



The Powerful BackingTM of American Express

2017-2018 Corporate
Social Responsibility Report

A heritage built on service and
sustained by innovation

**AMERICAN
EXPRESS**

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CEO Letter



A heritage built on service and sustained by innovation.

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

At American Express, the powerful backing we provide our customers is at the heart of our brand promise.

Our service ethos has been central to who we are since our founding in 1850, and it extends beyond our customers to include the way we treat our colleagues, the communities in which we live and work, and the planet we all call home. In conducting our business around the world, we work hard to be environmentally conscious, socially responsible, a compassionate employer, and, most of all, a company that people can trust to do what's right.

With these principles in mind, I'm pleased to share with you our 2017-2018 Corporate Social Responsibility (CSR) Report. This report provides an update on the progress we have made in 2017 to strengthen the backing we provide to all of our constituents.

Key accomplishments include:

- Being rated as one of Ponemon's Most Trusted Companies for Privacy for the past 10 years.
- Expanding paid parental leave to 20 weeks for all U.S.-based employees, supporting both mothers and fathers embarking on their family's next chapter.
- Celebrating Small Business Saturday's eighth year, a day we created to support local businesses that helps create jobs, boost the economy, and preserve neighborhoods.
- Reducing our carbon footprint for scope 1 and 2 emissions by 50 percent compared to 2011.
- Contributing \$37 million in charitable giving, strengthening our communities with more than 400 grants and supporting over 5,000 colleague-selected organizations through our company's gift matching program.
- Providing \$3.5 million in grants through our Center for Community Development, which went to 129 nonprofit community partners in support of programs addressing homelessness and affordable housing, financial literacy, healthcare, economic development, and rural revitalization efforts.
- Committing to limiting single-use plastic in our operations and redesigning existing materials and plastic products by working in partnership with Parley for Oceans.

Throughout my 32 years at the company, I have been honored to work with people who have a deep passion for service, a commitment to integrity, and endless creativity and resilience. We are proud of the success we have had to date in meeting a number of our CSR goals, and we are committed to doing still more to protect our planet and enrich the lives of all of our constituents, today and for future generations.

I'm confident that, by working together, we will keep up the momentum we've worked hard to gain and in doing so, reach new heights.

About American Express

Company profile

OUR STRATEGY AND MISSION

Two years ago, we set out to transform our business in the face of renewed competition, a shifting regulatory environment, and disruptive technological change. We revamped our vision and mission, and expanded products, services, and benefits for both individual consumers and businesses.

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 pay us back with their loyalty.

A BRAND THAT MATTERS

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

We process millions of transactions daily, providing products and services to customers around the world and driving 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 are a globally integrated payments company with 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 and credit cards 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.
- Stored value/prepaid products.

About American Express

Our Four Opportunities

When our customers thrive, so do we. That understanding is at the heart of how we build long-term relationships in an increasingly short-term, transactional world. Our success has always, and will always, come from our commitment to putting our customers' needs first. In today's ever-changing environment, we see four opportunities to help us drive the next level of innovation, service, and growth across our business.



People are living and working more globally than ever before. Our brand experience needs to be consistent no matter where our customers are around the world.



Business and personal lives are rapidly becoming more deeply intertwined. We need to deliver products and services that acknowledge the new work-life reality.



Our customers lean forward in life and business, determined to find meaning and reflect their sense of purpose. We need to continually show we know them better than any other brand.



When our customers thrive, so do we. We are focused on building on long-term relationships, based on transparency, proactivity, and putting their needs before our own.

2017 Facts

(as of December 31, 2017)

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.

112

MILLION
cards in force

\$1.1

TRILLION
worldwide
billed business

#86

Fortune 500

\$181

BILLION
total assets

55,000
EMPLOYEES

\$2.7

BILLION
of net income
(or **\$5.3 billion**
excluding the U.S. Tax Cuts
and Jobs Act
Impact of **\$2.6 billion**)

#17

Fortune
World's most
admired companies

NYC
Headquarters

120

issuing and acquiring
partners

IN APPROXIMATELY

130

countries
and territories

About this report

This report covers calendar year 2017 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 2018 are included in the report since 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 Spheres of Service:

- 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 information 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 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, 2017 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 TM 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.

Bureau Veritas North America, Inc. (BVNA) was engaged to conduct an independent verification of the greenhouse gas (GHG) emissions reported by American Express for the calendar year 2017. The Verification Statement and the scope of work is included on [pages 68-70](#).

All endnotes throughout this report can be found on [page 66](#).

HOW WE APPROACH CORPORATE SOCIAL RESPONSIBILITY

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.

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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
- Helping preserve treasures of the past for future generations to enjoy

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 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 also collect regular feedback through the company's annual employee survey, The Pulse; 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 superior 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, civil society, and industry peers.
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 surveys 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 governmental (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 2017/2018 CSR Report, we consulted with internal stakeholders and conducted a sector benchmark, using our findings to update the results of the 2015 priority assessment. Specifically, we:

- 1** Validated the results of the priority matrix to re-prioritize key issues based on global reporting guidelines, sector benchmarking, relevant regulations, criteria from various indices and rankings, and other sources.
- 2** Consulted with a number of internal stakeholders and prioritized the issues, mapping them onto a revised matrix.
- 3** Used the results of our priority assessment to guide our CSR disclosure and to update how we present our issues in relation to the SDGs and our five Spheres of Service (Promoting responsible business practices, Serving our colleagues, Delivering for our customers and partners, Caring for our communities, and Managing our operations responsibly).

Among other things, this exercise helped us validate the growing importance of Diversity & Inclusion and Equal Opportunity efforts for our stakeholders. See the Serving Our Colleagues section ([page 25](#)) of this report for more information about how we are emphasizing this issue within the company, and Managing Our Operations Responsibly ([page 57](#)) for how we are emphasizing it with suppliers.

OUR 2017 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.

Diversity and inclusion 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 relationship: 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 financial education and 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 volunteerism.

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 (GHG) emissions and increase fuel 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, 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.

This year, we mapped the SDG targets to our business initiatives and programs.

Based on this analysis, we focused on six goals. 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 13 (Climate Action), 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, and investing in communities around the world, we will contribute to the success of these six SDGs.

SUSTAINABLE DEVELOPMENT GOALS



American Express has identified the following six 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
- 13** CLIMATE ACTION
- 17** PARTNERSHIPS FOR THE GOALS

OUR COMMITMENTS AND 2017 HIGHLIGHTS

We have identified the following six 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

13 CLIMATE ACTION

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 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.

- The **Amex Ethics Hotline** provides a 24/7 channel in over 200 languages for colleagues, contractors, vendors, and suppliers to raise ethical or compliance concerns.



SERVING OUR COLLEAGUES: SDGs **3, 5, 8**



Foster a diverse and inclusive culture

- **87 percent of colleagues** who responded to our annual survey said they **would recommend our company as a great place to work**. This is an increase of two percentage points from 2016.
- Since 2004, we have **scored 100 percent on the Human Rights Campaign's Corporate Equality Index**, based on our policies and practices that support LGBTQ inclusion.
- We were named to **Bloomberg's Financial Services Gender-Equality Index**, based on our efforts to create a work environment that supports gender equality.



Support our colleagues' professional and personal goals

- **96 percent of our colleagues** have access to at least one **Healthy Living program** or service.
- We expanded **paid parental leave to 20 weeks for male and female** U.S.-based regular full-time and part-time salaried employees.
- **More than 70 percent of our colleagues participated** in either a personal or a professional **development experience** through trainings we offer.
- **43% of U.S. colleagues had a flexible work arrangement.**



DELIVERING FOR OUR CUSTOMERS AND PARTNERS: SDG **8**



Meet the evolving needs of our customer base

- We have been rated as one of **Ponemon's Most Trusted Companies for Privacy** for the past 10 years.
- **Customer satisfaction with our service has increased 19 percent** since 2011 based on Card Member feedback.
- We launched the **sixth annual Pride campaign to celebrate LGBTQ**, Card Members, merchants, colleagues, and local communities.



Support small businesses across the world

- An estimated **four-in-ten (43 percent) American adults shopped or dined small** on Small Business Saturday.¹



Make our products and services better for society

- From 2010 to 2017, **U.S. Card Members donated over \$89 million through our Members GiveSM program**, by either donating dollars on their American Express Cards or redeeming Membership Rewards points to benefit charitable causes.
- We announced **SafeKey[®] 2.0**, the next generation of our online authentication tool that leverages the EMV[®] 3-D Secure 2.0 industry standard industry standard and **provides an extra layer of security when an American Express Card Member makes a purchase online at a participating merchant.**

OUR COMMITMENTS AND 2017 HIGHLIGHTS



CARING FOR OUR COMMUNITIES: SDGs 11, 17



Strengthen the communities in which we operate

- We contributed **\$37 million to communities** around the world with more than 400 grants and support for over 5,000 colleague-chosen organizations through the company's gift matching program.
- Our Center for Community Development provided **\$3.5 million in grants** which went to 129 nonprofit community partners in support of programs **addressing homelessness and affordable housing, financial literacy, healthcare, economic development, and rural revitalization efforts.**



Engage citizen volunteers

- Our grants supported more than 85 nonprofits that **engaged nearly six million volunteers** in about 25 million hours of service.



Empower emerging nonprofit and social leaders

- Our grants helped **develop nearly 20,000 nonprofit and social sector leaders** through online and in-person leadership training.



Promote stewardship of historic places

- Our grants helped **preserve 40 historic sites** in seven countries: the U.S., U.K., Argentina, Mexico, Canada, France, and China.



MANAGING OUR OPERATIONS RESPONSIBLY: SDGs 13, 17



Reduce our environmental footprint

- Since 2011, we have **reduced our carbon footprint** for scope 1 and 2 emissions by **50 percent**.²
- Since 2011, we have **reduced our energy consumption by 24 percent** through energy efficiency projects and real estate space optimization.³
- We **achieved carbon neutrality** for our employee **business travel** emissions (third party air, rail, and rental cars) through carbon offsets.
- **Over 45 percent** of our global real estate footprint was **green-building certified**.⁴
- We purchased over 160,000 MWH of renewable energy certificates (RECs), and achieved **100 percent carbon free electricity for U.S. data centers and our global headquarters.**



Commit to responsible sourcing and product

- Of the paper used in our U.S. direct marketing efforts in 2017, **98 percent was certified as being from sustainably managed forests.**



Engage our colleagues in sustainability

- More than **20,000 colleagues participated** in our Earth Month activities.
- We provided over **\$3.9 million in support of the environment and wildlife** through the gift matching and Serve2Gether grant programs.

Our CSR governance structure

Our executive management holds 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. At the Board of Directors level, the 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 American Express to shape our efforts and monitor progress on key ESG issues.

Additional information on Corporate Governance at American Express can be found in our 2018 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.

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Promoting Responsible Business Practices



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

Our 55,000 global employees (or “colleagues”) 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.

2017 KEY COMMITMENTS AND 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.
- **The Amex Ethics Hotline provides a 24/7 channel** in over 200 languages for colleagues, contractors, vendors, and suppliers to raise ethical or compliance concerns.



Business ethics

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.

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.

Our [Code of Conduct](#) trains our colleagues in 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 function.

Adherence to the code is a condition of employment, and violations can result in termination. Each employee 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 is subject to a separate [Code of Business Conduct](#). This code is intended to focus each director on appropriate conduct; conflicts of interest and other ethical concerns; provide mechanisms to report potential conflicts or unethical conduct; and help 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 company when each of us feels included, valued, and able to trust colleagues who respect each of us 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, and suppliers 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, via 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 all laws and regulations. Please refer to our Anti-Corruption Standard for more information.
Anti-money laundering	To mitigate financial crimes, 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 what actions may be violations of anti-money laundering or terrorist financing laws. Potential violations are escalated to Compliance and/or Legal staff.
Whistleblower programs	We maintain an official whistleblower policy to encourage a culture of openness and accountability. The full policy can be reviewed here .
Public policy engagement and political contributions	<p>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 Form 10-K and our Lobbying Disclosure Act filings.</p> <p>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' 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.</p>



BUSINESS ETHICS POLICIES AND PROCEDURES

Our policies hold us accountable to the highest legal, ethical and operational standards.

Responsible marketing	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, page 36 .
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 or 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.</p>
Human rights and modern slavery	<p>We respect and promote human rights and are committed to leadership in responsible workplace practices across the entire company 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 and partner organizations will not be tolerated. Please refer to Our U.K. Modern Slavery Transparency Statement for more information.</p>
Code of Conduct	All employees are required to complete Code of Conduct training every year.



Board of Directors and corporate governance framework

We have adopted corporate governance principles that, together with our Code of Conduct, our Code of Business Conduct for directors, and the charters of the six standing committees of the Board (Audit and Compliance, Compensation and Benefits, Innovation and Technology, Nominating and Governance, Public Responsibility, and Risk) provide our governance framework.

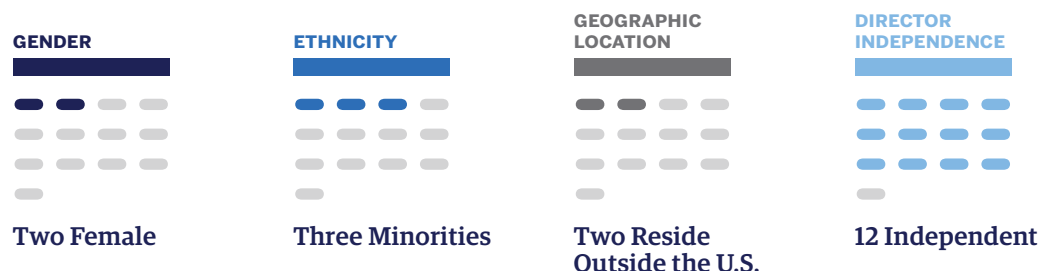
Key governance policies and processes also include our whistleblower policy, our comprehensive enterprise-wide risk management program, our commitment to transparent financial reporting, and our systems of internal checks and balances. Comprehensive management policies, many of which are approved at the Board level, guide our 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. In doing so and in making recommendations, the Nominating and Governance Committee considers the views of shareholders expressed to us in engagement meetings, as well as publicly available discourse on governance. Please refer to our [2018 Proxy Statement](#) for more information.

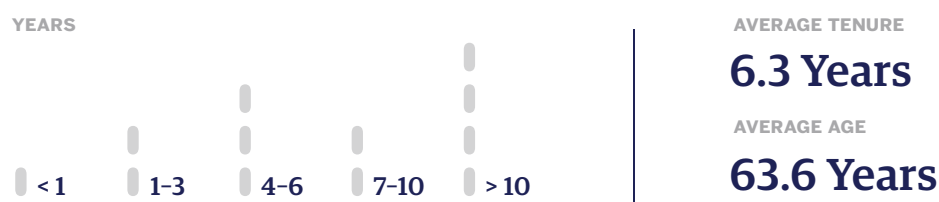
Our Corporate Governance Principles provide that the Board should be diverse, engaged, and independent. When reviewing potential Board nominees, the Nominating and Governance Committee considers the diversity of the Board including gender and race and does not discriminate on the basis of ethnicity, 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 2018, our Board comprised the following demographics:

Board highlights



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, governance, culture, and capabilities. Our Chief Risk Officer leads implementation and execution of the ERM program, and risk management is overseen by our Board of Directors through three committees: the Risk Committee, the Audit and Compliance Committee, and the Compensation and Benefits Committee. The committees, which are composed of independent directors, meet regularly to review our processes in private sessions with our Chief Risk Officer, Chief Compliance Officer, Chief Audit Executive, and other senior management.

For detailed information on our Board and how management oversees risk, please refer to our [2018 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 build business 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. The Information Security organization operates a series of functions that 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 ([page 41](#)). More detailed information is available in our [2018 Proxy Statement](#) and [2017 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 mutual goals.

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

PUBLIC POLICY/ ADVOCACY

- American Bankers Association
- Association of National Advertisers
- California Bankers Association
- Consumer Bankers Association
- Direct Marketing Association
- Financial Services Roundtable
- National Association of Convenience Stores
- The Business Roundtable
- U.S. Chamber of Commerce
- U.S. Chamber of Commerce Center for Capital Markets Competitiveness
- U.S. Travel Association

CORPORATE SOCIAL RESPONSIBILITY

- Association for a Better New York
- Better Business Bureau of Metropolitan New York
- Business Council of New York State
- Business for Social Responsibility
- Committee Encouraging Corporate Philanthropy
- The Conference Board
- Council on Foreign Relations
- Council on Foundations
- Emerging Practitioners in Philanthropy
- Forum for the Future
- Grantmakers for Effective Organizations
- Independent Sector
- Philanthropy New York
- US Chamber of Commerce Foundation
- Leadership Conference for Civil and Human Rights Business Council

HUMAN RESOURCES, RESEARCH AND LEADERSHIP DEVELOPMENT

- Blue Circle Leadership
- Corporate Executive Board
- Council of Urban Professionals
- Center for Advanced Human Resource Studies
- Center for Talent Innovation
- Executive Leadership Council
- Management Leadership for Tomorrow
- National Association for Black Accountants
- TrueBlue Inclusion

SERVING OUR COLLEAGUES



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

- 25 Introduction
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- 29 Providing learning and development
- 31 Valuing and supporting our people
- 34 Supporting colleague recognition and engagement

Serving our colleagues



We know that treating colleagues well is not just the right thing to do, it's an essential component of our service ethos.

We advocate for our colleagues' professional growth, compensate them equitably, support their health and well-being, and make room for their personal responsibilities and aspirations.

2017 KEY COMMITMENTS AND HIGHLIGHTS



Foster a diverse and inclusive culture

- **87 percent of colleagues** who responded to our annual survey said they **would recommend our company as a great place to work**. This is an increase of two percentage points from 2016.
- Since 2004, we have **scored 100 percent on the Human Rights Campaign's Corporate Equality Index**, based on our policies and practices that support LGBTQ inclusion.
- We were **named to Bloomberg's Financial Services Gender-Equality Index**, based on our efforts to create a work environment that supports gender equality.



Support our colleagues' professional and personal goals

- **96 percent of our colleagues** have access to at least one **Healthy Living program** or service.
- We expanded **paid parental leave to 20 weeks for male and female** U.S.-based regular full-time and part-time salaried colleagues.
- **More than 70 percent of our colleagues participated in** either a personal or a professional **development experience** through trainings we offer.
- **43 percent of U.S. colleagues** had a **flexible work** arrangement.



Our Global Diversity and Inclusion strategy

We have a long history of advocating for diversity and inclusion in all areas of our business. We believe that a diverse and inclusive workforce provides a competitive advantage in the marketplace and serves as the foundation to drive our business transformation. We want the talent we recruit and develop at every level to come from all walks of life.

We have developed our Global Diversity & Inclusion strategy and areas of focus in response to the needs of our business, marketplace data, external research, internal metrics, and insights from our workforce. They are designed to increase the diversity of our talent in order to reflect the next generation workforce

and the customers we serve and promote an inclusive culture in which differences are embraced and colleagues are enabled to reach their full potential.

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 (2017)	Total non-minority	Total minority	Total women
	Senior-level executives and managers	76%	24%	30%
	Mid-level executives and managers	62%	38%	53%
	Professionals*	51%	49%	42%
	All others**	51%	49%	71%
	Total U.S. colleagues	56%	44%	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. We are committed to ensuring that our pay and reward structure is equitable and free of any bias. This is a key component of our overall commitment to creating a diverse and an inclusive workplace, which has been a consistent focus for us for nearly three decades.

Based on the most recent comprehensive pay analysis we conducted with a third-party consulting firm, we are confident that our colleagues are compensated equitably,

regardless of gender. The review found no evidence of bias in our compensation processes and indicated we were effectively at parity.

An additional [pay equity analysis conducted in the U.K.](#) confirmed there is no bias in our compensation processes there.

In 2017, some U.S. states and cities passed laws prohibiting employers from asking applicants about their salary history. American Express has already implemented this practice in the U.S.

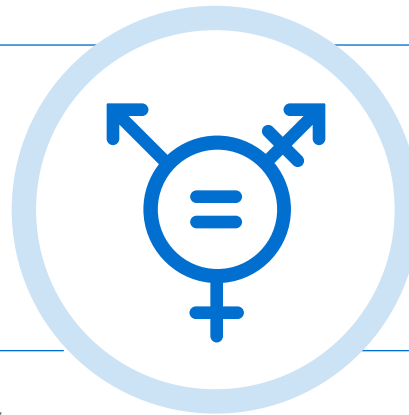
Pay Equity Guiding Principles

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

Women represent more than 50 percent of our colleagues worldwide and 30 percent of our most senior executives.

We target opportunities to engage and retain female colleagues, and we promote customized learning and engagement opportunities for women 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 for women in order to drive sponsorship, retention, and the continued progression of women into leadership roles.

American Express is Recognized Once Again on Bloomberg's Financial Services 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 Financial Services Gender-Equality Index (BFSGEI) in 2016 and 2017. In January 2018, American Express was also recognized in Bloomberg's inaugural sector-neutral 2018 Gender Equality Index (GEI).

Promoting diversity and inclusion 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 nearly 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.

DIVERSITY AND INCLUSION HIGHLIGHTS

LGBTQ INCLUSION

American Express has scored 100 percent 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.

ONE OF CANADA'S BEST DIVERSITY EMPLOYERS

For the past three years, we are proud to have been named one of Canada's Best Diversity Employers. Our Women at Amex program in Canada has focused our efforts toward creating a culture dedicated to gender diversity. The program, which is aimed at supporting the advancement and development of women in corporate Canada, plays a key role in gender diversity activities there. Colleague networks, most notably the Women's Interest and Women in Technology networks, are strong supporters of the initiative.

ADVANCING OUR DIVERSE TALENT

The Executive Chapter of the Black Employee Network (Executive BEN) partners with Global Diversity & Inclusion to host a biennial, two-day global forum for all Black and African-American colleagues at the level of vice president and above. The most recent forum, "Leading With Impact," included presentations and breakout sessions on topics such as developing the Black and African-American talent pipeline and the importance of employee networks.

In October 2017, the executive chapter of the HOLA (Hispanic Origin and Latin American Employee) Network brought Hispanic and Latino leaders at the level of vice president and above together with HOLA chapter leads from across the United States for the inaugural Executive HOLA Summit. The goal of the summit was to deepen the network's focus on career and professional development.



Providing learning and development

Developing and retaining our best people are top priorities at American Express. We offer a variety of ways to support our colleagues' professional growth. Colleagues are encouraged to take multiple approaches to expanding their experience and networks, such as:

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

At American Express, leadership is expected at all levels. We recruit and develop people who know how to build relationships, influence others, and drive results that benefit our customers and our company. With the help of formal programs and thousands of training activities, as well as opportunities to do challenging work with a purpose, we aim to cultivate strong leaders who want to make a difference while growing their own careers. In 2017, more than 70 percent of our colleagues participated in either a personal or a professional development experience through trainings we offer.

Introducing the American Express Leadership Academy for colleagues

For a decade, we've developed nonprofit leaders in our communities through our American Express Leadership Academy (please refer to Caring for Our Communities, [page 47](#), for more information).

In 2017, we set forth to build the first ever American Express Leadership Academy for our own colleagues, with a vision to become the most admired company for growing leaders.

The American Express Leadership Academy provides colleagues with the experience, skills, and qualifications they need to grow and contribute as a leader throughout their career. 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. In 2017, we chose to focus on select topics aligned to our strategic focus on collaboration, innovation, and agile decision-making.

On Demand Leadership also comprises an **Executive Development Center**, aimed at vice presidents and above. The Center offers 1:1 executive coaching, team experiences, a tool for 360° feedback, and “leadership transitions,” an organizing and planning framework for leaders who are moving into a new role.

ENTERPRISE LEADERSHIP

Enterprise Leadership delivers targeted leadership development programs to colleagues at specific stages of their careers. In 2017, two new required leadership development programs were designed to reach key segments of colleagues throughout the enterprise:

- **American Express & Harvard Certificate in Leadership Excellence**

The American Express & Harvard Certificate in Leadership Excellence is targeted to our colleagues at the levels of manager, director, and vice president. This customized, best-in-class leadership development experience, created in partnership with Harvard, 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 supports the development of 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, 163 participants have graduated from the program (including 43 in 2017), 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.

2017 PROGRAM RESULTS

AMERICAN EXPRESS & HARVARD CERTIFICATE IN LEADERSHIP EXCELLENCE



3,600+

managers and directors completed the certificate program.



94%

average overall certificate satisfaction.

ACCELERATED LEADERSHIP DEVELOPMENT (ALD)



43

participants graduated from the program.

ACCELERATE YOUR GROWTH (AYG)



125

colleagues completed the AYG experience.



Valuing and supporting our people

Exceptional service begins with great people, and we believe 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 our people feel valued, recognized, and supported, and we continually measure our progress. Our annual colleague survey, The Pulse, 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 2017, 87 percent of colleagues responding to The Pulse said they would recommend our company as a great place to work. This was up from 85 percent in 2016.

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.
- **Diversity & Inclusion**
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.

The guiding principles of BlueWork are:

- **Connected**
BlueWork connects people in new ways both in-person and virtually to work together, build community, 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.



FLEXIBLE WORKING

Whether it's a variable schedule or a virtual role, we believe it's important to accommodate a range of work styles. Our flexible workspace, benefits, and parental leave help us attract and retain the best people. 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.

SUPPORTING OUR COLLEAGUES' WELL-BEING

We invest in our colleagues' physical and mental well-being through Healthy Living, our award-winning corporate health and wellness initiative. Healthy Living provides supportive resources, enhanced access to care, and incentives that foster a healthier lifestyle.

In the seven years since it launched, Healthy Living has made an impact on colleagues' lifestyles. This program encourages colleagues to increase their physical activity and helps colleagues better understand the consequences of poor health and stress.

Our Healthy Minds program is a free, confidential counseling service that helps colleagues plan for life events, address personal issues, or simply manage everyday events that can affect their work, health and family. At select locations, many colleagues have year-round access to on-site Healthy Minds counselors, relaxation rooms, and yoga and meditation classes.

Healthy Minds has won multiple awards. The program has received 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 IN 2017



350

TelePresence Studios across the world.⁵



66%

of our office space was part of BlueWork, as of December 31, 2017.



43%

of U.S. colleagues had a flexible work arrangement.



32%

of global colleagues who responded to The Pulse survey had a flexible work arrangement.

HEALTHY LIVING PROGRAMS IN 2017



96%

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



21

on-site Healthy Living Wellness Centers are open around the world.



98%

of the colleague population was covered by Healthy Minds around the globe.



HELPING OUR COLLEAGUES WITH FAMILY RESPONSIBILITIES

Supporting our colleagues also means supporting their families. That's why we offer a number of family benefits to better support 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. Both mothers and fathers 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 through which a dedicated representative helps colleagues understand and navigate their leaves and take better advantage of the wide array of free resources and programs available to them.

ADOPTION AND SURROGACY POLICY

Colleagues 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

EMPLOYEE NETWORK

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

BACK-UP CHILD CARE

Colleagues throughout the U.S., 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. In France, colleagues can benefit from 30 days of nursery care for their children up to age three.

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 like: "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 colleagues with financial education and resources geared toward specific life stages: recent graduates entering the workforce, new families, parents planning for college, and so on.

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%

At the start of 2017, we increased the company match for our 401(k) retirement savings account from 5 to 6% of total pay for U.S. colleagues.



88%

As of December 31, 2017, 88% of U.S. colleagues were participating in the 401(k) program.



4,000+

American Express celebrates Global Smart Saving Month, during which we focus on financial wellness education with a variety of events and workshops, including a personalized financial wellness assessment, completed by over 4,000 colleagues in 2017.



Supporting colleague recognition and engagement

In 2017, 78% of our colleagues received recognition or appreciation through Reward Blue, up from 74 percent in 2016.

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

REWARD BLUE

Our global reward and recognition program recognizes 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, reward exceptional results, and celebrate important anniversaries.

SERVING TOGETHER

Our colleagues are active members of their communities, and 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 ([page 47](#)) for more information.

OUR 2017 TOP EMPLOYER AWARDS

Our commitment to being an employer of choice continues to earn us industry awards and recognition. Here are some of the recognitions from 2017 that make us most proud:

- FORTUNE 100 Best Companies to Work For – ranked #69
- FORTUNE 2017 World's Most Admired Companies – ranked #17
- FORTUNE 50 Best Companies for Diversity – ranked #20
- Black Enterprise: Best Companies for Diversity
- Working Mother Best Companies to Work For
- Working Mother Best Companies for Multicultural Women
- Working Mother NAFE Top 50 Companies for Executive Women
- 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: Hong Kong, Malaysia, Singapore, Taiwan, Thailand
- 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.

- 36 Introduction
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- 41 Building a safe and secure network
- 43 Empowering entrepreneurs
- 45 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 and others who work with us to create special products and experiences, and the merchants who welcome our Card Members.

2017 KEY COMMITMENTS AND HIGHLIGHTS



Meet the evolving needs of our customer base

- We have been rated as one of **Ponemon's Most Trusted Companies for Privacy** for the past 10 years.
- **Customer satisfaction with our service has increased** 19 percent since 2011 based on Card Member feedback.
- We launched the **sixth annual Pride campaign to celebrate LGBTQ** Card Members, merchants, colleagues, and local communities.



Support small businesses across the world

- An estimated **four-in-ten** (43 percent) **American adults shopped or dined small** on Small Business Saturday.¹



Make our products and services better for society

- From 2010 to 2017, **U.S. Card Members donated over \$89 million through our Members GiveSM program**, by either donating dollars on their American Express Cards or redeeming Membership Rewards points to benefit charitable causes.
- We announced **SafeKey[®] 2.0** the next generation of our online authentication tool that leverages the EMV[®] 3-D Secure 2.0 industry standard and **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 the leader in the commercial payments space. We serve businesses of all sizes, from small, independently owned establishments to large, global organizations— including more than 60 percent of Fortune 500 companies internationally.⁶



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 like 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 has increased 19 percent 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 make a commitment to put the customer first, and to set the standard for customer care.

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

DELIVERING SERVICE EXCELLENCE WITH RELATIONSHIP CARE®

At American Express, we deliver a unique brand of service we call Relationship Care®: treating every interaction as an opportunity to deepen relationships. Everyone at American Express plays a role in delivering our world-class customer experience. But our front-line 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 2017 CUSTOMER SERVICE AWARDS

In 2017, we received recognition for our service ethic and commitment to customers from organizations around the world. For the ninth time, we received the highest ranking from J.D. Power in the U.S. Credit Card Satisfaction StudySM, and we have won various awards for service and customer satisfaction in locations including the U.K., Mexico, Hong Kong, Japan, Australia, India, and Singapore.

CONNECTING CARD MEMBERS WITH CAUSES THEY CARE ABOUT

We created GivingExpress® in 2010 to help our Card Members give back. Now known as Members GiveSM, the program simplifies charitable giving, 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 2017, U.S. Card Members donated over



\$89

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, when and where they need it, by leveraging our data, technology, and expertise.

From our mobile app and alerts to innovations like American Express Checkout, Pay with Points, American Express Bot, and OptBlue, we have developed solutions that remove the friction from the overall commerce experience for both merchants and consumers, doing so in a safe and secure way. Our latest innovations include:

- **American Express and Apple Face ID:** American Express Card Members who use the iPhone X can use the new Face ID verification method to authenticate a payment for Apple Pay.
- **American Express and FITBIT:** American Express Card Members can load their eligible U.S. Consumer, Small Business, or Corporate Card onto the Fitbit Wallet so they can pay for things seamlessly right from their device, wherever NFC contactless payments are accepted.
- **American Express and Mezi:** Mezi is a personal travel assistant app that uses artificial intelligence and human expertise to personalize the online travel booking experience.

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 United States without 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. We are also committed to keeping our customers well-informed and confident in using our products. This means marketing our products in a way that is clear, transparent, and informative.

RESPONSIBLE MARKETING AND FAIR LENDING

Our Consumer Practices Group helps us fulfill our commitment to fairness and transparency with a fair lending program that has clear policies and governance, monitoring and testing, and strong analytics. The group performs root-cause analyses of customer complaints mentioning or alleging discrimination; reviews marketing offers and collateral for potential discouragement or exclusion of a protected class; and conducts 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: 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. For more than 40 years, 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 to educate youth and adults, and support education workshops from the U.S. to Italy to China.

AMERICAN EXPRESS CUSTOMER DATA PRINCIPLES

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

Helping students build a healthy financial future

YOUNG WAY TO PAY

In 2017, American Express financial experts joined with the Italian NGO Foundation for Financial Education and Savings to conduct financial education workshops and lectures for more than 200 students between the ages of 14 and 19 in Rome and Milan.

EVERFI AND FINANCIAL LITERACY ONLINE

We collaborated with a financial education partner, EverFi, to implement 20 new online adult financial literacy modules for the Suazo Center for Business Development and Entrepreneurship in Utah, which provides entrepreneurial, management, and financial planning training in English and Spanish.

HELPING STUDENTS BUILD A HEALTHY FINANCIAL FUTURE

Since 2004, we have sponsored Junior Achievement China's My Money Business, an in-class program that helps students ages 14-19 in Beijing, Shanghai, Guangzhou, Xi'an, Chongqing, and Shenzhen learn how to manage their money and establish good fiscal habits. More than 1,800 American Express and community volunteers have been involved, and we have reached nearly 20,000 students through the program.



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.
- **Privacy Center:** Available on AmericanExpress.com, our Privacy Center gives consumers in the United States information about our Data Protection and Privacy Principles and provides access to our privacy notices and disclosures. We work hard to ensure our disclosures clearly explain how we collect and use our customers' personal information.
- **Technology:** We have invested in technology that ensures our customers have control over their privacy choices, including opting in or out of marketing communications.

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

MAINTAINING OUR GLOBAL, INTEGRATED NETWORK

Our business model means we maintain direct relationships with both Card Members and merchants, 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.



We have been rated as one of Ponemon's Most Trusted Companies for Privacy in the United States for the past 10 consecutive years.



INVESTING IN FRAUD PREVENTION – PRESERVING TRUST WITH MACHINE LEARNING TECHNIQUES

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 all 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, 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 two milliseconds. This helps to interrupt 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 much more deeply into understanding the unique patterns of our customers' spending and fraudulent episodes. They have made it significantly 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, and have deployed advanced authentication solutions to detect 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. For example:

INAUTH: To extend our multilayered strategy for fighting fraud, in December 2016 we acquired InAuth, Inc., a leading provider of mobile device authentication and intelligence solutions. InAuth's technology reduces risk and helps identify potential fraud across mobile devices. The acquisition complements and enhances our comprehensive data analytics and fraud prevention capabilities.

SAFEKEY: In 2017, we rolled out SafeKey® 2.0, the next generation of our online authentication tool that leverages the EMV® 3-D Secure 2.0 industry standard and provides an extra layer of security when an American Express Card Member makes a purchase online at a participating merchant. The updated platform supports authentication methods using biometrics, including fingerprints and facial recognition. It can also be deployed for traditional and emerging commerce channels.

EMV: EMV chip card technology enhances the security of payment transactions by leveraging dynamic information generated via a chip embedded in a payment card. We have seen steady adoption of EMV by our U.S. merchants. We expect that percentage to continue to increase as more merchants upgrade their point-of-sale systems.

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

For example, our American Express charge and credit cards help small businesses grow by allowing them to buy what small businesses 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

November 25, 2017 marked the eighth annual Small Business Saturday, a day to support the local businesses that create jobs, boost the economy, and enhance neighborhoods around the country. We created Small Business Saturday in response to small business owners' most pressing need: more customers. It has since become part of the national holiday shopping lexicon and spread beyond the U.S. to some of our other regions. We continue to broaden our Small Business Saturday campaigns each year, and each year they provide shoppers with the opportunity to discover new merchants and celebrate the local independent businesses that make their communities unique.



#EXPRESSLOVE

In June 2017 we launched our sixth annual Pride campaign to celebrate LGBTQ Card Members, merchants, colleagues, and local communities. We encouraged our Card Members in the U.S. to “#ExpressLove” and support local merchants. We hosted #ExpressLove events that brought together local merchants, Card Members, prominent community members, and influencers to celebrate and give local LGBTQ nonprofit organizations a platform to share their important work. The initiative also invited consumers to share on social media how they #ExpressLove every day.



SHOP SMALL AROUND THE WORLD

U.K.

In 2017, over 115,000 tweets were sent about Small Business Saturday—reaching more than 115 million people⁷—and consumers spent an estimated £748⁸ million at small businesses across the U.K., an increase of 4 percent from the previous year. In connection with Small Business Saturday, we also offered a Shop Small promotion for the entire month of December, which encouraged thousands of Card Members across the country to support their local high streets by providing a £5 statement credit for each £10 or more they spent at a participating small business.

U.S.

In 2017, we collaborated with a new roster of partners to create activities on Small Business Saturday that were inclusive for all. We joined with The Wing in support of women-owned businesses, co-hosting a pop-up bazaar. We brought online businesses offline, teaming up with Etsy to support its holiday pop-up markets. And we shined a light on the local vendors that bring the San Francisco Museum of Ice Cream to life. Our focus was on reaching diverse types of small businesses, from main street staples like boutiques and bookstores to pop-ups and online stores. Shoppers across the nation responded; an estimated 108 million U.S. consumers opted to Shop Small on Small Business Saturday.¹

THE IMPACT OF SMALL BUSINESS SATURDAY



43%

An estimated four-in-ten American adults shopped or dined small on Small Business Saturday.



653

653 city proclamations were issued by mayors and other elected officials—covering all 50 states and Washington, D.C.—in support of Small Business Saturday.



7,200

More than 7,200 Neighborhood Champions across all 50 states, Washington, D.C., and some U.S. territories rallied their communities, an increase of 7% from 2016.



70%

The 2017 Small Business Saturday Consumer Insights Survey found that 70% of U.S. consumers are aware of Small Business Saturday.¹



Supporting women-owned business

The case for women-owned businesses is clear.

As of 2017, there were an estimated 11.6 million women-owned businesses in the United States, generating nearly \$1.7 trillion in revenues and employing nearly 9 million people, according to the seventh annual State of Women-Owned Businesses report, commissioned by American Express.

Women-owned businesses are growing 2.5 times faster than the national average and are making a significant contribution to job creation and economic growth in America. To learn more, refer to [The 2017 State of Women-Owned Businesses](#) report.

In addition, for the last twenty years women of color have turned to entrepreneurship at an astounding rate, and there has been significant growth in firms owned by women of color. While the number of women-owned businesses grew 114 percent from 1997 to 2017, firms owned by women of color grew at more than four times that rate (467 percent).⁹

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 the [American Express Forum](#).

GIVE ME 5 PROGRAM

WIPP and American Express are longtime champions of women entrepreneurs in the federal contracting space. Together we created the Give Me 5 program to provide women-owned small businesses with access to knowledge and resources, through regular webinars, that can help them win federal contracts. The program and its goals remain relevant as ever.

FIFTY FASTEST GROWING WOMEN-OWNED/LED COMPANIES

In partnership with the Women Presidents' Organization, we supported the 10th annual [Fifty Fastest Growing Women-Owned /Led Companies](#) ranking. Together, we are tapping into the experience and expertise of the Fifty Fastest honorees to help propel other women business leaders through their journeys of business expansion.

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. ChallengeHER delivers free workshops, mentoring, and direct access to government buyers.



64

workshops have been held as part of the ChallengeHER initiative.



9,800

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



2,390

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.

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Caring for Our Communities



We're here to serve our customers and communities. That means lending a hand when it's needed, 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 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.

2017 KEY COMMITMENTS AND HIGHLIGHTS



Strengthen the communities in which we operate

- We contributed **\$37 million to communities around the world** with more than 400 grants and support for over 5,000 colleague-chosen organizations through the Company's gift matching program.
- Our Center for Community Development provided **\$3.5 million in grants** which went to 129 nonprofit community partners **in support of programs addressing homelessness and affordable housing, financial literacy, healthcare, economic development, and rural revitalization efforts.**



Engage citizen volunteers

- Our grants supported more than 85 nonprofits that engaged **nearly six million volunteers** in about 25 million hours of service.



Empower emerging nonprofit and social leaders

- Our grants helped train **nearly 20,000 nonprofit and social sector leaders** through online and in-person trainings.



Promote stewardship of historic places

- Our grants helped **preserve 40 historic sites** in seven countries: the U.S., U.K., Argentina, Mexico, Canada, France, and China.



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, the Foundation has provided over half a billion dollars 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

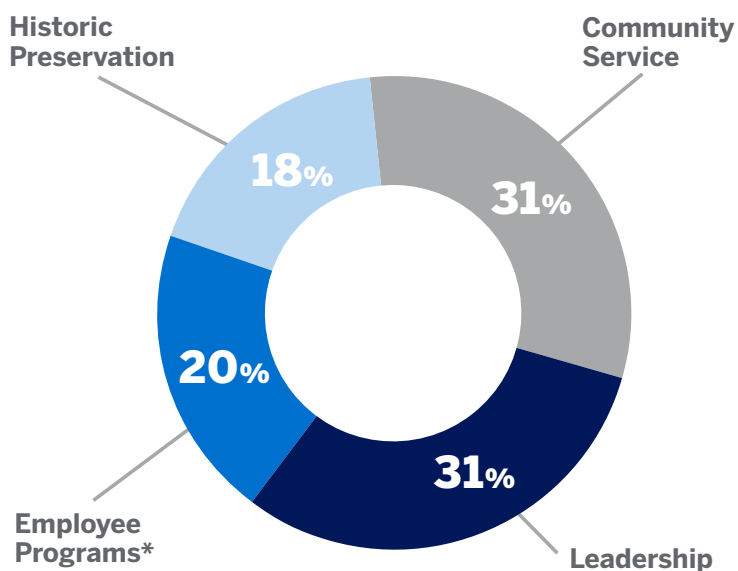
We support organizations and projects that preserve or help people rediscover major historic sites while bringing economic, cultural, and social value to local communities.



Sponsoring Employee Programs

We support our colleagues in their philanthropic and personal endeavors through gift matching, awarding grants to nonprofits where our employees volunteer, and offering employee scholarships.

Our colleagues are actively engaged in all four of these areas, and we also support them in giving back directly. In 2017, we contributed \$37 million contribution to these areas.



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

CELEBRATING DIVERSITY & INCLUSION

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

- **Social purpose leadership training for ethnic diversity organizations**, including: Americans for Indian Opportunity, Hispanics in Philanthropy, the Council of Urban Professionals Institute, and Leadership Education for Asian Pacifics.
- **Leadership programs that focus on the needs of women leaders** in the nonprofit sector, including the Chicago Foundation for Women and She's the First.
- **The annual MCON conference**, a forum for social purpose practitioners about the critical trends and issues facing next-generation leaders.
- The **National Park Foundation's Centennial Campaign for America's National Parks** for Capturing LGBTQ History, a project led by New York City's Lesbian, Gay, Bisexual & Transgender Community Center to chronicle and communicate the history of the Stonewall National Monument.
- **Organizations that engage returning military personnel** in community volunteering activities, including Team Rubicon, The Mission Continues, and Be the Change/Got Your 6.



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 2017, the American Express Center for Community Development (CCD) provided \$3.5 million in grants targeting low-to-moderate income individuals and underserved communities. The grants went to 129 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 over 3,300 new affordable housing units with a number of units targeted to special need groups such as the formally homeless, veterans, young adults aging out of foster care, and domestic violence victims.

INVESTING IN AFFORDABLE HOUSING

In 2017, American Express' Center for Community Development provided equity financing for an affordable housing project located on the reservation in Pueblo of Acoma, New Mexico. The site consists of 30 units reserved for residents who earn 30-60 percent of New Mexico's annual median income.

2017 COMMUNITY SERVICE IMPACT

In 2017, our grants supported more than 85 nonprofits that engaged nearly six million volunteers in about 25 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.



758K

youth mentored.



459

homes built or restored.



206

million meals served.



10.8K

parks and gardens beautified.



SUPPORTING COMMUNITIES IMPACTED BY DISASTER

When a natural disaster occurs, it's all hands on deck: American Express assists with both immediate and long-term relief and recovery efforts. But 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 34 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 2017, we supported the disaster response efforts for five global disasters, including:

- **Earthquakes in Mexico:** To support disaster relief and rebuilding efforts, the American Express Foundation contributed a combined total of \$250,000 to the Red Cross' efforts in Mexico.
- **Hurricane Relief Efforts:** We provided a total of \$800,000 in disaster aid to assist with the immediate needs, including shelter and food, of hurricane victims in Texas, Louisiana, Florida, Puerto Rico, the U.S. Virgin Islands, and other Caribbean islands. This included a \$500,000 grant and up to \$350,000 to match employee contributions to the American Red Cross as well as a \$200,000 grant to Feeding America to support food banks in Puerto Rico, Southeast Texas, and South Florida.

In addition to providing funds for disaster relief, we also work with partners to help disaster organizations recruit and engage disaster response volunteers.

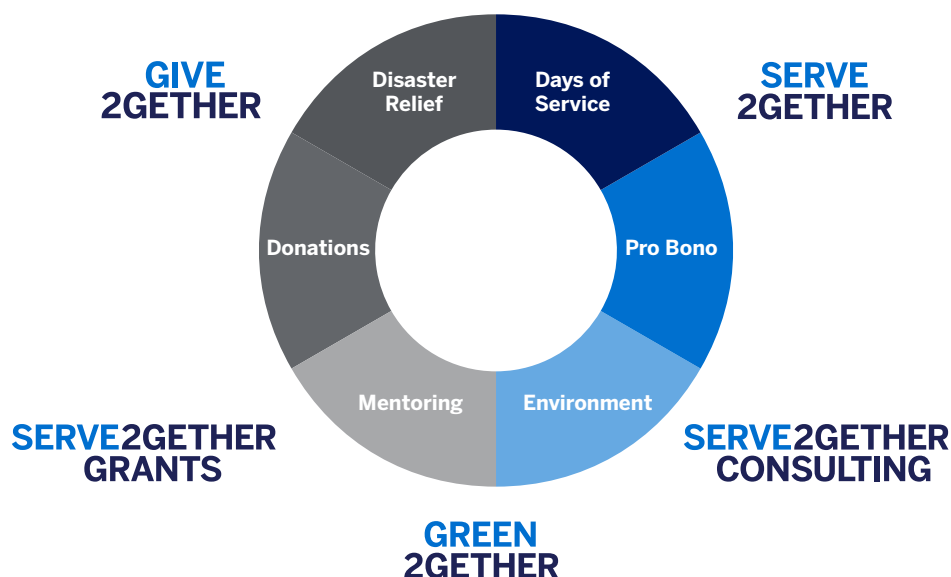
HELPING COMMUNITIES IMPACTED BY HURRICANES IN TEXAS, FLORIDA, AND PUERTO RICO

In partnership with Lin-Manuel Miranda, creator of the award-winning Broadway musical, *Hamilton*, we supported an iHeartRadio campaign to spread the word to local communities impacted by Hurricanes Harvey and Irma that some of their favorite small businesses were once again up and running for the holiday season. As part of this partnership, we committed to supporting Miranda's initiatives to help Puerto Rico over the next two years, including raising funds for philanthropic initiatives timed to the January 2019 Puerto Rico debut of *Hamilton*.

ENABLING OUR COLLEAGUES TO BACK OUR COMMUNITIES: OUR 2GETHER PROGRAMS

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, each year many thousands of our colleagues give their time, talent, and donations 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. Consulting+ is an online platform, powered by our long-time partner Taproot Foundation, that enables our colleagues to use their skills—writing, marketing, strategy, design, or research—to help strengthen nonprofit organizations in our communities.

We also organize an annual Serve2Gether Consulting Challenge to provide 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 2017, the program awarded \$103,000 in grants in recognition of nearly 3,500 hours of volunteer service recorded by over 500 colleagues.

PARTNERSHIP SPOTLIGHT: POINTS OF LIGHT

Points of Light – the world's largest organization dedicated to volunteer service – mobilizes millions of people to take action that is changing the world.

American Express became a Points of Light partner in 2010. Over the years, our efforts have united thousands of volunteers through programs such as Travel with Your Mind (helping schools in underserved areas through travel- and multi-cultural-themed initiatives), and the American Express Leadership Academy (offering development training to emerging social purpose leaders on an annual basis). Since 2013, we've partnered with Points of Light and its local affiliates to organize more than 300 volunteer projects across 15 countries. More than 7,000 of our colleagues have volunteered 25,000 hours mentoring youth, revitalizing and cleaning up public spaces, caring for the elderly, serving meals to the homeless, and much more.

INVESTING IN YOUTH MENTORING

In 2017, we teamed up with 33 businesses to support the NYC Youth Mentoring Initiative with the Good for Me. Good for My City Campaign to collectively recruit nearly 7,000 colleagues as high school mentors in New York City. We also joined forces with Strive for College, a national nonprofit that provides underserved high school juniors and seniors with mentoring through the college admissions and financial aid application process. Hundreds of our colleagues signed on as mentors, connecting with students via an online mentoring program that helps them find institutions that are a great fit, both academically and financially.

2017 SERVE2GETHER IMPACT



70K

volunteer hours resulting in \$3.3 million donated in time and talent.¹⁰



14 COUNTRIES

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



19% SKILLS-BASED

volunteer activities.¹¹

81% HANDS-ON

volunteer activities.¹²



ENCOURAGING GIVING THROUGH GIVE2GETHER

Our colleagues naturally want to give to the causes they care about, so we do everything we can to make it as easy as possible for them to do so. We match their contributions to nonprofits up to a maximum of \$8,000 a year. In 2017, we matched \$5.6 million in contributions.

Each fall we hold a Give2Gether campaign across our workplaces in the U.S., Canada, and India. 79 percent of U.S. colleagues participated in Give2Gether last year.

SUSTAINING THE ENVIRONMENT THROUGH GREEN2GETHER

Green2Gether gives colleagues another avenue for making a difference. Through it they can design and lead environmental initiatives tailored to their workplaces and communities. In 2017, more than 20,000 colleagues participated in our Green2Gether activities during Earth Month—resulting in, among other things, the planting of over 18,000 trees.

2017 GIVE2GETHER IMPACT



3,520

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



\$4.6

million donated by colleagues in the U.S., Canada, and India.



\$4.6

million matched by our company in the U.S., Canada, and India.



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 over 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 2008, we have invested nearly \$70 million to develop more than 70,000 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 112 Leadership Academy programs across 11 countries, training more than 3,600 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 hands-on and partner-led Leadership Academy programs, we support two online leadership development platforms for social purpose leaders: [Leaderosity](#) and [+Acumen](#).

- **Acumen:** Acumen, a nonprofit that seeks to bridge the gap between market-based and philanthropic approaches to social change, 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 about 9,000 leaders in 2017 and more than 30,000 since its launch in 2013.
- **Leaderosity:** Leaderosity is 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 2017, Leaderosity trained more than 300 leaders.

2017 SOCIAL PURPOSE LEADERSHIP GRANT IMPACT

 **\$10.5M**
TOTAL VALUE
OF GRANTS.

 **690+**
emerging social purpose leaders trained through 20 American Express Leadership Academy programs with 11 Academy partners.

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

 **NEARLY 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 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 third annual American Express Leadership Academy Global Alumni Summit in 2017.
- 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 2017 we made over 100 grants to nonprofit organizations to create, develop, expand, or maintain their own leadership development programs for high-potential, emerging leaders. Nearly 6,000 leaders were trained as a result of grants to organizations as diverse as Echoing Green (New York, NY), Hispanic Alliance for Career Enhancement (Chicago, IL), Opera America (New York, NY), Leadership Education for Asian Pacifics (Los Angeles, CA), New Strategies at Georgetown University (Washington, D.C.), and Public Allies (Milwaukee, WI).

American Express' Annual Leadership Academy Alumni Summit

In April 2017, we hosted our third annual Leadership Academy Alumni Summit in New York in partnership with Atlas Service Corps. The summit celebrated the accomplishments of 51 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 all the way 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 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, 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 \$65 million in support of historic preservation efforts around the world. Our funding has preserved more than 600 sites, from the Statue of Liberty in New York to the Louvre in Paris.

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. In its over 50 years of vital action, World Monuments Watch has implemented over 600 projects in 90 countries. The World Monuments Fund's 2018 Monuments Watch includes 25 sites spanning 30 countries.

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. More than a decade ago, we joined forces with the National Trust to form Partners in Preservation. This initiative 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 \$20 million dollars to the effort, supporting close to 200 historic sites in San Francisco, Chicago, New Orleans, Boston, Seattle, the Twin Cities, 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. In 2017, 25 historic districts competed in an on-line popular vote. The 11 winning main street sites received a total of \$1.5 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.

2017 HISTORIC PRESERVATION GRANT IMPACT



\$6.2M

TOTAL VALUE OF GRANTS.



40

HISTORIC SITES PRESERVED.



7 COUNTRIES

U.S., U.K., Argentina, France, China, Mexico, and Canada.

MANAGING OUR OPERATIONS RESPONSIBLY



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

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- 62 Commitment to sustainable products, responsible sourcing, and supplier diversity
- 63 Partnering with our colleagues
- 65 Managing our environmental performance

Managing Our Operations Responsibly



We know that one of the most significant ways we can serve our stakeholders is to do our part to protect and sustain the environment.

Our environmental impact stems primarily from the energy use and related greenhouse gas (GHG) emissions associated with our global real estate, which includes our corporate buildings and data centers. Employee air travel, paper procurement and waste have an additional impact. We address these impacts by working to reduce our energy use and GHG emissions, purchasing sustainably certified paper, and responsibly disposing of our key waste streams.

Responsible management of our operations also means working to ensure our suppliers are as diverse as the customers we serve, and that the commodities and services we source are environmentally sound and socially responsible.

2017 AWARDS

EPA Green Power: Top User of Sustainable Energy (since 2014)

Newsweek Green Ranking: Top U.S. Green Companies (since 2011)

2017 KEY COMMITMENTS AND HIGHLIGHTS



Reduce our environmental footprint

- Since 2011, we have **reduced our carbon footprint** for scope 1 and 2 by **50 percent**.²
- We **achieved carbon neutrality** for our employee **business travel** emissions (third party air, rail, and rental cars) through carbon offsets.
- Since 2011, we have **reduced our energy consumption by 24 percent** through energy efficiency projects and real estate space optimization.³
- **Over 45 percent** of our global real estate portfolio was **green-building certified**.⁴
- We purchased over 160,000 MWH of renewable energy certificates (RECs) and achieved **100 percent carbon free electricity for U.S. data centers and our global headquarters**.



Commit to responsible sourcing

- Of the paper used in our U.S. direct marketing efforts in 2017, **98 percent was certified as being from sustainably managed forests**.



Engage our colleagues in sustainability










- More than **20,000 colleagues participated** in our Earth Month activities.
- We provided **over \$3.9 million in support of the environment and wildlife** through the Gift Matching and Serve2Gether grant programs.



Reducing our carbon emissions

Last year, we committed to achieving science-based targets for absolute, aggregate reductions in greenhouse gas emissions. These new targets were set based on recommendations by the Intergovernmental Panel on Climate Change that global absolute emissions be reduced 80 percent below 1990 levels by 2050, in order to avoid the most significant effects of climate change.

We aim to minimize the effects our operations have on the physical 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			2017 Progress
 Green Building Certification	40% of our global real estate portfolio to be certified under a green building standard by 2018.		Surpassed: over 45% ⁴ 
 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 for scope 1 & 2 from 2011 baseline by 2021.		Achieved 
	85% reduction of GHG emissions for scope 1 & 2 from 2011 baseline by 2040.		50% ²
 Renewable Energy	100% of electricity procured from renewable energy sources for our U.S. data centers and our global headquarters by 2021.		Achieved 
	100% of electricity procured from renewable energy sources for our U.S. operations by 2040.		88%
 Energy Efficiency	25% increase in energy efficiency for our facilities from 2011 to 2018.		Surpassed: 27% ¹³ 

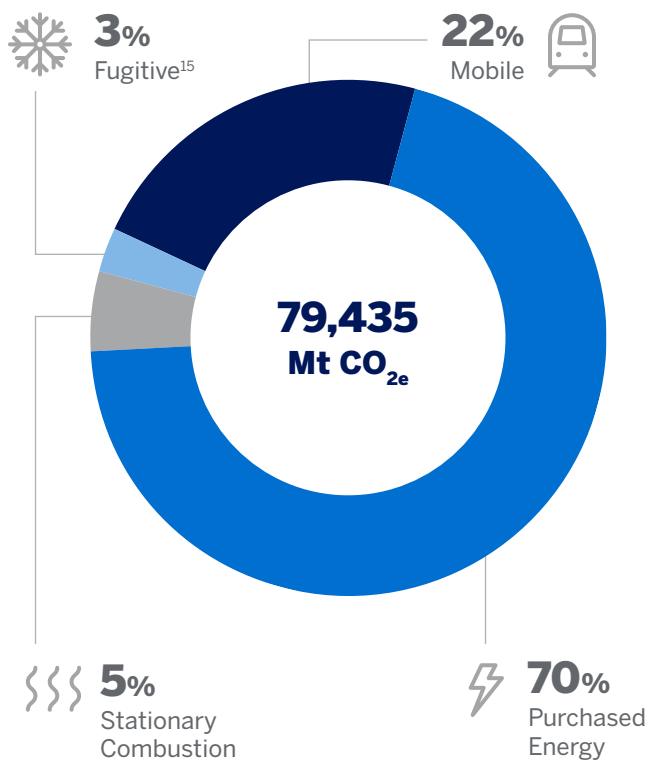


AMERICAN EXPRESS CARBON FOOTPRINT²

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

In keeping with international best practice 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 emissions¹⁴, and we also report on scope 3 CO₂e emissions from colleague business travel. In 2017, we received a score of A- on our climate change impact reporting. Please refer to [page 65](#) for a detailed overview of our environmental data.



ZERO NET EMISSIONS

We achieved carbon neutrality for our employee business travel emissions (third-party air, rail, and rental cars) by supporting a carbon offset project to preserve Chile's native Valdivian forests through The Nature Conservancy. With more than half of the world's temperate rainforests gone, the 50,251 hectare (124,173 acre) Valdivian Coastal Reserve is one of the largest of these areas remaining on Earth. By retiring carbon credits generated from the Valdivian Coastal Reserve Project verified under the Verified Carbon Standard, we were able to offset our carbon footprint and contribute to the protection of this ancient temperate rainforest.



Investing in sustainable workplaces

A safe, healthy, and efficient work environment is vital to our colleagues and our business. We strive to design, build, and operate facilities that 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 becoming a more sustainable workplace. In 2017, we purchased over 160,000 MWh of renewable energy certificates (RECs).

Our U.S. data centers are green building and ISO 14001-2004, ISO 9001-2008 certified, employing best-in-class environmental and quality management systems. They offset 100 percent 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 US 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. Giving colleagues more control over where and when they work reduces reliance on building resources, including waste removal, water usage, and energy consumption. We further support colleagues with virtual workplace tools and technologies, and electronics that adhere to energy efficiency standards.

2017 HIGHLIGHTS



21%

reduction in paper
compared to 2016.



9%

reduction in waste
generation compared
to 2016.¹⁶



12%

water reduction
compared to 2016.¹⁷



43%

of our waste was diverted
from landfills through
recycling or composting.¹⁶



PUTTING SUSTAINABILITY ON THE MENU

Our New York, NY and Sunrise, FL Healthy Living Cafés received two star Green Restaurant Association certifications in 2017, as a recognition of efforts to reduce waste and serve food from sustainable sources. Other food services initiatives include:

- Building our newly opened Sunrise location's Healthy Living Café with Energy Star rated equipment.
- Serving sustainable seafood in our cafeterias across the U.S.
- Planting a 2,500 square foot edible garden, which serves as a true farm-to-table source of fruit, vegetables, and herbs for the Sunrise Healthy Living Café and Catering.
- Piloting a hydroponic growing system in our headquarters to grow fresh and nutritious produce on-site.
- Encouraging the use of reusable dinnerware and mugs; using tree-free napkins in our cafeterias across the U.S.
- Phasing out plastic water bottles with a water filtration system for our catering events in our New York, Sunrise, and Phoenix locations. This change can divert an estimated 9,000 bottles in a year.
- Installing aerobic food digesters at our headquarters to turn food waste into water. One machine can eliminate 50 pounds of waste per hour depending on the food-waste composition.

REDUCING WASTE, WATER, AND CHEMICALS

Paper and decommissioned technology products are primary types of waste for financial services companies. To manage our waste, we encourage colleagues to reduce the amount of paper they use and recycle printed materials. We follow industry best practices for recycling our technology waste by using an ISO 140001-certified recycler that safely and responsibly recycles IT products at our offices worldwide.

Although water use is generally not a significant aspect of our operations, we have put water-reduction measures into place at key offices, and we prioritize the use of green cleaning products.



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 percent of the electricity is offset by renewable energy
- Tools to reduce customer travel 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 launch the first-ever American Express Card manufactured primarily from recovered plastic found in the oceans. The Card is currently a prototype and will be tested and refined over time. In addition, we are committing to reduce single-use plastic within our operations globally. We will evolve our operations to embody Parley's AIR (Avoid, Intercept, Redesign) philosophy through a corporate pledge to limit single-use plastics, intercept plastic waste, and redesign existing materials and plastic products. We have already eliminated plastic straws and stirrers for all our major offices and The Centurion® airport lounges.

2017 HIGHLIGHTS



98%

of paper used in our U.S. direct-marketing area was certified from sustainably managed forests.



53%

of Card Member statements were paperless.¹⁸



90%

of Card Member payments were electronic.¹⁹



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 Green 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.

REDUCING THE ENVIRONMENTAL IMPACTS OF BUSINESS TRAVEL AND EMPLOYEE COMMUTING

Business Travel: We encourage colleagues to use video and web conferencing technologies rather than traveling, whenever possible. When travel is unavoidable, we ask colleagues to group trips together to manage costs and reduce the number of trips taken, and we offer colleagues the option of train travel whenever it is a feasible alternative.

Commuting: Many of our offices are centrally located near public transportation, which reduces the need for

colleagues to drive to work. In the U.S., we offer benefits that enable commuters to use pre-tax dollars to cover the cost of commuting by subway, bus, train, ferry, and vanpool. We also offer bike storage and bike racks at a number of facilities. For our rural and suburban locations, such as those in Phoenix, Toronto, and Rome, shuttle and carpooling services are available as a cost-effective and sustainable alternative to personal vehicles. With the proliferation of electric vehicles, car charging stations have been installed at our global headquarters in New York. In India, our door-to-door transportation services support thousands of colleagues daily, and we have already started phasing out diesel-operated vehicles to stay ahead of the upcoming local air quality regulations.

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 regularly source environmentally preferable and socially responsible commodities and services from approved third-party vendors.

**ENGAGING
COLLEAGUES
IN 2017**



20K+

colleagues participated
in our Earth Month activities.



\$3.9M

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 across our organization, including among the third parties with whom we do business.

As part of our [Supply Chain Inclusion Initiative](#), 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
- Veteran-Owned Business Enterprises

2017 HIGHLIGHTS



\$2.3M

We increased our Minority and Women-Owned Business Enterprises (MWBE) spend, spending directly and indirectly an additional \$2.3 million for food and food services in the U.S. in 2017 compared to 2016.

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](#), our [Human Rights statement](#), and our [U.K. Modern Slavery Act Transparency Statement](#).



Managing our environmental performance²⁰

	UNIT ²¹	2014	2015	2016	2017
Employee headcount	FTE	54,000	54,800	56,400	55,000
Annual revenue	\$US (millions)	34,188	32,818	32,119	33,471
Building square footage ²²	ft ²	9,668,145	9,109,237	8,885,680	8,924,040
Green building certified square footage ⁴	ft ²	2,889,990	3,189,113	4,103,345	4,076,962
GLOBAL GREENHOUSE GAS EMISSIONS					
Scope 1 (direct)					
Stationary combustion	MtCO ₂ e	7,667	4,657	4,069	3,783
Mobile combustion	MtCO ₂ e	25,535	19,949	18,729	17,752
Fugitive	MtCO ₂ e	2,301	2,746	2,640	2,627
Total scope 1	MtCO ₂ e	35,503	27,352	25,438	24,162
Scope 2 (indirect)					
Purchased electricity	MtCO ₂ e	105,192	95,476	56,238	52,145
District heating	MtCO ₂ e	1,991	2,160	1,706	1,964
District cooling	MtCO ₂ e	167	816	1,171	1,164
Total scope 2 ²	MtCO ₂ e	107,350	98,452	59,115	55,273
Scope 3					
Business rental cars	MtCO ₂ e	789	781	613	474
Business air travel	MtCO ₂ e	32,628	42,176	37,614	33,622
Business rail travel	MtCO ₂ e	170	134	138	128
Purchased GHG Emission Offsets	MtCO ₂ e				35,000
Total scope 3	MtCO ₂ e	33,587	43,092	38,364	0
Total Scope 1, 2, and 3 emissions	MtCO ₂ e	176,440	168,895	122,917	79,435
RENEWABLE ENERGY CREDITS (RECS)					
RECs purchased	MWh	114,117	173,980 ²³	150,000 ²⁴	160,663 ²⁵
GLOBAL ENERGY USAGE²⁶					
Electricity	MWh	301,250	267,206	255,964	259,323
Steam	MWh	8,789	9,533	7,531	8,672
Chilled water	MWh	2,546	10,969	14,063	14,728
Natural gas	MWh	39,594	22,025	17,440	17,615
Diesel	MWh	1,940	2,626	3,588	2,333
Gasoline	MWh	70,937	60,367	54,456	51,050
Jet fuel	MWh	30,684	21,850	22,658	22,023
Total	MWh	455,740	394,576	375,701	375,744
GLOBAL WATER USAGE¹⁷					
Water	m ³	681,846	665,427	601,662	531,838
GLOBAL WASTE¹⁶					
Waste generated	Mt	4,961	3,839	3,300	3,003
Waste recycled	Mt	1,818	1,485	1,409	1,296
PAPER USE					
U.S. direct mail	Lbs.	131,545,596	110,922,327	109,037,128	76,596,158
Percent U.S. direct mail from certified from sustainable sources		91%	91%	97%	98%
Copy paper pages printed globally		136,914,826	121,522,510	106,221,667	83,410,737
CDP					
Climate change survey score		95B	B	A-	²⁷
ENVIRONMENTAL VIOLATIONS					
Environmental violations		0	0	0	0

1. The Small Business Saturday Consumer Insights Survey was conducted by Teneo among a nationally representative sample of 2,160 U.S. adults 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 receipts or sales. It was conducted anonymously on November 26, 2017. The survey has an overall margin of error of +/- 2.1%, at the 95% level of confidence. Projections are based on current U.S. Census estimates of the U.S. adult population, age 18 years and over. The survey was commissioned by American Express and the National Federation of Independent Businesses (NFIB).

2. Based on Scope 2 GHG emissions calculated using the 2015 market-based carbon accounting methodology.

3. Energy efficiency is measured by the total kilowatt hours of energy consumed annually, reported in our annual Greenhouse Gas (GHG) Inventory. For most of our buildings, we receive metered utility billing data. This data allows us to empirically calculate consumption over time. For locations for which we do not receive metered utility billing data, we estimate consumption. This estimate is based on our GHG Inventory's standard Electricity Estimation and is in accordance with the GHG Protocol's CBECS 2003, Midwest Office Factor.

4. 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, GreenMark, and Energy Star).

5. 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.

6. As determined by an analysis conducted by American Express Global Corporate Payments using 2017 FORTUNE Global 500 statistics of Licensee's customers. From FORTUNE, August © 2017 Time Inc. Used under license. FORTUNE and Time Inc. are not affiliated with, and do not endorse products or services of, Licensee. Claim not confirmed by FORTUNE or Time Inc. FORTUNE and FORTUNE Global 500 are registered trademarks of Time Inc. and are used under license.

7. Small is Big, an independent company that runs Small Business Saturday in the U.K., used Twitter tracking from Union Metrics and tracked all engagement across the campaign, including the handle @smallbizsatuk, the hashtag #smallbizsatuk, and the phrase Small Business Saturday.

8. The Small Business Saturday Consumer Insights Survey was conducted in the U.K. among a nationally representative sample of 3,612 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 2 and 3, 2017. The survey has an overall margin of error of +/- 2.2%, at the 95% level of confidence.

9. The 2017 State of Women-Owned Businesses Report, commissioned by American Express, is based on data from the United States Census Bureau Survey of Business Owners (SBO), which is conducted every five years in years ending in 2 and 7. Data from the 1997 and 2012 Census surveys were collated, analyzed, and extrapolated forward to 2017, factoring in relative changes in Gross Domestic Product (GDP) not only nationally but also at industry, state, and metropolitan statistical area levels. All GDP data were obtained from the Bureau of Economic Analysis.

10. According to Taproot Foundation, services donated by business professionals are valued at \$150 per hour compared to \$24.69 for more traditional volunteering which is the estimated value of volunteer time, as per the 2017 Bureau of Labor Statistic data.

11. Pro bono or skills-based volunteering/service: Employee volunteering that uses professional skills in service to a community partner. This can include, but is not limited to, the donation of services such as accounting, marketing, finance, graphic design, and information technology.

12. Hands on volunteering (also known as traditional and extra hands volunteering): Employee volunteering that does not involve applying the employee's workplace skills.

13. Measurement is based on facilities where metered 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 time 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. In their guidance, "Greenhouse Gas Inventory Guidance Direct Fugitive Emissions from Refrigeration, Air Conditioning, Fire Suppression, and Industrial Gases," the EPA defines these fugitive emissions as those that "result from the direct release to the atmosphere of GHG compounds from various types of equipment and processes... that are common for organizations in many sectors: refrigeration and air conditioning systems, fire suppression systems, and the purchase and release of industrial gases."

16. Waste/recycling generation reported only for facilities where waste/recycling hauling data is currently available. Reported waste for 2017 represents approximately 63 percent of our global managed real estate footprint. Currently no estimates are available for other facilities.

17. Water usage reported only for facilities where metered data is available. Reported water for 2017 represents approximately 77 percent of our global managed real estate footprint. Currently no estimates are available for other facilities.

18. Includes Global Consumer, Global Small Business, and US Corporate Card Members.

19. "Electronic" includes payment received via phone, online, Auto Pay, third party remits, and wire transfers.

20. GHG emissions and other environmental information reported in this table represents data for entities under operational control of the Company. The definition of operational control is consistent with that used by the GHG Protocol; a company has operational control over an operation if the former or one of its subsidiaries has the full authority to introduce and implement its operating policies at the operation.

21. FTE: Full-time Equivalent; ft2: Square Footage; MtCO2e: Metric Tons of Carbon Dioxide Equivalent; MWh: Megawatt Hours; m3: Cubic Meters; Mt: Metric Tons; Lbs.: Pound Weight.

22. 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 & Workplace Experience Team (global managed real estate footprint), by individual business units and the Data Center Infrastructure team.

23. 78,980 MWh's of the RECs purchased were applied to the 2015 scope 2 market-based emissions resulting in 36,101 tCO2e emissions reduction.

-
24. 150,000 MWh's of the RECs purchased were applied to the 2016 scope 2 market-based emissions resulting in 71,531 tCO2e emissions reduction.
25. 160,663 MWh's of the RECs purchased were applied to the 2017 scope 2 market-based emissions resulting in 68,256 tCO2e emissions reduction.
26. Energy usage based on combination of metered energy consumption billing data and estimated energy consumption data based on energy intensity per square footage standards outlined in the GHG Protocol, where metered data is not currently available.
27. Data not available for the periods indicated.





VERIFICATION STATEMENT GREENHOUSE GAS EMISSIONS

Bureau Veritas North America, Inc. (BVNA) was engaged to conduct an independent verification of the greenhouse gas (GHG) emissions reported by American Express for the calendar year (CY) 2017. 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. BVNA'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 2017	
Scope 1 Emissions 24,162 metric tons (mt) of CO ₂ equivalent (CO _{2e})	
Scope 2 Emissions – Location Based 119,932 mtCO _{2e}	Scope 2 Emissions – Market Based 55,273 mt CO _{2e}
Scope 3 Emissions	
Category 6 – Business Travel	34,224 mt CO _{2e}
GHG Emission Offsets Applied to CY 2017 Scope 3 Emissions and Net Scope 3 Emissions	
Purchased GHG Emission Offsets	35,000 mt CO _{2e}
Net Scope 3 Emissions, Category 6 – Business Travel	0 mt CO _{2e}

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American Express
August 6, 2018

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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.

Period covered by GHG emissions verification:

- Calendar Year 2017 – January 1 to December 31, 2017

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 materially correct;
- 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.

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
August 6, 2018

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Statement of independence, impartiality and competence

The Bureau Veritas Group is an independent professional services company that specializes in Quality, Health, Safety, Social and Environmental management with over 185 years history in providing independent assurance 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.

The Bureau Veritas Group 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 The Bureau Veritas Group 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
Senior Project Manager
Bureau Veritas North America, Inc.
Santa Ana, California

A handwritten signature in blue ink, appearing to read "Trevor Donaghu".

Trevor Donaghu, Technical Reviewer
Technical Director, Climate Change Services
Bureau Veritas North America, Inc.
San Ramon, California

August 6, 2018

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 2017 Annual Report on Form 10-K, 2018 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	Annual Report (page 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 Diversity and Inclusion Strategy	4, 26
102-10	Significant changes to the organization and its supply chain	Annual Report (pages 1-3)	
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	Annual Report (pages 11-31) , How We Approach CSR, Engaging with Stakeholders, Identifying Key Environmental, Social, and Governance (ESG) Issues	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
102-18	Governance structure	How We Approach CSR, Promoting Responsible Business Practices, Proxy (pages 10-23, 41)	8, 16
102-19	Delegating authority	How We Approach CSR, Our CSR Governance Structure	14

Disclosure No.	Disclosure Title	Report Section or Other Documentation	Page No.
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 10-22)	
102-23	Chair of the highest governance body	Proxy (page 15)	
102-24	Nominating and selecting the highest governance body	Proxy (pages 10, 21)	
102-25	Conflicts of interest	Proxy (pages 30, 71)	
102-26	Role of highest governance body in setting purpose, values, and strategy	How We Approach CSR, Proxy (pages 10-23, 41)	8
102-27	Collective knowledge of highest governance body	Proxy (Public Responsibility Committee, page 35)	
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 35) CDP Submission	
102-33	Communicating critical concerns	Code of Conduct (pages 4-5)	
102-35	Remuneration policies	Proxy (pages 49-84)	
102-36	Process for determining remuneration	Proxy (pages 49-72)	
102-37	Stakeholders' involvement in remuneration	Proxy (pages 30-32)	
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	There are no restatements for this reporting period.	
102-49	Changes in reporting	There are no significant changes from the previous reporting period.	
102-50	Reporting period	About This Report	6
102-51	Date of most recent report	September 2017	
102-52	Reporting cycle	Annual	

Disclosure No.	Disclosure Title	Report Section or Other Documentation	Page No.
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 If you would like to stay up-to-date with our CSR activities, you can follow the blog posts of our Senior Vice President, Corporate Social Responsibility, Timothy J. McClimon	
102-55	GRI content index	GRI Content Index	71
102-56	External assurance	Bureau Veritas North America, Inc. (BVNA) was engaged to conduct an independent verification of the greenhouse gas emissions reported by American Express for the calendar year 2017.	
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	Annual Report (pages 67-144)	
103-3	Evaluation of the management approach	Annual Report (pages 67-144)	
201-1	Direct economic value generated and distributed	About American Express, Company Profile, Annual Report (pages 67-144)	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	Annual Report (pages 2-5)	
103-3	Evaluation of the management approach	Annual Report (pages 2-5)	
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, 47

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, 47
203-1	Infrastructure investments and services supported	Caring for Our Communities, Revitalizing Neighborhoods	49
203-2	Significant indirect economic impacts	Caring for Our Communities, Serving Communities, Developing Leaders	49, 53
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	62
103-3	Evaluation of the management approach	Managing Our Operations, Commitments to Sustainable Products, Responsible Sourcing, and Supplier Diversity	62
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	57
103-3	Evaluation of the management approach	Managing Our Operations	57
301-1	Materials used by weight or volume	Managing Our Operations, Managing our Environmental Performance	65
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	57, 58
103-3	Evaluation of the management approach	Managing Our Operations, Introduction, and Reducing Our Carbon Emissions	57, 58
302-1	Energy consumption within the organization	Managing Our Operations, Managing our Environmental Performance	65
302-4	Reduction of energy consumption	Managing Our Operations, Reducing Our Carbon Emissions, and Managing our Environmental Performance	58, 65

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	61
103-3	Evaluation of the management approach	Managing Our Operations, Reducing Waste, Water, and Chemicals	61
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	57, 58
103-3	Evaluation of the management approach	Managing Our Operations, Introduction, and Reducing Our Carbon Emissions	57, 58
305-1	Direct (Scope 1) GHG emissions	Managing Our Operations, Managing our Environmental Performance	65
305-2	Energy indirect (Scope 2) GHG emissions	Managing Our Operations, Managing our Environmental Performance	65
305-3	Other indirect (Scope 3) GHG emissions	Managing Our Operations, Managing our Environmental Performance	65
305-4	GHG emissions intensity	Managing Our Operations, Managing our Environmental Performance	65
305-5	Reduction of GHG emissions	Managing Our Operations, Managing our Environmental Performance	65
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	57, 58
103-3	Evaluation of the management approach	Managing Our Operations, Investing in Sustainable Workplaces, Reducing Waste, Water, and Chemicals	60, 61
306-2	Waste by type and disposal method	Managing Our Operations, Investing in Sustainable Workplaces, Reducing Waste, Water, and Chemicals	60, 61
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	29
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 Diversity and Inclusion Strategy	26
103-3	Evaluation of the management approach	Serving Our Colleagues, Our Global Diversity and Inclusion 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 Diversity and Inclusion Strategy	20 26
405-2	Ratio of basic salary and remuneration of women to men	American Express Statement on Gender Pay Equity	
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	47
103-3	Evaluation of the management approach	Caring for Our Communities, Introduction	47
413-1	Operations with local community engagement, impact assessments, and development programs	Caring for Our Communities, Charitable Giving	48

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	62
103-3	Evaluation of the management approach	Managing Our Operations, Commitments to Sustainable Products, Responsible Sourcing, and Supplier Diversity	62
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	39
103-3	Evaluation of the management approach	Delivering for Our Customers and Partners, Responsible Marketing and Fair Lending	39
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, 41
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, 41
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	39
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	39

Thank you for reading our 2017–2018 CSR report.

We value feedback from our stakeholders.

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

If you would like to stay up-to-date with our
CSR activities, you can follow the [blog posts](#)
of our Senior Vice President, Corporate
Social Responsibility, Timothy J. McClimon.



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