



UK Gender Pay Gap Report 2020



Reporting Our Progress



At American Express we have a longstanding commitment to building an inclusive and diverse workplace that reflects the customers and communities we serve. We believe the best way to back our customers is to back our colleagues. We're proud to be an organisation where all colleagues feel welcomed, supported and have the opportunity to thrive. Never has this been so relevant in these uncertain times. 2020 was a year like no other. Businesses and individuals alike were having to navigate a global crisis and the challenges COVID-19 presented. As a

company we found ourselves moving our office-based business to a 'working from home' operation in a matter of weeks. This was only made possible by the collective and outstanding efforts of our Team Amex colleagues. In what was a remarkably difficult year, while continuing to provide our customers with the exceptional level of service they expect from us, we didn't lose sight of the importance of ensuring that all colleagues could still access opportunities to fulfil their ambitions and we continued to strive for a greater gender balance across the company.

I'm pleased that there's been a slight improvement in our gender pay gap since our last report. However, the composition of our workforce remains the primary reason for our 2020 gender pay gap as we continue to have more women in non-senior positions and more men in senior positions across the organisation. Encouragingly, since we published our first gender pay gap figures in 2017, the number of women in senior leadership positions has increased by half and the number of women in first level management roles has increased by one fifth, as the initiatives we've put in place begin to take effect. We continue to make good progress on our HM Treasury's Women in Finance Charter pledge to achieve a 50:50 gender balance of senior

management roles in the UK by 2024, with the number of women in senior management positions standing at 46%.

I'm proud to say that seven out of 12 executives reporting to our CEO are women and they are responsible for leading more than 50% of our global workforce. Equal pay for equal work has always been a cornerstone of American Express' inclusive culture. In 2020, the company reached 100% pay equity for colleagues across genders globally and has committed to maintain this moving forward. Our inclusivity and diversity commitments continue to be recognised externally. Last year we were ranked 20th overall by the Financial Times out of 15,000 companies across Europe in its Diversity Leaders listing. Glassdoor, global recruitment site, included us at 15th in its 2021 list of Top 50 Best Places to Work UK. What makes this even more gratifying is that both these rankings are based on employee feedback of their workplaces. We were also listed in Bloomberg's 2020 Gender Equality Index and we retained our position as a Top Ten Employer for Working Families in the UK once again.

We introduced new initiatives including the American Express Ambition Project to encourage a more open dialogue about how we can fully back our women colleagues in achieving their ambitions. We also launched Self- Identification, a voluntary effort designed to give colleagues the opportunity to confidentially share their diversity data. We will use this data to continue to make impactful and sustainable changes that further strengthen our inclusive culture. While we still have a way to go before all the measures we've taken make significant inroads in the advancement of women and our gender pay gap, I'm confident we're moving in the right direction.

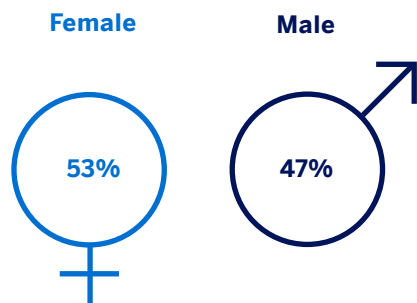
I confirm that the data in this report is accurate.

Charlotte

CHARLOTTE DUERDEN, UK MANAGING DIRECTOR

Our 2020 Gender Pay Gap Results

% female/male in the workforce:

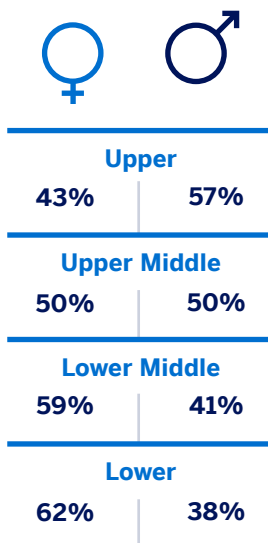


	Mean	Median
Hourly Pay Gap	16.4%	18.1%
Bonus Pay Gap	41.7%	38.4%

% receiving a bonus:



Number of employees in each pay quartile



Our gender pay gap has seen a small year-on-year improvement moving to 16.4% from a mean hourly pay gap of 16.8% and a median hourly pay gap of 18.1% compared to 19.7% in 2019. The composition of our workforce remains the primary reason for our 2020 gender pay gap. We continue to have more women in our junior roles and more men in our senior leadership roles.

In 2020 the way American Express awarded bonuses globally saw a significant change. All colleagues became entitled to some form of bonus payment. As a result 93% of both men and women received a bonus and the percentage of women receiving a bonus increased by almost one quarter year-on-year. This change is reflected in the bonus pay gap which saw a mean increase of 2% and median decrease of 19% on 2019.

As reported in previous years, our bonus pay gap figures continue to be 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.
- 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 Equity

BELONGING AT AMERICAN EXPRESS



“ Making sure every colleague feels comfortable being here, regardless of gender, race, ethnicity, age, religion, ability or sexual orientation, is my number one goal in this role. When we feel included, valued and respected, we are empowered to connect with colleagues on a deeper level, effectively contribute to our team, and are more comfortable challenging the status quo. Simply put, we can do our best work. ”

SONIA CARGAN, CHIEF INCLUSION AND DIVERSITY OFFICER oversees the company's global inclusion and diversity strategy

In 2020 American Express publicly announced a global action plan supported by \$1 billion in investments towards enhancing diverse representation and equal opportunities for colleagues, customers and communities worldwide. We created the Office of Enterprise Inclusion, Diversity and Business Engagement, reporting into our Chairman & CEO, to oversee our investments and drive forward our action plan. These initiatives will build on the progress and commitments American Express has made to foster an inclusive, equitable and diverse workplace where colleagues of all backgrounds feel they belong. Other developments include:

EXPANDING OUR BLUE BOX VALUES: Blue Box values are core principles by which our colleagues abide. These have been expanded to include 'We Embrace Diversity' and 'We Stand for Inclusion' designed to make it clear that the company does not tolerate bias of any kind and to reinforce our commitment to ensuring we have a welcoming and inclusive culture.

ENHANCING COLLEAGUE REPRESENTATION: a comprehensive strategy that encompasses recruitment, hiring and promotion practices to attract, develop and retain underrepresented colleagues, including female, Black/African American and Latinx colleagues.

DIVERSITY IN THE C-SUITE AND BOARD ROOM: We are focused on ensuring we have balanced representation at all levels of the company, from the Board of Directors on down. As of February 2021, 56% of the company's Executive Committee members and 60% of our Board of Directors represented diverse backgrounds based on race, ethnicity and gender.

STRENGTHENING OUR CULTURE OF INCLUSION AND BELONGING: last year the company took an important step to further our commitment to belonging and launched, "Strengthening our Culture of Inclusion and Belonging" a mandatory course for all colleagues to take globally. This is part of our ongoing effort to hold ourselves accountable and make sure that everyone feels welcomed and able to bring their best selves to work – regardless of their gender, race, ethnicity, age, religion, ability or sexual orientation.

AMERICAN EXPRESS AMBITION PROJECT: launched globally and designed to help leaders recognise their responsibility to nurture ambition and provide future generations of women with support around ambition. See page 5 for more information.

Creating an Ambitious Culture

According to a global study on women’s relationships with ambition, commissioned by American Express in partnership with The New York Women’s Foundation, only three in 10 professional women said they were proud to call themselves “ambitious”. For women, ambition has often been viewed as negative or self-serving. Through the Ambition Project the company is calling on all colleagues to support each other, inspire each

other, and to be ambitious for each other – whether it’s for their careers, their personal lives, their passions, or their communities. The Ambition Project is being advocated at the most senior levels across the organisation so that women are encouraged to embrace and achieve their ambitions and that future generations of women will have the backing they need to say, “I am ambitious”.

WE ASKED SOME OF OUR FEMALE COLLEAGUES IN THE UK ABOUT WHAT AMBITION MEANS TO THEM:

LUCY FENWICK
VICE PRESIDENT,
CUSTOMER ENGAGEMENT NETWORK



“ Ambition for me is wanting to achieve the best for yourself. My career took off after I returned to work having had my daughter. I’ve been able to

balance being a parent and a working professional. I wasn’t always consciously ambitious. As a leader it’s imperative to be ambitious for others. It’s about being honest, building confidence, giving guidance and opportunities. ”

KHARINA KHARRAN
TEAM LEADER,
CUSTOMER ENGAGEMENT NETWORK



“ Ambition for me is a route to growth and to driving consistent results in business. I’m naturally an introvert but one with a message to share.

By supporting possibilities in others and encouraging them to open up their own ‘selves’, we can inspire each other. ”

AGNES ANNING
SENIOR ACCOUNT MANAGER,
FX INTERNATIONAL PAYMENTS



“ Ambition for me is to challenge myself to have a positive and meaningful impact that enables my development and the development

of others. This year, I aim to lead the conversation around diversity and inclusion in my business unit. ”

NOUSHEH PARIS
VICE PRESIDENT,
FX INTERNATIONAL PAYMENTS



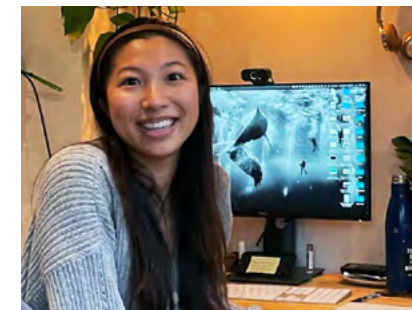
“Ambition for me is to do what I truly believe in a way that is authentic. It is to take something good and make it great, doing it collaboratively, inclusively, passionately, with a sprinkle of fun and laughter. I am ambitious for colleagues, helping them go beyond what they think is their limit and to pass what they learn forward to others.”

ANITA JOHN
VICE PRESIDENT, GLOBAL MERCHANT
AND NETWORK SERVICES



“Ambition for me is to never stop learning and having access to opportunities. Professionally, my ambition is anchored in shaping a positive colleague environment and making a difference to my team’s everyday experience. Personally it’s about being present for my family who are scattered all over the world and giving my kids the confidence and opportunity to have and achieve their own big and small ambitions.”

YVONNE IWAI YIM
TECHNOLOGY GRADUATE ENGINEER



“To me, ambition means goals driven by passion and optimism. Without ambitions, things stay unchallenged, unchanged and unimproved. As a graduate, my goal is to expand my technical knowledge and focus on my career development. My ambition is to reshape my narrative of how I see myself as an engineer and build confidence. I think it is sometimes important to remind people that their ambitions do not necessarily have to be world-changing, it is enough that they change you - for the better.”



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 2020. The UK business is made up of four separate legal entities of 250 or more employees (colleagues). The gender pay gap data specific to each of the four 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.

	Amex Services Europe Ltd AESEL	Amex Europe Ltd AEEL	Amex Payment Services Ltd AEPSTL	Amex Group Services Ltd AEGSL	American Express Overall UK UK
Mean Gender Pay Gap	16.4%	16.1%	7.6%	-1.2%	16.4%
Median Gender Pay Gap	17.4%	6.6%	9.1%	4.6%	18.1%
Mean Bonus Pay Gap	47.5%	51.9%	6.4%	-58.0%	41.7%
Median Bonus Pay Gap	39.6%	26.7%	43.3%	13.5%	38.4%
Proportion receiving bonus					
	93.3% 93.1%	93.4% 90.2%	86.1% 92.4%	94.7% 96.0%	92.6% 93.0%

Quartiles

	Amex Services Europe Ltd AESEL	Amex Europe Ltd AEEL	Amex Payment Services Ltd AEPsL	Amex Group Services Ltd AEGSL	American Express Overall UK
	♀ ♂	♀ ♂	♀ ♂	♀ ♂	♀ ♂
Quartile 1	Lower 59% 41%	Lower 68% 32%	Lower 62% 38%	Lower 52% 48%	Lower 62% 38%
Quartile 2	Lower Middle 55% 45%	Lower Middle 71% 29%	Lower Middle 58% 42%	Lower Middle 52% 48%	Lower Middle 59% 41%
Quartile 3	Upper Middle 50% 50%	Upper Middle 68% 32%	Upper Middle 55% 45%	Upper Middle 48% 52%	Upper Middle 50% 50%
Quartile 4	Upper 40% 60%	Upper 57% 43%	Upper 52% 48%	Upper 50% 50%	Upper 43% 57%