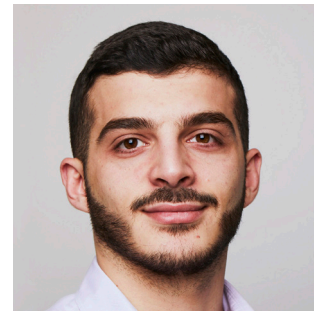




UK GENDER PAY GAP REPORT 2019



Reporting Our Progress

At American Express, embracing inclusion and diversity is at the core of our culture, and we know that by celebrating our unique differences, this helps drive creativity and innovation. It's essential to the success of our business that our colleagues are as diverse as the customers and communities we serve. It was therefore particularly rewarding that our efforts were recognised last year in a list compiled by the Financial Times, in which American Express ranked number one in financial services, and 15th overall out of 700 companies, for its diverse and inclusive workplace. Furthermore, one of the world's largest recruitment sites, Glassdoor, also included us in their Top 50 Best Places to Work.

While driving greater gender balance across the organisation continues to be an important priority for American Express, the composition of our workforce remains the primary reason for our 2019 gender pay gap. Across the organisation we continue to have more women in non-senior positions and more men in senior positions. However, we're confident that the gap is not an equal pay issue and we regularly review our practices to make sure this is the case. Although there's been a slight increase in the company's gender pay gap since last year, this is predominately because we increased our headcount by 15% which resulted in more women than men taking up more junior roles.

As a company, we're continuing to make changes to help reduce the gap and improve the pipeline of women moving up to more senior leadership positions. This includes

reviewing our talent and recruitment strategy, putting all colleagues through inclusive leadership training and honouring our commitment to the HM Treasury's Women in Finance Charter. A pledge that sees American Express and other financial services companies coming together to build a more balanced and fair industry.

I'm encouraged that since publishing our first gender pay gap report in 2017, the number of women in senior leadership roles has increased by almost one-third. In addition, the number of women in first level management roles has increased by 12%. At a senior level worldwide, it's inspiring that almost half of the Company's Executive Committee is made up of women.

While I recognise many of the initiatives we are undertaking will take some time to make a meaningful impact and that we still have more to do, we're committed to ensuring that all our colleagues have the opportunity to succeed and fulfil their ambitions at American Express.

I confirm that the data in this report is accurate.

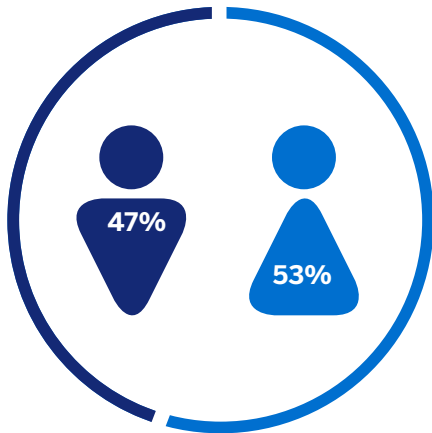
Charlotte

CHARLOTTE DUERDEN
UK MANAGING DIRECTOR



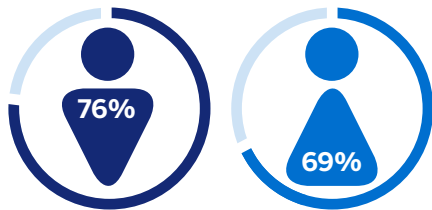
Our 2019 Gender Pay Gap Results

% men/women in the workforce:

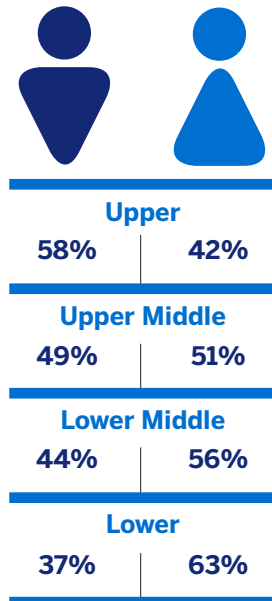


	Mean	Median
Hourly Pay Gap	16.8%	19.7%
Bonus Pay Gap	39.3%	57.2%

% receiving a bonus:



Number of employees in each pay quartile



The primary reason for our 2019 gender pay gap is because we continue to have more women in non-senior positions and more men in senior positions. We have 66% women and 34% men in more junior roles and 37% women and 63% men in our senior leadership roles.

In this reporting period, we increased our American Express UK headcount by 15%, resulting in an uplift in the number of women at more junior levels. While additions to our workforce reflect the success of the business and positively support the local economy, an increase in the number of women employed at these levels has resulted in a slight gender pay gap increase of 1.6% since we started reporting in 2017. It's widely acknowledged that some changes (e.g. employing additional women at some of the more junior levels) may potentially increase gaps in the short term.

Our bonus pay gap continues to result from more men than women in senior roles that attract a bonus. As reported in previous years, our bonus pay gap figures are influenced by the following factors:

- Under the Company's annual incentive programme senior positions have a higher potential bonus pay and so the bonus gap is primarily as a result of fewer women than men at the most senior levels. Similarly, there is a greater proportion of men than women in roles eligible for sales incentive programmes.
- The reporting requirements do not allow us to reflect that bonuses are paid pro-rata to those colleagues on reduced hours, part-time, on absence (e.g. maternity leave). Our bonus gap would be slightly reduced if this was factored in.

Our Ongoing Commitment to Inclusion, Diversity and Development

Being yourself matters

American Express is focused on creating an environment where all colleagues are engaged, have a voice, and can thrive.

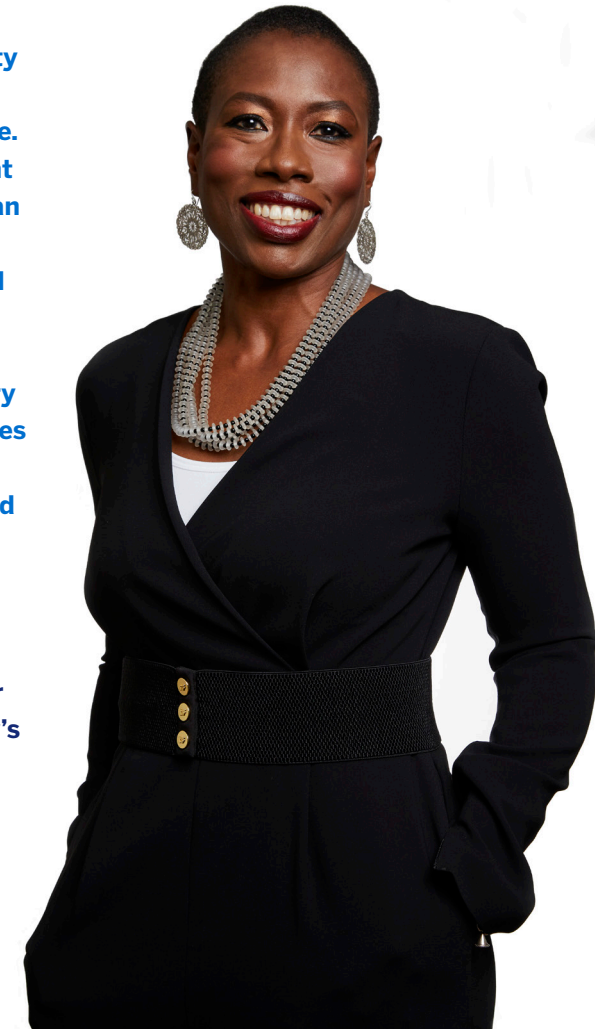
The American Express Inclusion & Diversity strategy brings together the power of our inclusive culture and diverse talent. We recognise inclusion is the key to accelerating diversity efforts, in an increasingly multi-dimensional workforce.

In 2018 we established a UK Diversity Council, championing inclusion, diversity and allyship with business leaders so they can work closely with our colleagues to further develop our inclusive communities and provide opportunities for professional development and building skills. Since its inception, the UK Diversity Council has made great strides in supporting colleagues across the organisation and promoting a diverse environment.

We have a strategy in place to ensure we are attracting, retaining, and developing a talent pool of individuals that bring diverse experiences and drive stronger business performance.

“ Inclusion and diversity are at the heart of the American Express culture. Providing an environment where every colleague can be themselves, embrace differences and truly feel included is something we’re very proud of and continue to work on every day as the world continues to evolve. When our colleagues feel supported and thrive, we all win. ”

Sonia Cargan, Chief Inclusion and Diversity Officer, is responsible for overseeing the Company’s global inclusion and diversity strategy.



Attracting Talent

With the appointment of a Vice President of **Global Diverse Executive Engagement**, we are actively looking to engage and build a pipeline of prospective female candidates for senior positions across the business.

The Company has developed **diversity recruitment guidelines** to provide colleagues with specific information and best practices for attracting a diverse candidate pool throughout the hiring process. The guidelines include support on drafting successful job descriptions, sourcing candidates, reviewing CVs, interviewing and selection.

We're trialling the use of **Artificial Intelligence** to analyse job descriptions and identify where our wording might limit applications from prospective candidates. For example, scanning job descriptions for sales roles to check for biased language.

What our colleagues say:

Nikeeta Phagura Marketing Executive

Nikeeta joined American Express in 2018 through the graduate programme as an intern and is now a full-time colleague in Consumer Marketing. She interviewed at several financial services organisations during her search for an internship, and right away noticed that American Express was different than the rest.

During my interviews at Amex, I felt immediately welcomed and that the people I met were genuinely interested in getting to know me and hear what I had to say. I received multiple internship offers, but Amex was the clear choice for me. My time as an intern, and now as a full-time colleague, has lived up to my expectations of working at Amex. I get a lot of ownership and autonomy over my work, which is unusual for someone at my level in such a large organisation. I'm very excited to see what opportunities lie ahead for me to develop my career here.



Retaining Talent

► We recognise that **flexible working** is one of the key factors in reducing our gender pay gap. For the sixth consecutive year, we have retained our position in the annual Top 10 Employers listing for Working Families. More than nine out of ten colleagues report that they have the flexibility they need to achieve a good work-life balance.

► We have partnered with 'Bright Horizons' to launch the new **Parent Transition Programme**. This programme includes a coaching app to support the time preparing for, during, and post parental leave. The initiative includes facilitated 'Keep in Touch Days,' support finding childcare, an online Parental Leave toolkit, workshops, networking events, and webinars. Within our workforce, 90% of our colleagues return after maternity/paternity/shared parental leave – versus the national average of 77%.

► We care about the wellbeing of all colleagues physically and emotionally. Our **Healthy Living Suite** of onsite and digital services provides free on-site health checks, Emotional Wellbeing Services, Virtual GP service, exercise classes and Occupational Health and Employee Assistance Programmes.

► We have introduced **senior leader reviews** to look at trends in who we have hired, who has been promoted, who has left the business and why.

What our colleagues say:

Lorraine Massey
Director, Colleague Labour Relations

Lorraine joined American Express in 2008 and has held various roles within the Colleague Experience Group. During her time at the Company, she has taken two maternity leaves and more recently decided to spend an extended period of time with her two children, taking unpaid parental leave. Shortly after returning from her time out, she was promoted to Director.

“Working full time and having two children is challenging. I decided that I wanted to spend more time with my two children while they're young, so I decided to take unpaid parental leave. I felt that six weeks was a good amount of time to be out; long enough to switch off, but not so long that I had any trouble getting back into work on my return. To anyone thinking about taking unpaid parental leave, my advice is to go for it if you can as time passes so quickly.”



Developing Talent

▶ As part of our **talent strategy** we are focusing on progression, enabling colleagues to develop and grow their careers in a supportive environment. For example, we have invested in inclusive leadership training for our senior leaders. Beyond raising awareness about inclusivity and potential unconscious bias, the training motivates and educates our colleagues to build inclusive, high-performing teams.

▶ Through a new signature initiative called **The Ambition Project**, we are raising awareness about the important role that ambition plays in women's professional and personal success with targeted programming, candid discussions and insightful research.

▶ Our 10 UK colleague networks bring together people to support each other within their careers. More than 60% of colleagues engage in one or more networks. By growing our **active women's networks** we are creating a community of support for women within the organisation:

- **'Women's Interest Networks'** provide a forum for all employees to seek career development and education, support and mentoring. There are currently 1,700 UK members

- **'Women in Technologies'** serves as an important support network for around 80% of women colleagues in STEM roles providing technical training and career advancement

What our colleagues say:

Katrina Roberts

Senior Vice President & Unit CIO, Technology

Katrina Roberts joined American Express in 1991 through the UK graduate training programme. She advanced through a series of increasingly senior roles, both in the business and in Technology. She is a mentor to high-potential diverse talent within American Express, an executive sponsor of the global Women in Technology colleague network and an executive champion for Inclusion & Diversity for the Technology team.

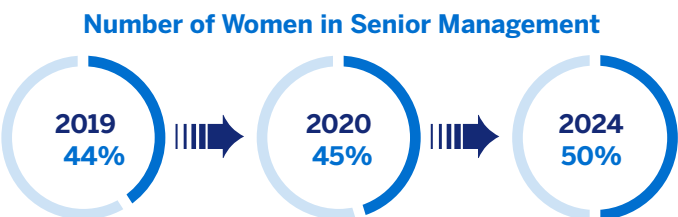
“Thinking back to when I embarked on my career, I didn't have a grand plan for how I wanted it to go. I was just determined – and still am – to be the best I can possibly be. The fact that I've been able to achieve so much has a huge amount to do with the support I've received from the most important people in my life. My parents, husband and son...Then of course, there's the support I've received from American Express, which feels very much like a second family. American Express has done so much for me and I have a strong desire to give back. And I'm equally passionate about ensuring others are as satisfied to work here and feel as able to succeed as I do.”



Our Commitment to the Gender Agenda

Women in Finance Charter (WIFC)

We have shown our commitment to gender equality by signing up to the HM Treasury's WIFC where we have publicly pledged to achieve a 50:50 gender balance (with 10% tolerance) of senior management roles in the UK by 30 September 2024. To help achieve this, we have linked the compensation of our UK senior executive team to the delivery of gender goals.



Women and Work All-Party Parliamentary Group (APPG)

The Women and Work APPG is a cross-party group of Members of Parliament and Peers that provides a forum to examine and debate the role that policy makers can play to deliver gender balance within the economy. American Express has contributed to the group's 2019 report: **Inclusivity and Intersectionality**, sharing initiatives in place across our organisation such as inclusive leadership, mental health and wellbeing in the workplace, our Diversity Council and Colleague Networks.



Nurturing Female Talent in the Community

American Express has a key role to play in nurturing future female talent in the communities where we live and work. Over 25% of the Company's annual volunteering budget is allocated specifically to programmes for girls including the following:

Tech Girls

We're proud that 33% of our UK Tech workforce is female (double the national average of 15%-17%). We've been backing a girls-only technology educational initiative as part of our extensive Corporate Social Responsibility programme since 2012. Tech Girls is an innovative initiative working with schools, to help more girls (aged 12-13) become interested in technology. It aims to engage more girls in technology at GCSE/BTEC and as future careers. It showcases the importance of technology in the world of work today and in the future, and addresses the skills shortage and gender imbalance in the sector.



Girls and Women's Football

The Girls Football programme, delivered in partnership with Albion in the Community, Brighton & Hove Albion Football Club's (BHAFC) official charity, helps young girls of all abilities develop their technical skills, boost self-confidence and encourage teamwork. The initiative is funded by American Express, in our capacity as Official Shirt Sponsor of BHAFC's FA Women's Super League team. Last year we confirmed a multi-year extension of our long-term partnership with BHAFC, which included specific and additional investment for women's and girls' football, reflecting both the Company's and the Club's strong commitment to inclusion and diversity.



Premier League Inspires

Last year we held the inaugural 'Young Women's Enterprise Conference' at the American Express Community Stadium, attended by more than 90 students (girls aged 12-13). The event forms part of the national Premier League Inspires programme which aims to give girls an insight into the world of business and enterprise and provides students with a greater understanding of the career opportunities available for women and girls.



Statutory Disclosures





Figures on previous pages are for American Express UK comprising our entire UK workforce as of the official snapshot date of 5 April 2019.

The UK business is made up of three separate legal entities of 250 or more employees and a number of smaller entities with fewer than 250 employees (colleagues). The gender pay gap data specific to each of the three businesses of over 250 employees is set out on this page.

The regulation requires us to rank employees in the pay analysis by hourly pay and divide into four equal bands (quartiles) and show the proportion of male and female employees in each one (shown overleaf). Quartile one is the lowest pay band and quartile four is the highest. These calculations have been independently reviewed and verified by an external third party.

	American Express Services Europe Limited AESEL	American Express Payment Services Limited AEP SL	American Express Europe LLC AEEL	American Express Overall UK UK
Hourly gap:				
Mean gender pay gap	16.4%	8.7%	19.1%	16.8%
Median gender pay gap	18.3%	13.1%	12.7%	19.7%
Bonus gap:				
Mean bonus pay gap	47.2%	7.2%	47.8%	39.3%
Median bonus pay gap	50.3%	38.4%	26.5%	57.2%
Proportion receiving bonus				
	74.7% 66.5%	80.4% 71.8%	83.3% 82.6%	76.1% 69.3%

Quartiles

	American Express Services Europe Limited AESEL		American Express Payment Services Limited AEPsL		American Express Europe LLC AEEL		American Express Overall UK UK	
								
Quartile 1	Lower		Lower		Lower		Lower	
	39.5%	60.5%	35.7%	64.3%	27.5%	72.5%	36.8%	63.2%
Quartile 2	Lower Middle		Lower Middle		Lower Middle		Lower Middle	
	46.3%	53.7%	43.8%	56.3%	33.1%	66.9%	44.4%	55.6%
Quartile 3	Upper Middle		Upper Middle		Upper Middle		Upper Middle	
	49.1%	50.9%	45.7%	54.3%	32.8%	67.2%	48.7%	51.3%
Quartile 4	Upper		Upper		Upper		Upper	
	60.6%	39.4%	48.1%	51.9%	48.9%	51.1%	58.4%	41.6%

