENERGY USAGE AND PURCHASING GREEN POWER

Optimizing energy use and purchasing renewable energy have played an essential role in our journey to become a more sustainable workplace. In 2018, we purchased nearly 250,000,000 kWh of renewable energy attribute certificates (EACs) worldwide.

Our U.S. data centers are green building and ISO 9001-2008 certified, employing best-in-class environmental and quality management systems. They offset 100% of their electricity consumption through the combined purchase of RECs and on-site generation of solar power.

Our Company workspace program, BlueWork, employs sustainable furniture and construction materials based on the U.S. Green Building Council's LEED Certification rating systems. Workspace allocation guidelines, coupled with remote work capabilities, optimize the use of real estate while offering greater flexibility. We further support colleagues with virtual workplace tools, technologies, and electronics that adhere to energy efficiency standards.

PUTTING SUSTAINABILITY ON THE MENU

Dining services are an essential part of our daily building operations, feeding thousands of colleagues around the world. As food production is increasingly recognized as a major contributor to climate change, our food services providers, catering, and cafeteria staff are transforming their operations to reduce our greenhouse gas emissions by offering a broader range of low-carbon, plant-based food options. Also, as the Company sets new targets to reduce waste and single-use plastics, our dining operations are shifting to compostable and reusable packaging and materials to curb unnecessary waste heading into landfills.

Here are some highlights from 2018:

- Our two Phoenix cafeterias achieved Green Restaurant Association (GRA) certification. Five of the six U.S. cafeterias are now GRA certified.
- Replaced single-use plastics in all U.S. cafeteria operations with compostable packaging and utensils, eliminating 62,000 pounds of single-use plastic in 2018.
- We pushed the transition to 100% reusable china and coffee mugs in select locations, and 65% of offices with dining operations offer compostable or reusable wares as alternatives to single-use plastic.
- We partnered with Farmshelf, a company that makes hydroponic growing machines, to bring "Blue Box Grown" picked in the cafeteria to your plate. In 2018, about 100 pounds of produce came from the six machines in our New York headquarters.
- Our New York headquarters hired Transferration to donate excess food from our dining and catering operations to local food shelters. In 2018, more than 6,000 pounds of food were donated, feeding approximately 5,300 people.



REDUCING WASTE AND CONSERVING WATER

In the advent of growing environmental damage from plastic waste, major changes in the waste disposal supply chain globally, and the Company's partnership with Parley for the Oceans, waste management has become a top priority for our operational teams. Three of our new operational 2025 targets focus on the reduction and diversion of landfill-bound waste and single-use plastics.

Water scarcity is also a growing environmental issue, impacting some regions of the world more than others. Where our operations are based in regions where water conservation is a priority, various efficiency measures are taken to curb excess water use, although we anticipate more water use from dishwashing as part of our waste reduction goals. We set a new target to reduce our water consumption from managed facilities by 10% per employee from 2019 levels.¹⁵

2018 HIGHLIGHTS



Waste

- **13% waste reduction** from managed facilities since 2015.¹⁸
- **27% of total refuse was diverted from landfills from our managed facilities.** We were able to divert less waste in 2018 as compared to 2017, due to changes to city recycling laws in the New York City area, which limited the scope of what could be recycled, and as such negatively impacted our waste diversion rates. Changes have been made at our New York headquarters to rebound in 2019.
- **78% of managed facilities have switched from desk waste bins to a centralized floor waste program,** enabling higher rates of recycling and a better consistency of waste separation to avoid contamination.
- As part of our commitment to achieve zero waste in our New York headquarters by 2025, **an organic waste pilot was kicked off to divert food and compostable waste from the landfill waste stream.** Based on the pilot's results, all floors in the New York headquarters will participate in an organics disposal program by the end of 2019.
- 59% of managed facilities now offer **electronic waste collection points** for colleagues to drop off Company-owned devices.



Water

- **Reduced our total water consumption from managed facilities by 8%** since 2015.¹⁹
- **73% of managed facilities have low-flow equipment installed** in all washrooms to minimize excess water consumption.



Commitment to sustainable products, responsible sourcing, and supplier diversity

PROVIDING SUSTAINABLE SERVICES

Customers increasingly expect to see sustainable practices from the companies they do business with. That's why our approach to managing our environmental impact extends to how our products and services are delivered to, and used by, our customers.

We offer a variety of convenient, sustainable options to help customers reduce their personal environmental footprint, such as:

- Online alternatives to traditional paper-based documents.
- Account information and documents stored virtually in data centers where 100% of the electricity is offset by renewable energy.
- Tools to reduce our customers' travel-related carbon footprint.

PARTNERSHIP TO REDUCE PLASTIC IN OUR PRODUCTS AND OPERATIONS

In an effort to combat marine plastic pollution, we began collaborating with Parley for the Oceans in the beginning of 2018 to raise awareness of this issue, and we aim to launch the first-ever American Express Credit Card manufactured primarily from reclaimed plastic collected from oceans and coasts. In addition, we are committing to evolve our operations to embody Parley's A.I.R. (Avoid, Intercept, Redesign) philosophy through a corporate pledge to limit single-use plastics, intercept plastic waste, and redesign existing materials and plastic products. Progress on our A.I.R. strategy includes:

- Removed single-use plastic straws and coffee stirrers from our global headquarters, managed office facilities, and operating centers. We also removed all single-use plastic for Centurion® Lounges globally.
- Committed to diverting 60% of waste from managed facilities with measured data from landfills by 2025.
- Prototyped the first American Express Credit Card made from reclaimed plastic with Parley for the Oceans.
- Engaged more than 1,100 colleagues in 12 river and ocean clean-ups globally in 2018.
- Committed to eliminating single-use plastics across our operations by 2025.

2018 HIGHLIGHTS



100%

of paper used in our U.S. direct marketing efforts were certified from sustainably managed forests.



54%

of Card Member statements were paperless.²⁰



92%

of Card Member payments were electronic.²¹



PARTNERING WITH OUR COLLEAGUES

Our colleagues are critical to our environmental sustainability initiatives. We partner with them to make our facilities and communities more climate-friendly through everyday work practices, volunteer-led Green2Gether Teams, and environmental events, such as Earth Week and Earth Hour.

Through our Green2Gether teams, colleagues design and lead environmental initiatives tailored to their workplaces and local communities. Events such as recycling drives, lectures, and awareness campaigns give sustainability minded colleagues the opportunity to enhance their professional and personal development while making a vital contribution to reducing our environmental footprint.

MANAGING THIRD-PARTY RELATIONSHIPS

We take a comprehensive approach to managing third-party relationships throughout their entire lifecycle to ensure we are complying with regulatory requirements. Any new, modified, and renewed engagements considered high-risk undergo rigorous risk assessment and due diligence. Colleagues must also regularly evaluate third parties they work with to ensure they are meeting relationship, compliance, and risk expectations.

Additionally, we source environmentally and socially responsible products and services from approved third-party vendors. We have set a new goal to source 100% of our direct marketing, customer communications and office paper from certified responsibly managed forests by 2025.

ENGAGING COLLEAGUES IN 2018



25K

participants in our Earth Month activities.



\$4.3M+

provided in support of the environment and wildlife through our Gift Matching and Serve2Gether grant programs.

ENSURING SUPPLIER DIVERSITY

Winning strategies, products, and services require diversity of thought, perspective, and contribution. We are committed to inclusion and diversity across our organization, including among the third parties with whom we do business.

We monitor our annual spend with suppliers that are certified business enterprises with protected-class owners and operators, including:

- Minority Business Enterprises
- Women-Owned Business Enterprises
- Small Business Enterprises/8(a)/HUBZone-certified firms
- LGBTQ-owned firms
- Disadvantaged or Disability-Owned Business Enterprises
- Veteran-Owned Business Enterprises

2018 HIGHLIGHTS



17%

spend increase in the U.S. for our Minority and Women-Owned Business Enterprises (MWBE) in 2018, compared to 2017.

We support human rights in our supply chain and are committed to working with suppliers who share our values. All third parties – including suppliers – that provide us with goods or services are required to conduct business in accordance with all applicable laws, rules, and regulations, in addition to adhering to our standards of integrity, transparency, and ethics. We enforce this through our [Blue Box Shared Values](#) documentation. View our [Human Rights Statement](#) and [U.K Modern Slavery Act Transparency Statement](#).



Managing our environmental performance

	UNIT ²⁴	TREND 2017-2018	2018	2017	2016
Employee headcount	FTE	▲	59,000	55,000	56,400
Annual revenue ²²	\$US M	▲	\$40,338	\$36,878	\$35,438
Building square footage ²³	ft ²	▼	8,504,984	8,924,040	8,885,680
Green building square footage ⁶	ft ²	▲	4,488,252	4,076,962	4,103,345
ENERGY²⁵					
Global direct energy consumption	MWh	▼	92,516	93,021	98,142
Natural gas	MWh	▼	16,711	17,615	17,440
Fuel oil	MWh	▲	3,241	2,333	3,588
Mobile fuel	MWh	▼	72,564	73,073	77,114
Global intermediate energy consumption	MWh	▼	270,449	282,723	277,558
Purchased electricity	MWh	▼	246,955	259,323	255,964
Purchased steam & chilled water	MWh	▲	23,494	23,400	21,594
Global direct and intermediate energy consumption	MWh	▼	362,965	375,744	375,701
Global percent renewable electricity		▲	100%	62%	59%
GREENHOUSE GAS (GHG) EMISSIONS					
Scope 1 - direct	tCO ₂ e	▼	23,981	24,162	25,438
Scope 2 (location) - indirect	tCO ₂ e	▼	112,745	119,932	127,760
Scope 2 (market) - indirect ²⁶	tCO ₂ e	▼	2,994	55,273	59,115
Scope 3: category 6 - business travel ²⁷	tCO ₂ e	▲	47,285	34,224	38,364
Total emissions: scope 1 & 2 (location)	tCO ₂ e	▼	136,726	144,094	153,198
Total emissions: scope 1, 2 (market)	tCO ₂ e	▼	26,975	79,435	84,553
Total emissions: scope 1, 2 (market), and 3 category 6	tCO ₂ e	▼	74,260	113,659	122,917
Verified carbon offset emissions reductions	tCO ₂ e	▼	75,970	35,000	0
Net emissions: scope 1, 2 (market) and 3 category 6 with purchased GHG emissions offsets		▼	0	78,659	122,917
Scope 1 & scope 2 (market) emissions per revenue	tCO ₂ e/\$M	▼	0.7	2.2	2.4
Scope 1 & scope 2 (market) emissions per building square footage	kgCO ₂ e/ft ²	▼	3.2	8.9	9.5
Scope 1 & scope 2 (market) emissions per employee headcount	tCO ₂ e/FTE	▼	0.5	1.4	1.5
GLOBAL WATER¹⁹					
Global water usage	m ³	▲	609,310	527,562	627,549
GLOBAL WASTE¹⁸					
Waste generated	tons	▲	3,324	3,130	3,073
Waste recycled	tons	▼	1,075	1,389	1,501
PAPER USE					
U.S. direct mail	LBS	▼	35,380,912	76,596,158	109,037,128
Percent U.S. direct mail from sustainable sources		▲	100%	98%	97%
Copy paper pages printed globally (sheets)		▼	80,512,205	83,410,737	106,221,667
CDP					
Climate change survey: score ²⁸			B	A-	B
ENVIRONMENTAL VIOLATIONS					
Environmental violations (number)			0	0	0

1. CarbonNeutral® certification is granted to businesses or organizations that have reduced their carbon emissions to net zero in accordance with The CarbonNeutral Protocol.
2. Operations include all our managed facilities, field sites and data centers. Managed facilities are individual properties operationally managed by our global real estate team and housing critical business functions. Field sites are individual properties that are not operationally managed by our global real estate team but directly by our business units. They are typically smaller sites, less than 30,000 square feet (including airport lounges, foreign exchange kiosks, and sales offices) that are owned or leased by American Express.
3. This spend statistic is an aggregate of the average spend as reported by consumers in surveys commissioned by American Express reporting spend habits on Small Business Saturday of consumers who were aware of the day. It does not reflect actual receipts or sales. Each such survey was conducted among a nationally representative sample of U.S. adults. The surveys had an overall margin of error of between +/- 2.0% and +/- 5.47%, at the 95% level of confidence. The data was projected from the samples based on then-current U.S. Census estimates of the U.S. adult population (18+).
4. The Small Business Saturday Consumer Insights Survey was conducted in the U.K. among a nationally representative sample of 4,003 males and females 18 years of age or older. The sample was collected using an email invitation and an online survey. The study gathered self-reported data and does not reflect actual receipt or sales. It was conducted anonymously on December 1 and 2, 2018. The survey has an overall margin of error of +/- xx % at the 95% level of confidence.
5. Achieved zero net carbon emissions for scope 1, 2, and 3 (waste and employee business travel, including third-party air, rail and rental cars) through renewable energy credits, carbon offsets, and reduced GHG emissions. Operations include all our managed facilities, field sites and data centers. Managed facilities are individual properties operationally managed by our global real estate team and housing critical business functions. Field sites are individual properties that are not operationally managed by our global real estate team but directly by our business units. They are typically smaller sites, less than 30,000 square feet (including airport lounges, foreign exchange kiosks, and sales offices) that are owned or leased by American Express.
6. Green building certified square footage is total square footage of leased or owned facilities actively occupied by American Express (excluding parking lot square footage) certified under a global or locally recognized third-party environmental building rating system as meeting their performance criteria (LEED, BREEAM, NABERS, and GreenMark).
7. AmexMeet, also known as WebEx, is a tool that provides on-demand collaboration, online meeting, web conferencing and videoconferencing applications.
8. Telepresence is a video collaboration tool that offers a realistic "in-person" experience through full, high-definition video and audio. It allows individuals to engage and collaborate virtually anytime, anywhere and across multiple platforms.
9. The 2018 Small Business Economic Impact Study was conducted by Econsult Solutions, Inc. (ESI) on behalf of American Express. ESI calculated the share of national Gross Domestic Product (GDP), employment and employee compensation that small businesses with under 100 employees provide to the economy based on an analysis used by the U.S. Small Business Administration. ESI also estimated how much of each dollar spent at the average small business remains in their local community and used input-output analysis across 100 representative U.S. counties to calculate the additional impact that is generated locally as the result of the spending of employees and the spending of the small business with local suppliers and service providers. amex.co/another-reason-shop-small.
10. The 2018 Small Business Saturday Consumer Insights Survey was conducted by Teneo on behalf of American Express and the National Federation of Independent Businesses (NFIB). The survey is a nationally representative sample of 1,995 males and females 18 years of age or older. The sample was collected using an email invitation and an anonymous online survey from October 15-26, 2018. The survey has an overall margin of error of +/- 2.2%, at the 95% level of confidence.
11. According to Taproot Foundation, services donated by business professionals are valued at \$150 per hour and per the 2019 Bureau of Labor Statistics data, the estimated value of more traditional volunteering time is \$25.43.
12. For scope 1 and 2, based on market-based carbon accounting methodology.
13. Measurement is based only on managed facilities where metered /or measured data is available.
14. According to the GHG Protocol Scope 2 Guidance, a location-based method reflects the average emissions intensity of grids on which energy consumption occurs (using mostly grid-average emission factor data). A market-based method reflects emissions from electricity that companies have purposefully chosen (or their lack of choice). It derives emission factors from contractual instruments, which include any type of contract between two parties for the sale and purchase of energy bundled with attributes about the energy generation, or for unbundled attribute claims. Unless otherwise indicated, the Scope 2 GHG emissions disclosed in this report are market-based.
15. Measurement is based only on managed facilities where metered and/or measured data is available; per employee goals based on number of employees located in such managed facilities.
16. Single-use plastics is defined as plastic items that are used only once before they are thrown away or recycled. These items are things like plastic bags, straws, coffee stirrers, soda and water bottles and most food packaging. Materials that are plastic yet designed to be reusable (i.e. reusable plastic food containers or water bottles) are out of scope.
17. Green building certified percentage is represented by the total square footage of leased or owned facilities, actively occupied by American Express (excluding parking lot square footage) certified under a global or locally recognized third-party environmental building rating system as meeting their performance criteria (LEED, BREEAM, NABERS, and GreenMark).

18. Waste generation reported only for managed facilities where waste generation data is available. The waste usage for 2018 represents approximately 67% (4,457,816SF) of the globally managed office footprint. Previously disclosed data for 2016 and 2017 have been restated based on operational changes in methodology.
19. Water usage reported only for managed facilities where measured data is available. Reported water usage for 2018 represents approximately 75% (4,983,003SF) of the globally managed office footprint. Previously disclosed data for 2016 and 2017 have been restated based on operational changes in methodology.
20. Includes Global Consumer, Global Small Business and US Corporate Card Members.
21. "Electronic" includes payments received via phone, online, Auto Pay, third party remits and wire transfers.
22. Previously disclosed amounts have been restated in conjunction with the adoption of the new revenue recognition standard.
23. Building square footage includes all leased and owned facilities actively occupied by American Express, excluding parking lot square footage, including facilities managed centrally by the American Express Global Real Estate team, by individual business units and the Data Center Infrastructure team.
24. FTE: Full-time Equivalent; \$US M: Millions of dollars; ft2: Square Footage; tCO2e: Metric Tons of Carbon Dioxide Equivalent; KgCo2: Kilograms of Carbon Dioxide Equivalent; MWh: Megawatt Hours; m3: Cubic Meters; Lbs.: Pound Weight.
25. Energy usage based on combination of metered energy consumption billing data and estimated energy consumption data based on energy intensity per square footage standards outlines in the GHG Protocol where metered data is not currently available.
26. 246,955 MWh, 160,663 MWh and 150,000 MWh of renewable energy attributes were applied to the 2018, 2017 and 2016 scope 2 market-based emissions, respectively, resulting in 109,751 MtCO2e, 68,256 MtCO2e and 71,531 MtCO2e emissions reduction, respectively.
27. Represents third-party air and rail travel and rental cars.
28. Previously disclosed scores have been updated to align with CDP public disclosure practices.



VERIFICATION STATEMENT GREENHOUSE GAS EMISSIONS

Apex Companies, LLC (Apex) was engaged to conduct an independent verification of the greenhouse gas (GHG) emissions reported by American Express for the calendar year (CY) 2018. This Verification Statement applies to the related information included within the scope of work described below.

The determination of the GHG emissions is the sole responsibility of American Express. Apex's sole responsibility was to provide independent verification on the accuracy of the GHG emissions reported, and on the underlying systems and processes used to collect, analyze and review the information.

Boundaries of the reporting company GHG emissions covered by the verification:

- Operational Control
- Worldwide
- Exclusions: None

Emissions data verified:

American Express Entity-Wide GHG Emissions for CY 2018	
Scope 1 Emissions Metric Tonnes (mt) of CO ₂ equivalent (CO _{2e})	23,981
Scope 2 Emissions – Location Based mt CO _{2e}	112,745
Scope 2 Emissions – Market Based mt CO _{2e} (purchased steam and chilled water emissions)	2,994
Scope 3 Emissions – Category 6 Business Travel CO _{2e}	47,285
Total Scope 1 + Scope 2 Market Based + Scope 3 Business Travel CO_{2e}	74,260
GHG Emission Offsets and Net Emissions for CY 2018	
Purchased GHG Emission Offsets mt CO _{2e}	75,970
Net Emissions CO_{2e} (Scope 1 + Scope 2 Market Based + Scope 3) - Purchased GHG Emission Offsets	0

Data and information supporting the Scope 1 and Scope 2 GHG emissions assertion were in some cases estimated rather than historical in nature.

Data and information supporting the Scope 3 GHG emissions assertion were in some cases estimated rather than historical in nature.

WATER RESOURCES • ENVIRONMENTAL SERVICES • INDUSTRIAL HYGIENE • SAFETY • CLIMATE CHANGE

Apex Companies, LLC • 1940 E. Deere Avenue, Suite 210, Santa Ana, CA • (714) 431-4100



American Express
July 25, 2019

Page 2

Period covered by GHG emissions verification:

- Calendar Year 2018 – January 1 to December 31, 2018

GHG Reporting Protocols against which verification was conducted:

- World Resources Institute (WRI)/World Business Council for Sustainable Development (WBCSD) Greenhouse Gas (GHG) Protocol, Corporate Accounting and Reporting Standard, Revised Edition (**Scope 1 and 2**) and the GHG Protocol Scope 2 Guidance, an amendment to the GHG Protocol Corporate Standard.
- WRI/WBCSD Greenhouse Gas Protocol Corporate Value Chain (**Scope 3**) Accounting and Reporting Standard.

GHG Verification Protocols used to conduct the verification:

- ISO 14064-3: Greenhouse gases -- Part 3: Specification with guidance for the validation and verification of greenhouse gas assertions

Level of Assurance and Qualifications:

- Limited
- Materiality Threshold $\pm 5\%$
- Qualifications: None

GHG Verification Methodology:

- Interviews with relevant personnel of American Express and their consultant;
- Review of documentary evidence produced by American Express;
- Review of American Express data and information systems and methodology for collection, aggregation, analysis and review of information used to determine GHG emissions at American Express's New York City headquarters office;
- Audit of samples of data used by American Express to determine GHG emissions.

Assurance Opinion:

Based on the process and procedures conducted, there is no evidence that the GHG emissions assertion shown above:

- is not a fair representation of the GHG emissions data and information; and
- has not been prepared in accordance with the WRI/WBCSD GHG Protocol Corporate Accounting and Reporting Standard (Scope 1 and 2), and WRI/WBCSD Greenhouse Gas Protocol Corporate Value Chain Accounting and Reporting Standard (Scope 3).

It is our opinion that American Express has established appropriate systems for the collection, aggregation and analysis of quantitative data for determination of these GHG emissions for the stated period and boundaries.



American Express
July 25, 2019

Page 3

Statement of independence, impartiality and competence

Apex is an independent professional services company that specializes in Health, Safety, Social and Environmental management services including assurance with over 30 years history in providing these services.

No member of the verification team has a business relationship with American Express, its Directors or Managers beyond that required of this assignment. We conducted this verification independently and to our knowledge there has been no conflict of interest.

Apex has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day-to-day business activities.

The verification team has extensive experience in conducting assurance over environmental, social, ethical and health and safety information, systems and processes, has over 20 years combined experience in this field and an excellent understanding of Apex's standard methodology for the verification of greenhouse gas emissions data.

Attestation:

A handwritten signature in blue ink, appearing to read 'David Reilly'.

David Reilly, Lead Verifier
Principal Consultant
Climate Change and Sustainability Services
Apex Companies, LLC

A handwritten signature in blue ink, appearing to read 'Trevor Donagh'.

Trevor Donagh, Technical Reviewer
Program Manager
Climate Change and Sustainability Services
Apex Companies, LLC

July 25, 2019

This verification statement, including the opinion expressed herein, is provided to American Express and is solely for the benefit of American Express in accordance with the terms of our agreement. We consent to the release of this statement by you to the CDP in order to satisfy the terms of CDP disclosure requirements but without accepting or assuming any responsibility or liability on our part to CDP or to any other party who may have access to this statement.

GRI Content Index

This report responds to the Global Reporting Initiative (GRI) Standards reporting guidelines. The table below shows where you can find the information required for each Standard Disclosure. While most information is found in this report, other primary sources include: our 2018 Annual Report on Form 10-K, 2019 Proxy Statement, 2018 Carbon Disclosure Project submission, and our corporate website.

GRI STANDARD DISCLOSURES

Disclosure No.	Disclosure Title	Report Section or Other Documentation	Page No.
GRI 102: GENERAL DISCLOSURES			
102-1	Name of organization	American Express Company	
102-2	Activities, brands, products, and services	About American Express, Company Profile, Form 10-K, Item 1	4
102-3	Location of headquarters	200 Vesey Street New York, NY 10281	
102-4	Location of operations	About American Express, Company Profile	4
102-5	Ownership and legal form	Form 10-K, Item 1	
102-6	Markets served	About American Express, Company Profile, Form 10-K, Item 1	4
102-7	Scale of organization	About American Express, Company Profile	4
102-8	Information on employees and other workers	About American Express, Company Profile, Serving Our Colleagues, Our Global Inclusion and Diversity Strategy	4, 26
102-10	Significant changes to the organization and its supply chain	Form 10-K, Item 1	
102-11	Precautionary principle or approach	Promoting Responsible Business Practices, Risk Management and Security	21
102-12	External initiatives	How We Approach CSR, American Express and the UN SDGs, Promoting Responsible Business Practices, Advocacy and Membership in Key Organizations	11, 23
102-13	Memberships of associations	Promoting Responsible Business Practices, Business Ethics, Policies and Procedures, Policy Engagement and Political Activity	23
102-14	Statement from senior decision-maker	CEO Letter	3
102-15	Key impacts, risks, and opportunities	How We Approach CSR, Engaging with Stakeholders, Identifying Key Environmental, Social, and Governance (ESG) Issues Form 10-K, Item 1A	9, 10
102-16	Values, principles, standards, and norms of behavior	Promoting Responsible Business Practices, Business Ethics	17
102-17	Mechanisms for advice and concerns about ethics	Promoting Responsible Business Practices, Business Ethics, Reporting Concerns	17, 18

Disclosure No.	Disclosure Title	Report Section or Other Documentation	Page No.
102-18	Governance structure	How We Approach CSR, Promoting Responsible Business Practices, Proxy (pages 9-28, 36)	8, 16
102-19	Delegating authority	How We Approach CSR, Our CSR Governance Structure	14
102-20	Executive-level responsibility for economic, environmental, and social topics	How We Approach CSR, CDP Submission	8
102-21	Consulting stakeholders on economic, environmental and social impacts	How We Approach CSR, Engaging with Our Stakeholders, Identifying Key Environmental, Social, and Governance (ESG) Issues	9, 10
102-22	Composition of the highest governance body and its committees	Proxy (pages 7-30)	
102-23	Chair of the highest governance body	Proxy (page 13)	
102-24	Nominating and selecting the highest governance body	Proxy (pages 9, 16-17)	
102-25	Conflicts of interest	Proxy (pages 27-28, 63-64)	
102-26	Role of highest governance body in setting purpose, values, and strategy	How We Approach CSR, Proxy (pages 9-21, 36)	8
102-27	Collective knowledge of highest governance body	Proxy (Public Responsibility Committee, page 25)	
102-29	Identifying and managing economic, environmental, and social impacts	CDP Submission	
102-30	Effectiveness of risk management processes	Proxy (pages 23-26)	
102-31	Review of economic, environmental, and social topics	Proxy (Public Responsibility Committee, page 25) CDP Submission	
102-33	Communicating critical concerns	Code of Conduct (pages 4-5)	
102-35	Remuneration policies	Proxy (pages 42-79)	
102-36	Process for determining remuneration	Proxy (pages 42-64)	
102-37	Stakeholders' involvement in remuneration	Proxy (pages 27-30)	
102-40	List of stakeholder groups	How We Approach CSR, Engaging with Our Stakeholders	9
102-42	Identifying and selecting stakeholders	How We Approach CSR, Engaging with Our Stakeholders	9
102-43	Approach to stakeholder engagement	How We Approach CSR, Engaging with Our Stakeholders, Identifying Key Environmental, Social, and Governance (ESG) Issues	9, 10
102-45	Entities included in consolidated financial statements	Subsidiaries of the Company	
102-46	Defining report content and topic boundaries	About This Report	6
102-47	List of material topics	Priority issues are included in How We Approach CSR, Identifying Key Environmental, Social, and Governance (ESG) Issues	10
102-48	Restatements of information	See environmental table in the Managing our Operations Responsibly and endnotes	58, 68
102-49	Changes in reporting	There are no significant changes from the previous reporting period.	

Disclosure No.	Disclosure Title	Report Section or Other Documentation	Page No.
102-50	Reporting period	About This Report	6
102-51	Date of most recent report	September 2018	
102-52	Reporting cycle	Annual	
102-53	Contact point for questions regarding the report	We value feedback from our stakeholders. If you would like to get in touch, please email corporate.social.responsibility@aexp.com	
102-55	GRI content index	GRI Content Index	73
102-56	External assurance	Apex Companies, LLC (Apex) was engaged to conduct an independent verification of the greenhouse gas emissions reported by American Express for the calendar year 2018.	
GRI 103: MANAGEMENT APPROACH			
103-1	Explanation of the material topic and its boundary	How We Approach CSR, Identifying Key Environmental, Social, and Governance (ESG) Issues	10
103-2	The management approach and its components	Promoting Responsible Business Practices, Reporting Concerns	18
103-3	Evaluation of the management approach	Promoting Responsible Business Practices, Reporting Concerns	18
GRI 201: ECONOMIC PERFORMANCE			
103-1	Explanation of the material topic and its boundary	How We Approach CSR, Identifying Key Environmental, Social, and Governance (ESG) Issues	10
103-2	The management approach and its components	Form 10-K, Item 7	
103-3	Evaluation of the management approach	Form 10-K, Item 7	
201-1	Direct economic value generated and distributed	About American Express, Company Profile, Form 10-K, Item 7	4
201-2	Financial implications and other risks and opportunities due to climate change	CDP Submission (CC2.3, CC2.4)	
GRI 202: MARKET PRESENCE			
103-1	Explanation of the material topic and its boundary	How We Approach CSR, Identifying Key Environmental, Social, and Governance (ESG) Issues	10
103-2	The management approach and its components	Form 10-K, Item 1	
103-3	Evaluation of the management approach	Form 10-K, Item 1	
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	We provide competitive levels of compensation that meet or exceed local minimum wage requirements. Competitive wages and benefit programs may vary according to country and/or location. Most employees hired locally.	
201-2	Proportion of senior management hired from the local community	Most employees are hired locally. We may consider qualified candidates across the globe when hiring for senior management positions.	
GRI 203: INDIRECT ECONOMIC IMPACTS			
103-1	Explanation of the material topic and its boundary	How We Approach CSR, Identifying Key Environmental, Social, and Governance (ESG) Issues	10
103-2	The management approach and its components	How We Approach CSR, Caring for Our Communities	8, 49

Disclosure No.	Disclosure Title	Report Section or Other Documentation	Page No.
103-3	Evaluation of the management approach	How We Approach CSR, Caring for Our Communities	8, 49
203-1	Infrastructure investments and services supported	Caring for Our Communities, Revitalizing Neighborhoods	51
203-2	Significant indirect economic impacts	Caring for Our Communities, Serving Communities, Developing Leaders	51, 55
GRI 204: PROCUREMENT PRACTICES			
103-1	Explanation of the material topic and its boundary	How We Approach CSR, Identifying Key Environmental, Social, and Governance (ESG) Issues	10
103-2	The management approach and its components	Managing Our Operations, Commitments to Sustainable Products, Responsible Sourcing, and Supplier Diversity	65
103-3	Evaluation of the management approach	Managing Our Operations, Commitments to Sustainable Products, Responsible Sourcing, and Supplier Diversity	65
GRI 205: ANTI-CORRUPTION			
103-1	Explanation of the material topic and its boundary	How We Approach CSR, Identifying Key Environmental, Social, and Governance (ESG) Issues	10
103-2	The management approach and its components	Promoting Responsible Business Practices, Business Ethics Policies and Procedures	17
103-3	Evaluation of the management approach	Promoting Responsible Business Practices, Business Ethics Policies and Procedures	17
205-2	Communication and training about anti-corruption policies and procedures	Promoting Responsible Business Practices, Business, Ethics Policies and Procedure. Code of Conduct	17
GRI 301: MATERIALS			
103-1	Explanation of the material topic and its boundary	How We Approach CSR, Identifying Key Environmental, Social, and Governance (ESG) Issues	10
103-2	The management approach and its components	Managing Our Operations	59
103-3	Evaluation of the management approach	Managing Our Operations	59
301-1	Materials used by weight or volume	Managing Our Operations, Managing our Environmental Performance	67
GRI 302: ENERGY			
103-1	Explanation of the material topic and its boundary	How We Approach CSR, Identifying Key Environmental, Social, and Governance (ESG) Issues	10
103-2	The management approach and its components	Managing Our Operations, Introduction, and Reducing Our Carbon Emissions	60, 61
103-3	Evaluation of the management approach	Managing Our Operations, Introduction, and Reducing Our Carbon Emissions	60, 61
302-1	Energy consumption within the organization	Managing Our Operations, Managing our Environmental Performance	67
302-4	Reduction of energy consumption	Managing Our Operations, Reducing Our Carbon Emissions, and Managing our Environmental Performance	60,61,67

Disclosure No.	Disclosure Title	Report Section or Other Documentation	Page No.
GRI 303: WATER			
103-1	Explanation of the material topic and its boundary	How We Approach CSR, Identifying Key Environmental, Social, and Governance (ESG) Issues	10
103-2	The management approach and its components	Managing Our Operations, Reducing Waste, Water, and Chemicals	64
103-3	Evaluation of the management approach	Managing Our Operations, Reducing Waste, Water, and Chemicals	64
GRI 305: EMISSIONS			
103-1	Explanation of the material topic and its boundary	How We Approach CSR, Identifying Key Environmental, Social, and Governance (ESG) Issues	10
103-2	The management approach and its components	Managing Our Operations, Introduction, and Reducing Our Carbon Emissions	60, 61
103-3	Evaluation of the management approach	Managing Our Operations, Introduction, and Reducing Our Carbon Emissions	60, 61
305-1	Direct (Scope 1) GHG emissions	Managing Our Operations, Managing our Environmental Performance	67
305-2	Energy indirect (Scope 2) GHG emissions	Managing Our Operations, Managing our Environmental Performance	67
305-3	Other indirect (Scope 3) GHG emissions	Managing Our Operations, Managing our Environmental Performance	67
305-4	GHG emissions intensity	Managing Our Operations, Managing our Environmental Performance	67
305-5	Reduction of GHG emissions	Managing Our Operations, Managing our Environmental Performance	67
GRI 306: EFFLUENTS AND WASTE			
103-1	Explanation of the material topic and its boundary	How We Approach CSR, Identifying Key Environmental, Social, and Governance (ESG) Issues	10
103-2	The management approach and its components	Managing Our Operations, Introduction, and Reducing Our Carbon Emissions	60, 61
103-3	Evaluation of the management approach	Managing Our Operations, Investing in Sustainable Workplaces, Reducing Waste, Water, and Chemicals	63, 64
306-2	Waste by type and disposal method	Managing Our Operations, Investing in Sustainable Workplaces, Reducing Waste, Water, and Chemicals	63, 64
GRI 401: EMPLOYMENT			
103-1	Explanation of the material topic and its boundary	How We Approach CSR, Identifying Key Environmental, Social, and Governance (ESG) Issues	10
103-2	The management approach and its components	Serving Our Colleagues, Introduction	25
103-3	Evaluation of the management approach	Serving Our Colleagues, Introduction	25

Disclosure No.	Disclosure Title	Report Section or Other Documentation	Page No.
GRI 404: TRAINING AND EDUCATION			
103-1	Explanation of the material topic and its boundary	How We Approach CSR, Identifying Key Environmental, Social, and Governance (ESG) Issues	10
103-2	The management approach and its components	Serving Our Colleagues, Introduction	25
103-3	Evaluation of the management approach	Serving Our Colleagues, Introduction	25
404-2	Programs for upgrading employee skills and transition assistance programs	Serving Our Colleagues, Providing Learning and Development	30
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY			
103-1	Explanation of the material topic and its boundary	How We Approach CSR, Identifying Key Environmental, Social, and Governance (ESG) Issues	10
103-2	The management approach and its components	Serving Our Colleagues, Our Global Inclusion and Diversity Strategy	26
103-3	Evaluation of the management approach	Serving Our Colleagues, Our Global Inclusion and Diversity Strategy	26
405-1	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	Promoting Responsible Business Practices, Board of Directors and Corporate Governance Framework Serving Our Colleagues, Our Global Inclusion and Diversity Strategy	20 26
GRI 406: NON-DISCRIMINATION			
103-1	Explanation of the material topic and its boundary	How We Approach CSR, Identifying Key Environmental, Social, and Governance (ESG) Issues	10
103-2	The management approach and its components	Promoting Responsible Business Practices, Business Ethics Policies and Procedures	17
103-3	Evaluation of the management approach	Promoting Responsible Business Practices, Business Ethics Policies and Procedures	17
GRI 412: HUMAN RIGHTS ASSESSMENT			
103-1	Explanation of the material topic and its boundary	How We Approach CSR, Identifying Key Environmental, Social, and Governance (ESG) Issues	10
103-2	The management approach and its components	Promoting Responsible Business Practices, Business Ethics Policies and Procedures	17
103-3	Evaluation of the management approach	Promoting Responsible Business Practices, Business Ethics Policies and Procedures	17
GRI 413: LOCAL COMMUNITIES			
103-1	Explanation of the material topic and its boundary	How We Approach CSR, Identifying Key Environmental, Social, and Governance (ESG) Issues	10
103-2	The management approach and its components	Caring for Our Communities, Introduction	49
103-3	Evaluation of the management approach	Caring for Our Communities, Introduction	49
413-1	Operations with local community engagement, impact assessments, and development programs	Caring for Our Communities, Charitable Giving	50

Disclosure No.	Disclosure Title	Report Section or Other Documentation	Page No.
GRI 414: SUPPLIER SOCIAL ASSESSMENT			
103-1	Explanation of the material topic and its boundary	How We Approach CSR, Identifying Key Environmental, Social, and Governance (ESG) Issues	10
103-2	The management approach and its components	Managing Our Operations, Commitments to Sustainable Products, Responsible Sourcing, and Supplier Diversity	65
103-3	Evaluation of the management approach	Managing Our Operations, Commitments to Sustainable Products, Responsible Sourcing, and Supplier Diversity	65
GRI 415: PUBLIC POLICY			
103-1	Explanation of the material topic and its boundary	How We Approach CSR, Identifying Key Environmental, Social, and Governance (ESG) Issues	10
103-2	The management approach and its components	Promoting Responsible Business Practices, Business Ethics Policies and Procedures	17
103-3	Evaluation of the management approach	Promoting Responsible Business Practices, Business Ethics Policies and Procedures	17
GRI 417: MARKETING AND LABELING			
103-1	Explanation of the material topic and its boundary	How We Approach CSR, Identifying Key Environmental, Social, and Governance (ESG) Issues	10
103-2	The management approach and its components	Delivering for Our Customers and Partners, Responsible Marketing and Fair Lending	41
103-3	Evaluation of the management approach	Delivering for Our Customers and Partners, Responsible Marketing and Fair Lending	41
GRI 418: CUSTOMER PRIVACY			
103-1	Explanation of the material topic and its boundary	How We Approach CSR, Identifying Key Environmental, Social, and Governance (ESG) Issues	10
103-2	The management approach and its components	Promoting Responsible Business Practices, Risk Management and Security, Serving Our Customers and Partners, Building a Safe and Secure Network	21, 42
103-3	Evaluation of the management approach	Promoting Responsible Business Practices, Risk Management and Security, Serving Our Customers and Partners, Building a Safe and Secure Network	21, 43
GRI 419: SOCIO-ECONOMIC COMPLIANCE			
103-1	Explanation of the material topic and its boundary	How We Approach CSR, Identifying Key Environmental, Social, and Governance (ESG) Issues	10
103-2	The management approach and its components	Promoting Responsible Business Practices, Business Ethics Policies and Procedures	17
		Delivering for Our Customers and Partners, Responsible Marketing and Fair Lending	41
103-3	Evaluation of the management approach	Promoting Responsible Business Practices, Business Ethics Policies and Procedures	17
		Delivering for Our Customers and Partners, Responsible Marketing and Fair Lending	41

Thank you for reading our 2018–2019 CSR report.

We value feedback from our stakeholders.

If you would like to get in touch, please email
corporate.social.responsibility@aexp.com.



DON'T *live life* WITHOUT ITSM