

THE SERVICE EFFECT

SERVICE ETHOS

PEOPLE

CUSTOMERS & PARTNERS

COMMUNITIES

ENVIRONMENT

American Express Company
2015 Corporate Social Responsibility Report



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ABOUT THIS REPORT

This report covers calendar year 2015 and responds to the Global Reporting Initiative (GRI) G4 Core reporting guidelines. It provides data, examples and an explanation of our approach to managing our environmental, social, and governance (ESG) issues.

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.

This report contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995 that are subject to risks and uncertainties. You can identify forward-looking statements by words such as “believe,” “expect,” “anticipate,” “intend,” “plan,” “aim,” “will,” “may,” “should,” “could,” “would,” “likely,” “estimate,” “predict,” “potential,” “continue” or other similar expressions. Actual results may differ from those set forth in the forward-looking statements due to a variety of factors, including those contained in the company’s Annual Report on Form 10-K for the

year ended December 31, 2015 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.

Additional information can be found through submissions to the 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](#). You may also request a copy of these documents at no cost, by writing or telephoning us at the following address or telephone number:

American Express Company
200 Vesey Street
New York, New York 10285
Attention: Secretary
(212) 640-2000

While American Express plans to update this information from time to time, we may not produce a full CSR report until our programs and initiatives significantly change. Updates will be posted on the [American Express Corporate Social Responsibility website](#).

All footnotes throughout this report can be found on the Endnotes - page 64.



WELCOME FROM OUR CEO

Welcome.

I'm pleased to share our Corporate Social Responsibility (CSR) Report.

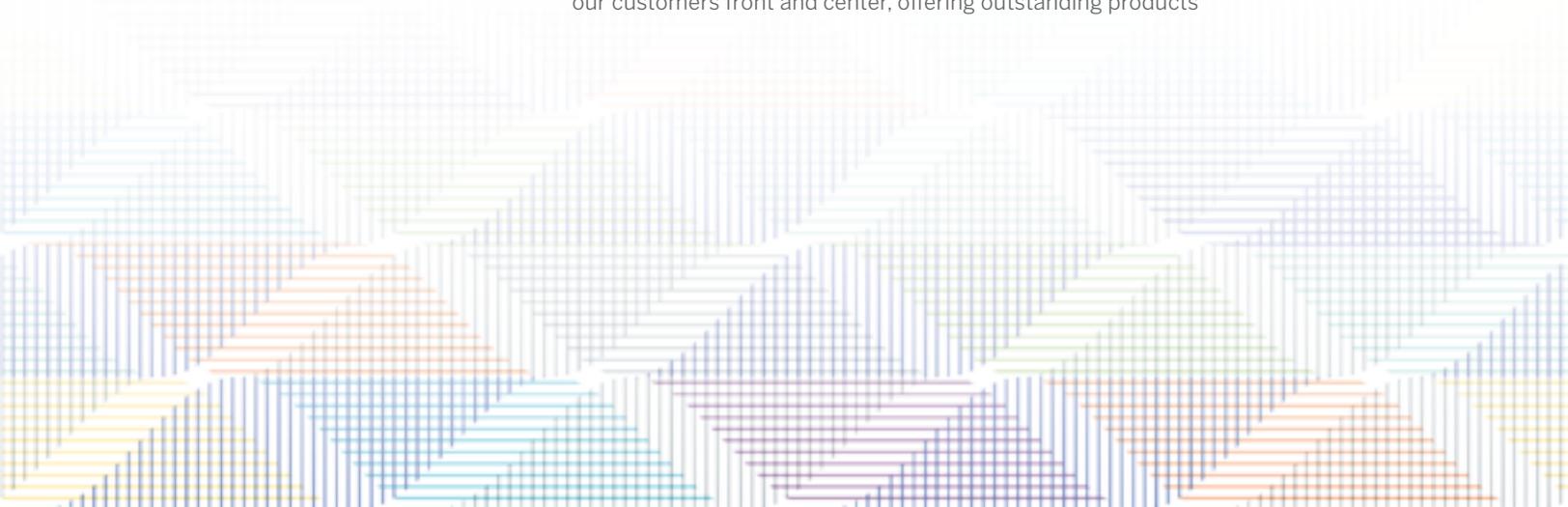
New standards for social responsibility are taking shape around the world. In an age when customers, employees, shareholders, regulators and partners expect that the institutions they do business with operate responsibly and sustainably, CSR has never been more important.

American Express has been in the service business since our founding in 1850. From the beginning, we established a reputation as a company people could trust to do the right thing and stand behind our promises.

We started as a freight company, moving valuable goods across U.S. states and territories for our customers. By the early 20th century, we expanded internationally, shifting into travel, payments and other services designed to help enrich lives and make businesses more successful.

Today, American Express is the largest global payments network that owns relationships with both Card Members and merchants. We provide products and services to consumers and businesses around the world, enable millions of transactions daily, and drive more than \$1 trillion in commerce a year. From our earliest days, we also demonstrated our commitment to community service – dating back to the U.S. Civil War, during which we shipped donations of supplies to soldiers' hospitals free of charge.

Through the decades, we've managed through times of transformation, change and opportunity. We've faced significant challenges, but we've always emerged a better, stronger company by adhering to our core values: keeping the needs of our customers front and center, offering outstanding products



“Our service commitment extends from creating innovative products to protecting Card Members’ privacy and the security of their data.”

and unsurpassed service, demonstrating the highest standards of integrity, working together to help the company succeed, treating each other with respect, giving back to our communities, showing a passion for what we do, and being accountable for results and learning from our mistakes.

Those Blue Box Values define who we are, how we operate, and how we’ll continue to grow, thrive and pursue our vision to become the world’s most respected service brand.

To achieve our vision, we need to earn that respect not only from our customers but from all our stakeholders – our shareholders, our employees, our business partners and the communities where we live and work. Our service commitment extends from creating innovative products to protecting Card Members’ privacy and the security of their data. From promoting the growth of small businesses to developing diverse leaders. From meeting our carbon and energy targets to building a strong company culture—and much more.

At American Express, we are dedicated to treating everyone we serve with the utmost care and respect. As the world evolves, we will continue transforming to meet the needs of our stakeholders while remaining true to the values that have always sustained us.

Sincerely,



**HOW WE APPROACH
CORPORATE
SOCIAL RESPONSIBILITY**

At American Express, our approach to CSR is a natural extension of our vision to become the world's most respected service brand.

In a world of social change and environmental imperatives, a brand that stands for trust, security and service is more important than ever.

Our service commitment shapes our daily work and our approach to CSR. We aim to create value – whether social, environmental or economic – across each of our key stakeholder groups, or “Spheres of Service” as we call them, operating in a way that addresses all of their needs.

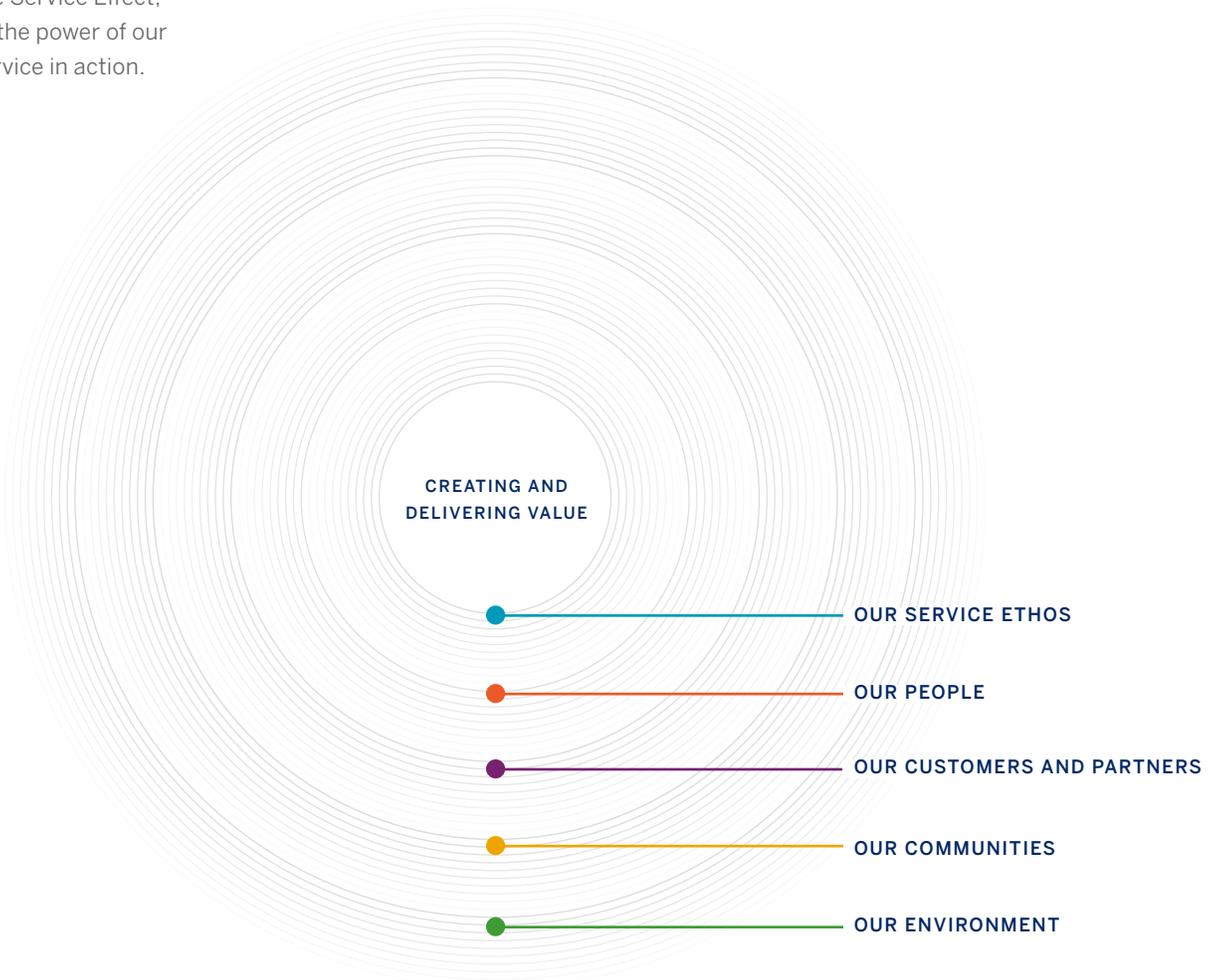
This service ethos inspires a culture of high-performing employees, engaged customers, satisfied stakeholders and partnerships with other responsible businesses. Our actions help us contribute to the sustainability of the communities we serve and an environment that is favorable for doing business.

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THE SERVICE EFFECT

The “Service Effect” is our shorthand for the impact we aim to have in our communities, and the positive link we see between CSR performance and business performance. We believe the Service Effect creates value for our stakeholders, including our shareholders.

As we report on the Service Effect, we hope you’ll see the power of our commitment to service in action.



OUR SERVICE ETHOS

A resilient, ethical and successful company that fulfills its service mission.

SERVING OUR PEOPLE

High-performing employees who are empowered to make a difference.

SERVING OUR CUSTOMERS AND PARTNERS

Satisfied customers who reward us with their trust and loyalty, and partners who share our vision for responsible business.

SERVING OUR COMMUNITIES

Communities with longevity, strengthened through service.

SERVING OUR ENVIRONMENT

Doing our part to sustain the world’s resources.

IDENTIFYING AND ENGAGING WITH OUR STAKEHOLDERS

Our strategy begins by identifying our key stakeholders, then building a comprehensive plan for responsible business based on a sound understanding of the environmental, social and governance (ESG) issues that are important to them and the impact those issues have on our business.

We have identified nine key stakeholder groups. Forging strong relationships with these stakeholders helps ensure that we are meeting expectations and advancing our efforts to operate responsibly.

STAKEHOLDER ENGAGEMENT

STAKEHOLDER GROUP	HOW WE ENGAGE
SHAREHOLDERS AND SOCIALLY RESPONSIBLE INVESTORS (SRIs)	Our Investor Relations team provides the investment community with information about the company's strategies, objectives and performance, and works to enhance company management's understanding of the investment community's views. Copies of the company's Annual Report, Proxy Statement and press releases, as well as information on financial results and products and services, can be found on the American Express Investor Relations website .
EMPLOYEES	Our number one resource is our people, who are the faces and voices of our brand. We keep employees well-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 the Office of the Ombudsperson.
CUSTOMERS: CARD MEMBERS, CONSUMERS AND MERCHANTS	As a global leader in customer service, we strive to understand our customers, treat them with respect, and go the extra mile to help them. We have direct relationships with millions of Card Members and merchants, actively working to engage them through superior customer service, direct-to-customer channels and social media. Our commitment to customer service has also earned us many honors worldwide.
GOVERNMENT AND REGULATORS	Our Government Affairs team advocates and serves as company liaisons on public policy issues that are significant to our business and our ability to serve our customers. They provide education and context to key decision-makers, including legislators, government officials, consumer advocacy group leaders, business partners and trade associations.
SUPPLIERS	We develop and support best practices in global supply management to promote inclusion and ensure the integrity of our third-party relationships. See the Serving our Customers section for additional information.
COMMUNITY AND NON GOVERNMENTAL ORGANIZATIONS (NGOs)	We mobilize thousands of employee volunteers through our Serve2Gether program. We also offer incentives for our employees 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 non-profit and social purpose leaders of tomorrow and encourage community service through grants, conferences and meetings.
SUSTAINABILITY RESEARCH FIRMS	We respond to the Carbon Disclosure Project (CDP) and other ESG surveys from rating firms including Sustainalytics and MSCI.
OTHER FINANCIAL INSTITUTIONS	We engage through industry groups, roundtables, conferences and benchmarking activities to advance our own CSR program and to work to address CSR issues that affect the financial sector. We also collaborate in other forums where appropriate – for example, we share knowledge of online threats to our industry in cybersecurity forums.

IDENTIFYING KEY ENVIRONMENTAL, SOCIAL AND GOVERNANCE ISSUES

In 2015, we conducted a priority assessment in line with the Global Reporting Initiative (GRI) guidelines to identify the significant ESG issues for American Express and our key stakeholders. The stages of our process were as follows:

1

We developed an initial list of ESG issues based on global reporting guidelines, sector benchmarking, relevant regulations, criteria from various indices and rankings, and other sources.

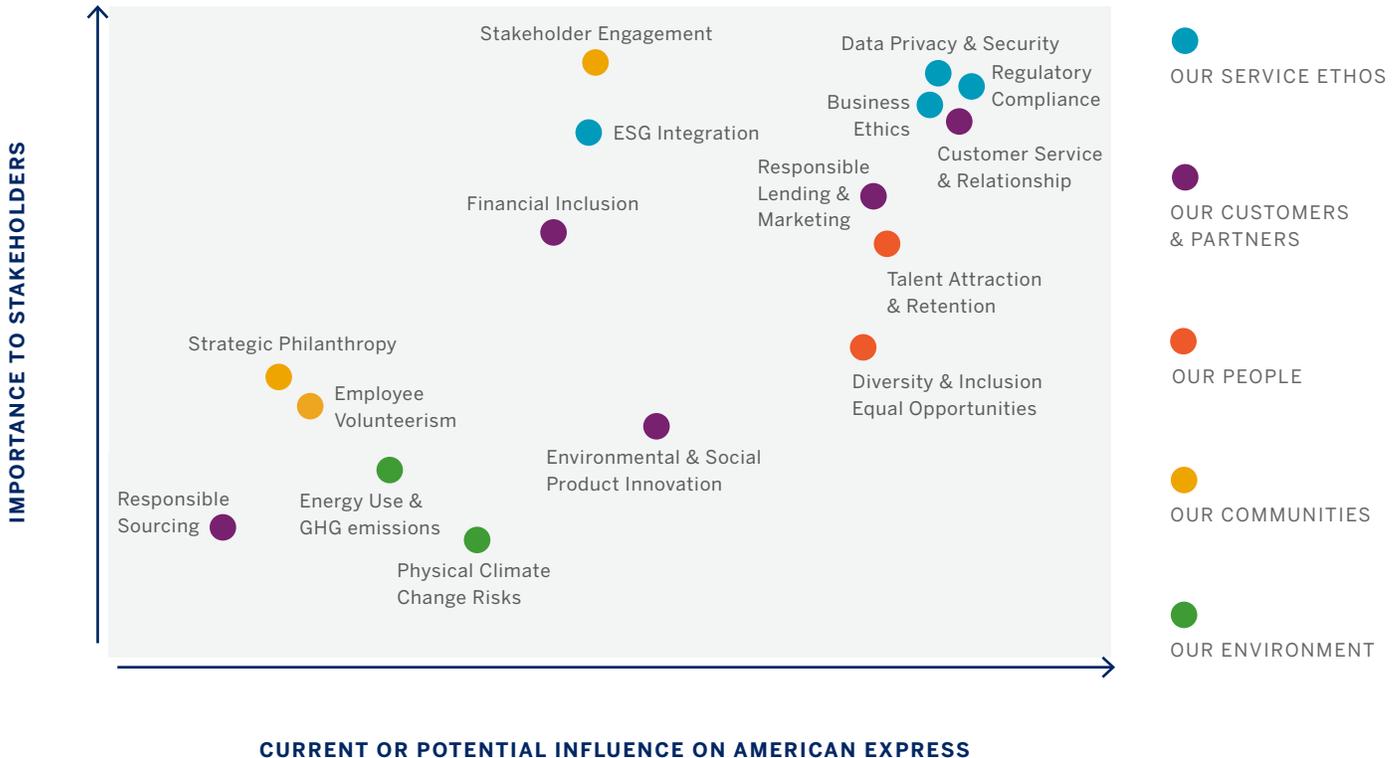
2

We consulted with a number of external and internal stakeholders – including Corporate Social Responsibility experts and our senior executives - and prioritized the issues, mapping them onto a matrix.

3

We used the results of our priority assessment to guide our disclosure in this report. The five categories within the matrix correspond to the Spheres of Service (our service ethos, our people, our customers and partners, our communities, our environment) under which this report is organized.

AMERICAN EXPRESS ESG PRIORITY MATRIX



OUR GOALS AND TARGETS

Below is a summary of our key goals aligned to our Spheres of Service, as well as a series of updates on our current performance against each goal. Full details of our approach, activities and performance for each sphere can be found in dedicated sections in this report.

SPHERE OF SERVICE	KEY GOAL	HIGHLIGHTS IN 2015	PAGE
SERVICE ETHOS	MAINTAIN THE HIGHEST STANDARDS OF ETHICS AND INTEGRITY	<p>We refreshed our Code of Conduct training for employees and provided it in eight languages.</p> <p>All of our employees were trained on our Code of Conduct and Enterprise Essential Training.</p>	13
SERVING OUR PEOPLE	FOSTER A DIVERSE AND INCLUSIVE CULTURE	<p>More than 50 percent of our global employees and 30 percent of our senior executives were women.</p> <p>As of 2015, 65 percent of executive-level women who participated in our mentorship program had been promoted or made strategic lateral moves.</p> <p>More than 40 percent of employees participated in one of our 15 employee networks. Participants reported significantly higher engagement at work than those who are not network members.</p>	23
	SUPPORT OUR EMPLOYEES' PROFESSIONAL AND PERSONAL GOALS	<p>85 percent of our employees responded to our annual survey.</p> <p>90 percent of our employees received recognition from their colleagues using our company's award program, Reward Blue system.</p> <p>As of 2015, 59 percent of our Accelerated Leadership Development program participants achieved at least one promotion after program completion.</p> <p>90 percent of employees had access to at least one wellness activity or service through our Healthy Living program.</p> <p>41 percent of U.S. employees engaged in a flexible work arrangement.</p>	
SERVING OUR CUSTOMERS AND PARTNERS	MEET THE EVOLVING NEEDS OF OUR CUSTOMER BASE	<p>We experienced record-level customer satisfaction in 2015, up 40 percent compared to 2010.</p> <p>We have been rated as one of Ponemon's Most Trusted Companies for Privacy for the past nine years, and number one in financial services.</p>	31

SPHERE OF SERVICE	KEY GOAL	HIGHLIGHTS IN 2015	PAGE
SERVING OUR CUSTOMERS AND PARTNERS (CONT.)	SUPPORT SMALL BUSINESSES ACROSS THE WORLD	<p>In 2015, small business owners used OPEN cards to fund more than \$200 billion in purchases.</p> <p>On Small Business Saturday 2015:</p> <ul style="list-style-type: none"> • more than 95 million U.S. consumers shopped at small businesses; • over 94,000 small businesses took part in Australia; and • £620 million was spent with small businesses across the U.K. 	
	MAKE OUR PRODUCTS AND SERVICES BETTER FOR SOCIETY AND THE ENVIRONMENT	<p>91 percent of paper used in our U.S. direct-marketing efforts in 2015 was certified as being from sustainably managed forests.</p> <p>From 2010 to 2015, Card Members donated \$77 million in dollars and Membership Rewards points to charitable causes.</p>	
SERVING OUR COMMUNITIES	EMPOWER CITIZEN VOLUNTEERS	<p>Our grants helped engage over 350,000 volunteers, resulting in more than \$70 million in donated time and talent.¹ Volunteers mentored 200,000 young people; rescued 62 million pounds of food; and built or restored 415 homes.</p>	45
	SUPPORT EMERGING NONPROFIT AND SOCIAL LEADERS	<p>From 2008 to 2015, we invested more than \$50 million to develop 33,000-plus social purpose leaders who are tackling some of society's most complex issues.</p>	
	PROMOTE STEWARDSHIP OF HISTORIC PLACES	<p>We provided funding to 33 endangered sites through \$9.1 million in grants. Since 1974 we have invested more than \$60 million in 500 historic sites.</p>	
SERVING OUR ENVIRONMENT	REDUCE OUR COMPANY'S ENVIRONMENTAL FOOTPRINT	<p>We reduced our absolute carbon emissions by 10 percent compared to 2011.</p> <p>We increased our energy efficiency in 2015 by 38 percent compared to 2011.</p> <p>35 percent of our global real estate portfolio was green building certified in 2015.</p> <p>We have reduced our use of office printed paper by 28 percent since 2011.</p>	55
	ENGAGE OUR EMPLOYEES IN SUSTAINABILITY	<p>More than 4,000 employees participated in our Green2Gether Promise during Earth Month 2015.</p>	

OUR CSR GOVERNANCE STRUCTURE

Our executive management holds ultimate responsibility for our CSR progress and success; these leaders review and evaluate key performance indicators and long-term goals related to ESG in their respective 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.

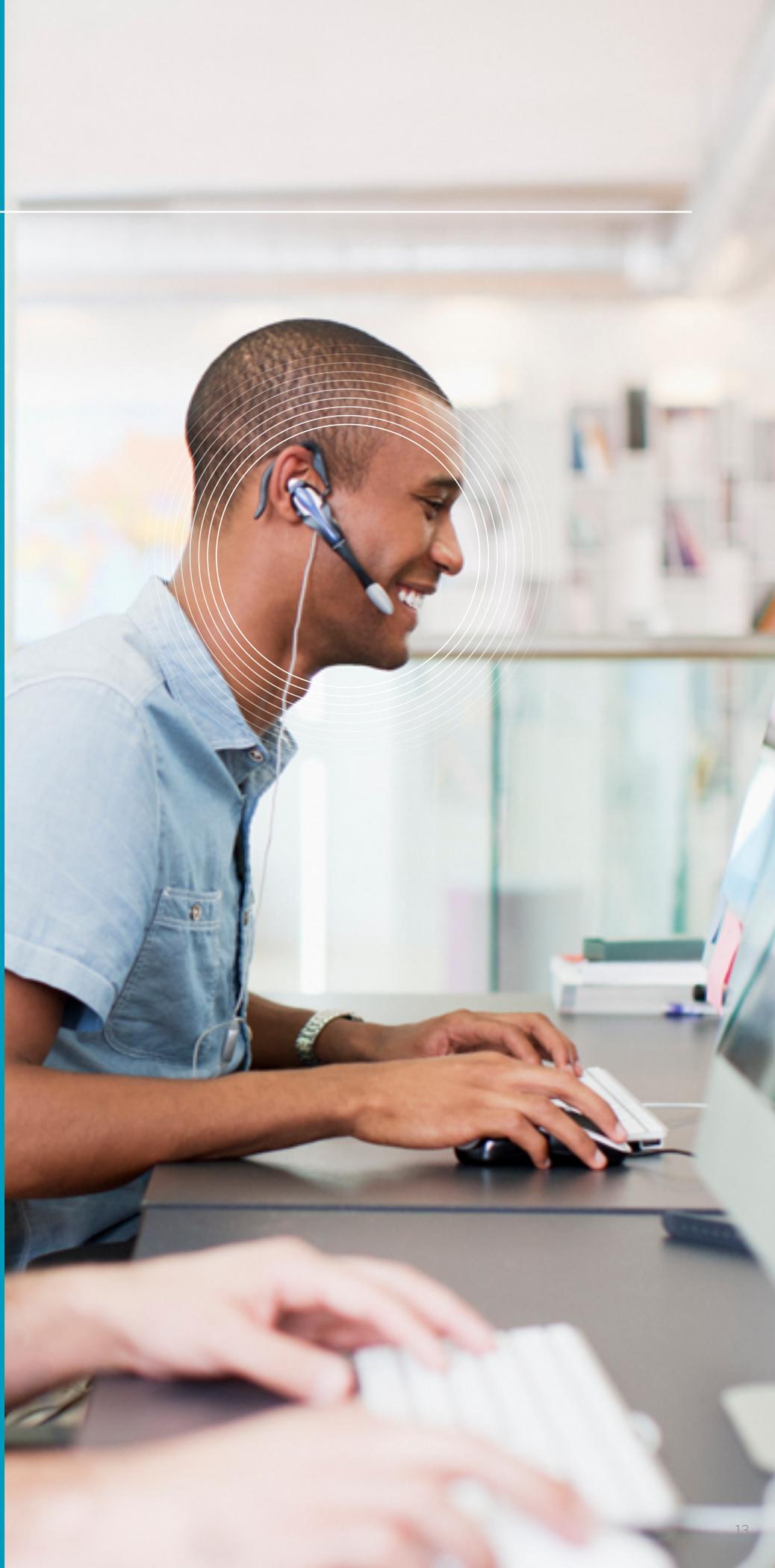
Day to day, our CSR team works with colleagues throughout American Express to shape our efforts and monitor progress on key ESG issues.

Additional information on Corporate Governance at American Express can be found in the Service ethos section.



OUR SERVICE ETHOS

Operating ethically and responsibly, with an emphasis on building positive relationships



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INTRODUCTION

Our vision is to be the world's most respected service brand.

We have a large, high-quality and loyal customer base. That's why we work hard every day to protect and grow our relationships by providing value and extraordinary service.

We start by aiming to anticipate and meet our customers' needs. We help consumers do more, businesses grow and merchants connect with new customers through our products and services.

We process millions of transactions, enabling more than \$1 trillion in spending by our customers in 2015. And we have more than 50,000 employees focused on making each interaction with American Express 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 business.

Through our business activities, relationships with customers and partners, and our philanthropic efforts, we put the power of service into action every day.

DIVERSE PRODUCTS AND SERVICES

We have a diverse product set and a large, global customer base – making us the biggest payment issuer by spending volume. The products, services, programs and tools we offer to help enrich lives, grow and manage businesses, and drive commerce includes:

- Charge and credit card products
- Network services
- Merchant acquisition and processing, servicing and settlement, merchant financing, and point-of-sale, marketing and information products and services for merchants
- Fee services, including fraud prevention services and the design and operation of customer loyalty and rewards programs
- Expense management products and services
- Travel-related services
- Stored value/prepaid products



COMPANY PROFILE

OPERATING SEGMENTS of the company effective for the first quarter 2016, reflecting organizational changes announced during the fourth quarter of 2015.



U.S. Consumer Services, including our U.S. Consumer Card Services business and American Express Travel & Lifestyle Services in the U.S.



International Consumer and Network Services, including our International Consumer Card Services business, American Express Travel & Lifestyle Services outside the U.S. and our Global Network Services (GNS) business.



Global Commercial Services, including our Global Corporate Payments business, American Express OPEN and small business services businesses in the U.S. and internationally; merchant financing products; and foreign exchange services operations.



Global Merchant Services, including our Global Merchant Services business and our Plenti and Loyalty Partner businesses.



Corporate and other, including our prepaid services business (which offers stored value/prepaid products, such as American Express Serve®, Bluebird®, the American Express® Gift Card and Travelers Cheques) and Loyalty Edge.

IN 2015



117.8m
CARDS IN FORCE



55K
EMPLOYEES

\$1 Trillion
WORLDWIDE
BILLED BUSINESS

\$161 Billion
TOTAL ASSETS

\$32.8 Billion
ANNUAL REVENUE

\$5.16 Billion
NET INCOME

#8 FORTUNE MOST ADMIRED

#88 FORTUNE 500 RANKING



HEADQUARTERS



COUNTRIES



SERVICE WORLDWIDE

BUSINESS ETHICS

Throughout our history, we have reinvented ourselves many times, but we have never strayed from the core values established by our founders: integrity, trust and service.

At the core of our culture is our Code of Conduct and what we call the “Blue Box Values” values – a set of eight values that every employee pledges to embrace and work by each day. These guiding principles reflect who we are and what we stand for.

The Code of Conduct informs our employees of their responsibilities regarding a range of key issues and practices, including: anti-corruption, technology use, gift-giving, travel expenses, identifying and preventing money laundering, doing business with foreign governments and protecting customer privacy. Each business unit also maintains its own set of policies relevant to its 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 upon joining American Express and confirm receipt every other year thereafter.

The Board of Directors is subject to a separate Code of Business Conduct focused on areas such as potential conflicts of interest.

BLUE BOX VALUES

CUSTOMER COMMITMENT

We put our customers at the center of everything we do, and treat them the way we would want to be treated.

INTEGRITY

We promise to always do right by our customers and company, and make good if we fall short.

QUALITY

We strive to deliver best-in-class products and services that our customers love.

TEAMWORK

We work together, across business and geographic boundaries, to help the company win.

RESPECT FOR PEOPLE

We value diverse backgrounds and perspectives, celebrate differences and treat each other like adults.

GOOD CITIZENSHIP

We know that giving back and doing good in our communities is good business.

A WILL TO WIN

We demonstrate a strong competitive spirit and passion for succeeding in the right way.

PERSONAL ACCOUNTABILITY

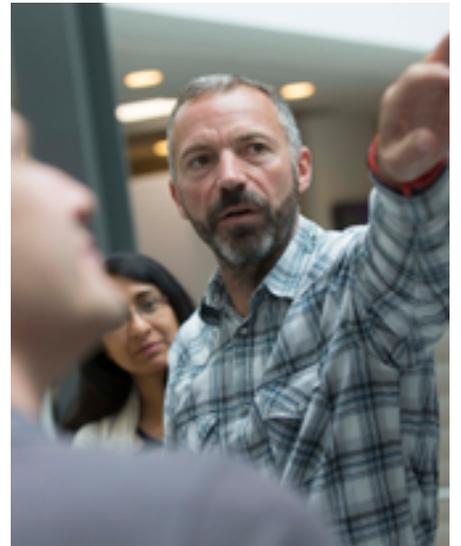
We take responsibility for delivering results and learn from our mistakes.

We refresh our Code of Conduct training every year and we provide it in eight languages: Chinese, English, French Continental, French Canadian, German, Italian, Japanese and Spanish.

The Ombuds Office

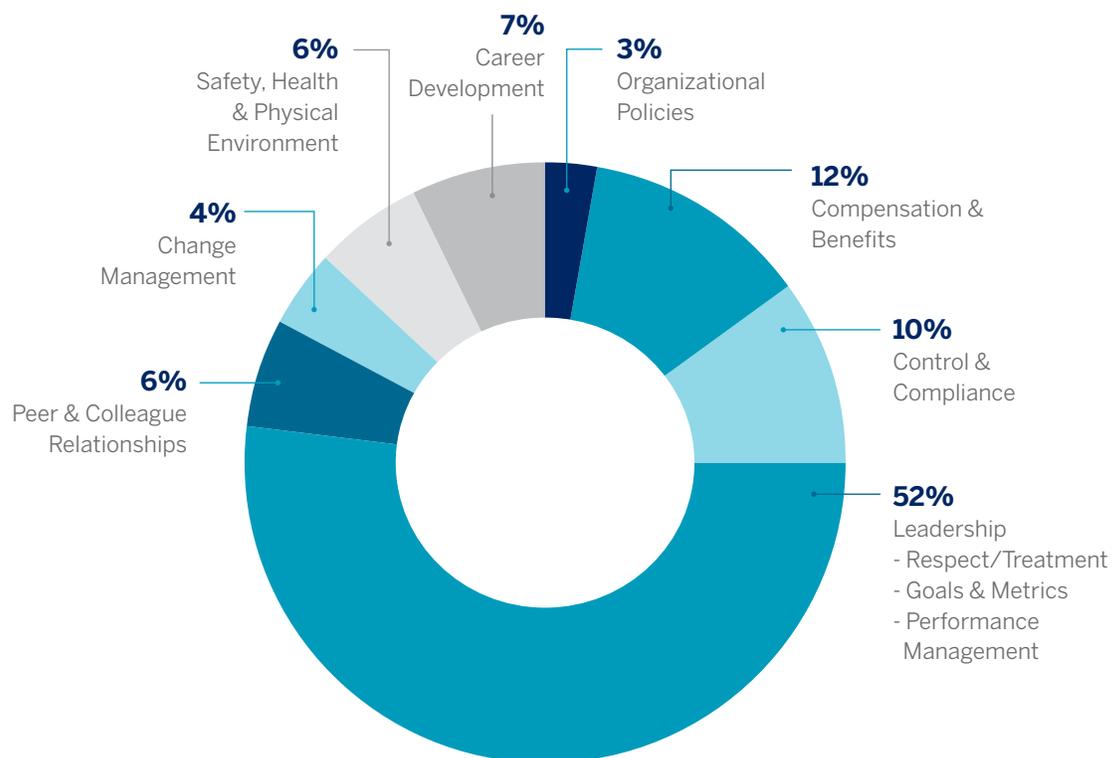
If our employees have a work-related issue, they are encouraged to discuss it with the Office of the Ombudsperson. This is a neutral and confidential resource, and all our employees, subsidiaries and affiliates, as well as contractors and vendors can contact an Ombudsperson anonymously over email or phone, 24 hours a day.

The Ombuds Office is a member of the International Ombudsman Association and complies with the organization's Code of Ethics and Standards of Practice.



ISSUES RAISED TO THE OMBUDS OFFICE

In 2015 more than 1,300 employees, contractors and vendors from 20 countries contacted the Ombuds Office for guidance in resolving work related issues. Nearly all employees that used the Ombuds Office said they would recommend it to a colleague.





Business ethics policies and procedures

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

ANTI-BRIBERY & CORRUPTION

As a global company, we are subject to international anti-corruption and bribery laws. Bribery of any kind is prohibited. We also believe that our employees and the people or organizations acting on their behalf must engage in high standards of ethical and transparent business practices. We require all employees and third-parties to complete anti-corruption and bribery training to ensure they are informed of all laws and regulations we must abide by and understand the consequences of non-compliance. We hold employees accountable for completing the training by tying it to annual compensation.

ANTI-MONEY LAUNDERING

Beyond conforming to relevant statutes, we ensure that our employees understand the actions that may be violations of anti-money laundering or terrorist financing laws. If there are any potential violations, we immediately escalate to Compliance and Legal staff.

We make every effort to combat money laundering by:

- Taking reasonable steps to determine the true identity of all customers who maintain accounts and/or relationships with American Express.
- Taking appropriate measures, such as ending relations with a customer, closing or freezing an account and/or filing a suspicious activity report when we have a reasonable suspicion that funds held in an account are from money laundering or other criminal activity, or are owned by a government-designated terrorist entity.
- Complying with all anti-money laundering and counter-terrorism laws and regulations, and fully cooperating with law enforcement and regulatory agencies.

WHISTLEBLOWER PROGRAMS

It is our policy to closely scrutinize and respond to allegations from employees, suppliers, customers, merchants or contractors that the company is not meeting its legal or ethical obligations. More information about this can be found in the Ombuds Office section.

PUBLIC POLICY ENGAGEMENT AND POLITICAL CONTRIBUTIONS

American Express has a [clear statement on engagement and political activity](#) in the U.S.

American Express Company believes that active engagement in the public policy arena is an important part of responsible corporate citizenship.

Public policy issues are constantly being debated around the globe. We monitor the issues and public policy debates and engage with government officials at various levels throughout the world in order to provide our perspective. We also work with trade and industry associations in support of our public policy initiatives. We identify in our U.S. Securities and Exchange Commission reports and our Lobbying Disclosure Act filings the public policy issues that can significantly impact aspects of our business.

In addition to the company's advocacy efforts, 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. Established more than 25 years ago, the AXP PAC is supported solely by voluntary contributions from American Express employees. AXP PAC is regulated by the Federal Election Commission (FEC). AXP PAC files regular reports with the FEC and the relevant state election commissions on its receipts and disbursements. AXP PAC supports candidates for federal and state office who understand the concerns and interests of the company on important public policy issues.

On a semi-annual basis, we provide information about all political contributions made by the AXP PAC or with corporate funds to political candidates, parties and committees. We also disclose contributions to other political entities organized and operating under 26 U.S.C. Sec. 527 of the Internal Revenue Code; independent political expenditures; dues used for political purposes by trade associations that respond to our request, entities organized under section 501(c) 4 of the Internal Revenue Code, and other tax exempt organizations (that receive in excess of \$50,000 during the calendar year from the company); and payments made to influence the outcome of ballot measures as defined under Subsection 162(e)(1) (B) of the Code. In addition, we include a list of principal U.S. trade and industry associations to which we have paid annual dues of \$50,000 or more in the most recent fiscal year and the portion of our dues or payments made that are used for lobbying purposes under section 162(e) of the Internal Revenue Code.

American Express does not make any contributions to political parties in Europe. In addition, the company is a signatory of the voluntary European Transparency Register for engaging with the European institutions.

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 about this in the [Serving Our Customers and Partners](#) section.

EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION

We aim to build a diverse workforce that reflects the public we serve. We seek to provide and maintain a work environment free from discrimination and harassment of any kind. We do not tolerate discrimination against any person on the grounds of race, color, religion, national origin, disability, age, sex, marital status, sexual orientation, gender identity, veteran status, citizenship or any other basis prohibited by law. Any discriminatory treatment or harassment of employees or contractors that violates our company's values or federal or state law will result in appropriate disciplinary action, up to and including termination of employment.

HUMAN RIGHTS

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 Code of Conduct embodies our commitment to fair and equal treatment of all people.

CODE OF CONDUCT

Our [Code of Conduct](#) is available on the American Express website.

BOARD

Longstanding policies and practices ensure that our company is managed with integrity and in our shareholders' best interests. We are committed to upholding sound principles of corporate governance and to meeting the requirements of federal and state law and the rules of the New York Stock Exchange.

The Board of Directors has adopted Corporate Governance Principles which, along with the charters of the Board Committees, the Code of Conduct for employees, and Code of Business Conduct for Directors, provide the framework for company governance.

Our Corporate Governance Principles address matters such as composition and size of the Board, director qualifications, independence of directors, director responsibilities, frequency of Board meetings (including meetings to be held without the presence of management), the Board's access to members of management and outside experts, share ownership guidelines for directors and ways for shareholders or others to communicate their concerns to the Board.

Additional information can be found in our [Proxy Statement](#).

BOARD HIGHLIGHTS

As of May 2016, our Board had the following characteristics:

3 / 13
FEMALE



2 / 13
RESIDENT OUTSIDE THE U.S.



4 / 13
MINORITIES

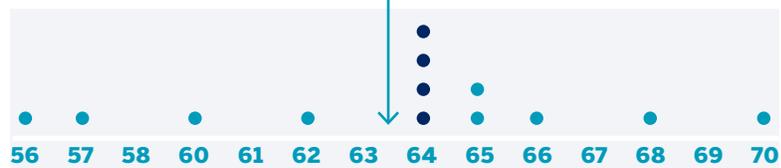


12 / 13
INDEPENDENT



AVERAGE DIRECTOR AGE

63.5 YEARS



**AVERAGE
NON-MANAGEMENT
TENURE**

7.2 YEARS

RISK MANAGEMENT AND SECURITY

Risk management governance

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

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. The implementation and execution of the ERM program is led by our Chief Risk Officer. 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, made up of independent directors, meet regularly in private sessions with our Chief Risk Officer, the Chief Compliance & Ethics Officer, the General Auditor and other senior management with regard to our processes.

Information security and privacy

We value our customers' trust in our ability to keep their data safe and secure. 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.

Our Code of Conduct requires all employees and contractors to adhere to the strictest information security and privacy standards.

To address an ever-changing landscape, we have an Information Security Oversight team within the Global Risk Oversight organization that 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, employees 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.

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

Our information security and privacy risk management programs are extensive. More detailed information about our Information Security and Privacy Risk Management Governance is available in our [Proxy Statement](#) and [Annual Report](#).

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.

AMERICAN EXPRESS 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 employees 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.

ADVOCACY AND MEMBERSHIP OF 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.

To the right are some of the organizations of which American Express is a member or partner.

CSR

- Association for a Better New York
- Better Business Bureau of Metropolitan New York, Inc.
- Business Civic Leadership Center
- Business Council of New York State, Inc.
- Business for Social Responsibility
- Committee Encouraging Corporate Philanthropy
- Conference Board Inc.
- Council on Foreign Relations
- Council on Foundations
- Emerging Practitioners in Philanthropy
- Forum for the Future
- Grantmakers for Effective Organizations
- Independent Sector
- Philanthropy New York Inc.

PUBLIC POLICY/ ADVOCACY

- American Bankers Association
- California Bankers Association
- Consumer Bankers Association
- Direct Marketing Association
- Partnership for New York City, Inc.
- The Business Roundtable
- U.S. Chamber of Commerce
- Center for Capital Markets Competitiveness
- U.S. Chamber Institute for Legal Reform
- U.S. Chamber Litigation Center

HUMAN RESOURCES

- Corporate Executive Board
- Center for Advanced Human Resource Studies (CAHRS)

RESEARCH

- Center for Talent Innovation (Taskforce Member)
- Diversity in Asia Network

LEADERSHIP DEVELOPMENT

- Catalyst
- Council of Urban Professionals
- Management Leadership for Tomorrow
- Executive Leadership Council
- Blue Circle Leadership
- TrueBlue Inclusion
- National Association for Black Accountants

SERVING OUR PEOPLE

High-performing employees
who are empowered to
make a difference



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INTRODUCTION

Great service starts with our employees.

Our people are constantly looking for innovative ways to better serve our customers and communities. Their collective spirit, passion and drive inspire our company's success and continuing reinvention. They are the faces and voices of our unique service brand.

We aim to provide great service to our employees, too. We make it welcoming, purposeful and rewarding to be part of the American Express team. That means fostering a diverse and inclusive culture and enabling our employees to achieve their professional and personal goals.

Our high employee satisfaction ratings and employer of choice awards show that we are making a positive impact for our people. When we serve employees well, we strengthen their ability to serve all of our stakeholders.

Our global diversity and inclusion strategy

We aspire to develop a diverse talent pool and to foster an inclusive workplace culture where differences are valued and expressed freely - and all employees have the support they need to take risks, learn and collaborate.

When we recruit and develop talent at all levels, we seek the best people from all walks of life, and hold senior executives accountable for ensuring diversity. In addition, all American Express employees take mandatory training on recognizing and preventing discriminatory practices.

DIVERSITY AND INCLUSION

American Express began to formalize its commitment to diversity and inclusion nearly three decades ago with the official launch of an Employee Network, the Black Employee Network. In addition, the company introduced a Diversity Council, a diversity awareness training and the inclusion of diversity goals in its Performance Management Process. Today, American Express continues to evolve and grow our diversity and inclusion programs and initiatives.

Our goal is to create an employee base that is as diverse as the customers and communities we serve. Through the diverse insights and experiences of our employees, we can better serve our customers.

Approximately 40 percent of all employees participate in a network, and our research shows that those who do are significantly more engaged in their work and in the company compared with those who don't.

US WORKFORCE DIVERSITY

2015 AMERICAN EXPRESS US EMPLOYEES	TOTAL NON-MINORITY	TOTAL MINORITY	TOTAL WOMEN
Exec-Sr. Level Officials & Mgrs.	76%	24%	30%
First-Mid-Level Officials & Mgrs.	64%	36%	54%
Professionals	59%	41%	45%
All Others	54%	46%	71%
Total U.S. Company	60%	40%	57%

Developing women leaders

We're proud of our progress toward creating a more gender-balanced organization. Women represent more than 50 percent of our employees worldwide and 30 percent of our most senior executives.

We invest in research to help identify potential barriers to women's advancement in the workplace, and we've created programs designed to develop and promote high-potential women at American Express. These programs include our Pathways to Sponsorship and Women Rising at American Express, which focus on: gender intelligence training; strengthening our talent pipeline; building a global network; and sponsorship.

In addition, we offer an online learning module to help encourage more effective relationships between high-potential women and executive sponsors. More than 1,500 employees have completed the module since it was introduced in June 2015.

Promoting diversity and inclusion through Employee Networks

Since 1987, Employee Networks at American Express have provided opportunities that support personal and professional development, skill building and career growth. Completely employee-driven, they bring value to our company in many ways, from creating an inclusive workplace to driving product innovation. Employee Networks encompass the full spectrum of diversity at American Express, including disability, ethnicity, faith, gender, gender identity, generations, sexual orientation and veteran's status.

In 2015, with 15 networks and nearly 100 chapters worldwide, our Employee Networks ran many career-focused events including panel discussions, speaker series, leadership spotlights, clinics, career fairs and virtual forums.

2015 HIGHLIGHTS

Helping multicultural women excel

We have joined with several Fortune 500 companies as inaugural members of Blue Circle Institute's "Transformational Leadership" program to address the lack of representation of multicultural women in managerial, senior or executive jobs, and on boards. The nine-month program gives high-potential, mid-career women of color the resources they need to get to the next level, including tailored and self-paced leadership development guides and live web-based discussions.

Championing diversity at home and around the world

Since 2004, we have scored 100 percent on the Human Rights Campaign's Corporate Equality Index, based on our policies and practices that support lesbian, gay, bisexual and transgender (LGBT) inclusion. We also joined Open For Business, a coalition of global companies making the economic and business case for LGBT inclusion in companies around the world.

OUR EMPLOYEE NETWORKS

ANA	Asian Employee Network
BAAN	Black and Asian Employee Network
BEN	Black Employee Network
BlueEN	Virtual Working Employee Network
CHAI	Jewish Employee Network
DAN	Disability Awareness Employee Network
GEN	Generations Employee Network / GEN: Millennials
HOLA	Hispanic Origin & Latin American Employee Network
PEACE	Muslim Employee Network
PRIDE	LGBT Employee Network
SALT	Christian Employee Network
WIN	Women's Interest Employee Network
WIT	Women in Technologies
VET	Veterans Employee Network
	Families at Amex Employee Network

TRAINING AND DEVELOPMENT

Developing and retaining our best people are top priorities at American Express. We offer a variety of ways to support our employees' professional growth. Managers double as mentors and colleagues act as partners, supporting each other throughout their careers. Employees are encouraged to expand their networks and explore different lines of businesses through programs such as:

- Leadership training
- Personal development programs
- Employee networks
- Continued education

We embrace a learning model of 70-20-10, where employees learn 70 percent of their knowledge through self-directed instruction and on-the-job experiences; 20 percent from others – such as mentoring and collaborative learning forums; and 10 percent from formal, more traditional approaches, such as instructor-led training.

This model is used to create a flexible learning experience that provides a variety of development opportunities. Participation rates show there is a high level of engagement across business lines and geographies.

Developing strong leaders

Our leadership development programs are intended to help shape leaders who challenge the status quo, take informed risks, and experiment with solutions to new and existing problems, and test new ideas.

We recruit and develop employees with specific leadership competencies in mind, including the ability to:

- develop and leverage relationships;
- drive results;
- drive innovation and change;
- influence peers and colleagues;
- communicate effectively; and
- focus on customers and clients.

PERSONAL DEVELOPMENT IN 2015

 **10,500+**

online and face-to-face training activities were available to employees.

 **34**

average number of training courses completed by each employee.

 **77%**

of first-time people leaders globally chose to participate in our "First-Things-First" leadership development program.

The Win Shadow

Program: Inspiring the next women leaders

As part of a new program in 2015, five of our senior executives opened up their work lives to 10 women who shadowed them as part of their career development. They shared insights into the daily management, decision-making and necessary leadership skills at the most senior levels of our organization.

According to the 2014 study, Women Want Five Things, from the Center for Talent Innovation, women sometimes avoid aspiring to powerful positions because they see the burdens of leadership as outweighing the benefits.

Our executive chapter of WIN, Exec WIN, created the Shadow Program to provide high-potential employees with unique access into the day-to-day lives of senior executives at American Express – and, in the process, giving them a clearer view of the pros and cons of climbing the career ladder.

TRAINING AND DEVELOPMENT (CONT.)

Boosting high-potential employees

We have two high-potential development programs:

- Accelerated Leadership Development (ALD) aims to strengthen the global pipeline of senior management by developing our high-potential vice presidents. Participants are nominated by their business unit president, with approximately 25 participants per annual class. As of 2015, ALD has graduated 93 participants with 59 percent of participants receiving at least one promotion after the program completion.
- Accelerate Your Growth (AYG) focuses on filling the pipeline of future vice presidents by developing managers and directors. The employees, who are potential successors to the executive teams across the world, participate in AYG for six months. The program includes a 360-degree assessment and one-to-one executive coaching to help participants identify how to focus their development.

VALUING OUR PEOPLE

Exceptional service begins with great people, and we employ some of the best talent in our industry. Our employees 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 consistently high employee satisfaction scores are a testament to the strength of our relationships. In 2015, 84 percent of our employees who responded to our annual survey said they would recommend our company as a great place to work.

Listening to employees

Our annual employee survey, The Pulse, provides insights into employee satisfaction, leadership efficacy, learning opportunities and career development. The survey results help us improve the employee experience, our culture and business results.

Even though participation in the survey is optional, employee completion rates are high. In 2015, 85 percent of our employees took the survey. One of our clear strengths is the employee/leader relationship, which has a direct impact on engagement and loyalty. Our employees give high marks for fair treatment, coaching, motivation and inclusion.

We want to foster a culture in which employees feel free to share their ideas and opinions. Beyond The Pulse, other feedback sources include town halls and small lunch meetings with leaders. And our Listening Post platform lets employees offer anonymous feedback to Human Resources.

The American Express Human Capital Scorecard

We have a robust program in place to assess and manage human capital risks – identified as talent-related issues that can affect productivity. Senior leaders assess human capital risks annually through workshops, and track progress against plan to mitigate top risks quarterly. Senior Human Resources leaders are assigned annual compliance goals, and performance against these goals directly impacts compensation and year-end decisions.

The American Express Human Capital Scorecard, which measures top company leaders against the organization's workforce priorities, reports across three categories:

- **Performance advantage:** Building, retaining and engaging a high-performing workforce.
- **Talent development:** Differentiating and developing top leadership talent.
- **Diversity and inclusion:** Building a diverse leadership pool.

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 work space, benefits and parental leave help us attract and retain the best people. We also support employees 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. employees 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 employees and leaders on decisions related to flextime, part-time, compressed work weeks, job sharing and remote work.

Working better by working smarter

BlueWork, a program developed in 1998 to redesign our office environments, has become the standard for our locations worldwide.

The guiding principles of BlueWork are:

- Flexibility: making workplaces agile enough to support work, however it is done;
- Optimization: getting better value out of the space we pay for; and
- Collaboration: supporting teamwork.

Supporting our employees' wellbeing

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

In the six years since it launched, Healthy Living has made a measurable impact on employees' lifestyles. Our research shows an increase in the employees who increased their physical activity with encouragement through a Healthy Living program, and a better understanding of the consequences of poor health and stress.

One of our newest programs is Healthy Minds, a free, confidential counseling service that helps employees plan for life events, address personal issues, or simply manage everyday events that can affect their work, health and family. At select locations, many employees have year-round access to onsite Healthy Minds counselors, relaxation rooms, and yoga and meditation classes.

Introduced in 2013 as the evolution of a previous employee assistance program, Healthy Minds has won two major American Psychological Association awards: the inaugural national Organizational Excellence Award and the Phoenix Workplace Excellence Award. Healthy Minds also won the Employee Assistance Society of North America Corporate Excellence award, the organization's highest honor.

FLEXIBLE WORKING



95

TelePresence Studios² in more than 35 countries in 2015.



46%

of our square footage was "BlueWorked" in 2015.



41%

of U.S. employees have a flexible work arrangement.

HEALTHY LIVING PROGRAMS



90%

of employees have access to at least one Healthy Living program or service.



21

on-site Healthy Living Wellness centers opened around the world.



95%

of our population is covered by Healthy Minds in 25 countries.

Helping our employees with family responsibilities

When it comes to our employees' wellbeing, supporting their families is a top priority. We offer support, resources and benefits to help employees manage their many roles inside and outside the office.

Families at Amex Employee Network

Launched in 2005, Families at Amex reaches more than 5,000 members across eight chapters. The network supports for families that need help balancing personal and professional priorities.

Back-up child care

This continues to be one of the most-loved benefits for our working parents. Employees can access in-home or center-based childcare throughout the U.S., U.K. and Canada. And in the U.S., employees have access to in-home or center-based elder care.

Special focus on special needs

In the U.S., we provide programs and resources for parents with special-needs children. We also partner with major organizations that help raise awareness for the special needs community.

Gender-neutral parental leave

provides paid time off across the U.S. for both mothers and fathers after the birth or adoption of a child.

Helping employees achieve financial wellness

Whether an employee is just starting to think about personal finances or is already financially savvy, our suite of Smart Saving services is there to help. Our programs are geared to specific life stages, such as millennials, new families, and parents planning for college.

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

Employee recognition and engagement

We recognize outstanding employee contributions large and small. Everyday employee recognition is especially important – it helps inspire our employees 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 employees to praise everyday efforts, reward exceptional results and celebrate important anniversaries.

Serving together: Our employees 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 our employees with an opportunity to give back. Learn more in the Serving Our Community section.

FINANCIAL WELLNESS



U.S. employee participation in our 401(k) program remained steady in 2015.



employees around the world completed a financial assessment.

Working Parent and Caregiver of the Year

We recognize all of our caregivers, not just parents, around the world. Employees nominated 246 caregivers in 2015 and our top 10 winners are celebrated globally and locally by teams, leaders and colleagues.

In 2015, 90 percent of our employees received recognition or appreciation through Reward Blue.

2015 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 2015 that make us most proud:

FORTUNE: 100 Best Companies to Work for in America (ranking: 51)

Working Mother Best Companies for Multicultural Women

Working Mother NAFE Top 50 Companies for Executive Women

Equal Opportunity Magazine Top 50 Employers

Human Rights Campaign: Corporate Equality Index, Rating American Workplaces on Lesbian, Gay, Bisexual and Transgender Equality (score: 100 percent)

Anita Borg Institute Top Companies for Women Technologists

Aon Hewitt: Best Employer (Hong Kong, Malaysia, Singapore, Taiwan, Thailand)

Stonewall (U.K.): Top 100 Employers (LGBTQ) (ranking: 51)

Working Families (U.K.): Top 30 Employers

SERVING OUR CUSTOMERS & PARTNERS

Satisfied customers who reward us with their trust and loyalty, and partners who share our vision for responsible business

- 32 Customers first
- 36 Building a safe and secure network
- 37 Informing and educating our customers
- 38 Empowering entrepreneurs
- 42 Serving the underserved
- 44 Supplier diversity and responsible sourcing



INTRODUCTION

We're in the business of winning the hearts and minds of our customers. Our success depends on looking at the world from their viewpoint so we can understand their current – and future – needs. When we put our customers first, we ensure American Express continues to be an important part of their lives.

We have a broad and diverse customer base that spans consumers at different stages of their lives; 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.

While we're a payments company, we're not simply looking to do a better job of processing payments. We're focused on using our relationships, technology and data to better serve our customers and open up commerce opportunities for our partners.

CUSTOMERS FIRST

Our service vision is built on a foundation of trust – the trust our customers place in us. We deliver on our promises and make things right if we fall short. We're committed to providing products and services that add value to their everyday lives and business goals. That's how we continue to earn our customers' loyalty.

Delivering service excellence with Relationship Care®

Relationship Care® is how we characterize our commitment to customers. Everyone at American Express plays a role in delivering our world-class customer experience. But our front-line colleagues are truly the faces

and voices of our company. Whether a customer needs advice or answers about our products and services, our front-line people build strong relationships that stand the test of time.

To show our people just how much we appreciate the care they provide, we have an internal Customer Service Award program to celebrate the very best of our best.

Each year, we recognize employees who provided a specific act of outstanding service over the past year, and employees who've demonstrated great customer service consistently over five years or more.

“It's important to me that each Card Member feels like they're getting a hug from us before they get off the phone. It's like a special gift, so before they disconnect I want them to say, 'That was memorable. That was a wow conversation speaking to Nichelle.'”

Nichelle White, American Express
Customer Care Professional

HOW WE SERVE



Our global, integrated servicing network lets customers choose how they speak and connect with us: in 15 languages and through eight channels.



In 2015, we achieved record-level customer satisfaction, with our internal measures of servicing satisfaction up 40% from 2010.



For our visually impaired Card Members, we have Braille and large-font printing for statements and year-end summaries. They can also ask our Customer Care staff to read correspondence, and even their billing statements, to them.



We also maintain and publish accessibility requirements to everyone who works on our websites and mobile apps.



A helping hand when it was needed most

When the manager of a hotel café realized that her staff had mistakenly sold a display item, they reached out to American Express for urgent help in locating the customer. The for-display-only cake contained hazardous chemicals, and the manager had no way to track the man down before he served the tainted dessert at an anniversary celebration. She thought perhaps American Express could help. Luckily, care professional Kelvin Prakash Thangavelu proved her right.

Wasting no time, Kelvin took down all the information he could get from the hotel's record of the charge, and he and colleagues from the authorization team used that information to narrow

down the list of 21 Card Members who had used their American Express Cards at the café that day. Six of the 21 had the same last four digits to match the purchase of the display cake, and Kelvin carefully reviewed all of the accounts until he had figured out the correct customer.

Kelvin contacted the Card Member and explained the situation. Both the customer and the café manager were grateful for Kelvin's help in averting a potentially dangerous outcome.

“I always say be genuine in whatever you do”

said Kelvin, one of 35 Customer Service Award winners in 2015. “You can make a difference.”

Personalized services and protection

We use big data and technology to better serve our customers. Our data and technology helps us personalize services, keep customers safe from fraud, and help our business clients manage their operations and expand. Our technology makes it easier to pay online and with mobile devices, and lets us develop seamless experiences with digital-first partner organizations.

WHO WE SERVE



CONSUMERS

Our Card Members come from many walks of life. Our research tell us they have some things in common: they tend to be optimists and are driven to succeed in their chosen path. We do our best to make it easier for them to pay for all their purchases, reward them for their loyalty and help them to buy and travel with peace of mind. We offer a range of credit cards, charge cards and other services to suit their needs.



MERCHANTS

Millions of stores, restaurants, travel operators and other establishments welcome American Express cards around the world. We work to make sure their experience is 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.



BUSINESS

We issued our first formal Corporate Card program 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 63 percent of Fortune 500 companies internationally.



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.

2015 HIGHLIGHTS

Connecting members with causes they care about

In the early 1980s we pioneered cause-related marketing campaigns. One of the most memorable campaigns from that era included an effort to restore the Statue of Liberty. By using American Express' services, Card Members across the U.S. helped raise over \$1 million to restore a national treasure. Since then we have donated millions of dollars to causes that are important to Card Members, merchant partners and the general public.

.....

In 2010, to help our Card Members give back we created GivingExpress®. Now known as Members GiveSM, the program connects our Card Members to causes they care about by simplifying charitable giving. Card Members can access more than one million worthy organizations online; making charitable giving easier than ever.

\$77 million

in dollars and Membership Rewards points have been donated by Card Members since 2010.

2015 CUSTOMER SERVICE AWARDS

We're proud of the external recognition we have received for our customer service efforts. Some of the highlights from 2015 include:

AUSTRALIA

National Service Excellence in a Contact Center (NSW Australian Teleservices Association).

ITALY

Best Customer Service (Customer Management Multimedia Competence).

JAPAN

Best overall satisfaction among credit card companies (J.D. Power Call Center Satisfaction Survey).

UNITED KINGDOM

Ranked eighth out of 272 brands in the Customer Experience Excellence ranking by the Customer Experience Excellence Centre.

UNITED STATES

Tied for first in Customer Loyalty Engagement Index (Brand Keys) and tied for highest ranking in Satmetrix Net Promoter Score Benchmark; recognized Best Customer Service among Credit Card companies per Credio's 2015 survey.

MEXICO

Several wins including excellence in company-client relationships and contact centers at the Instituto Mexicano de Teleservicios.

SINGAPORE

Silver Award for Best Customer Experience (Contact Centre Association of Singapore).



BUILDING A SAFE AND SECURE NETWORK

We know that good service means maintaining consumer trust. So we have a strong, long-standing commitment to privacy and data security. We have a robust privacy program, with 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 for managing personal information. Their 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 employees safeguard information. This is reinforced through mandatory Privacy and Data Security training for employees.

TECHNOLOGY

We have invested in technology that lets Card Members opt in or out of marketing communications and tell us the ways they'd prefer us to get in touch.

PRIVACY CENTER

Available on AmericanExpress.com, our [Privacy Center](#) gives consumers in the United States information about our data protection and privacy principles and policies.

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

Our closed loop network

Our business model means we maintain direct relationships with both Card Members and merchants. We operate a closed loop network that provides us with information on transactions from both the Card Member and the merchant perspective. That means we can provide customized marketing to merchants and special offers to Card Members with best-in-class risk management.

Investing in fraud prevention

Our state-of-the-art monitoring tools, controls and policies help detect and prevent fraud, money laundering and terrorist financing in our operations around the world. Our data scientists analyze our closed loop data to predict needs and prescribe valuable solutions for our customers, such as fraud alerts, often in real time.

We have continued to improve fraud-related servicing for our Card Members over the years, including by launching fraud alerts via email and text message in many countries. In some countries, we now provide Card Members with a one-touch response to confirm charges through emails, text messages and smartphone notifications. This means Card Members can receive an alert and verify a charge with a simple tap to resolve potential fraud concerns without requiring a phone call.

To combat the increasing sophistication and scale of fraud attacks, we combine our closed loop with machine-learning algorithms to evaluate thousands of pieces of information and make a fraud risk decision on transactions within two milliseconds.

We have also partnered with merchants to develop advanced techniques to detect compromised Card Member account information, and deployed advanced authentication solutions to detect identity theft.

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

Maintaining secure connections

We have promoted the adoption of EMV technology (named after its founders Europay, MasterCard and Visa), which enhances the security of payment transactions by storing data on a chip embedded in a payment card. The chip, working with EMV-enabled terminals, creates a unique code for each transaction, which cannot be used again. We are one of four major payment organizations that is an equity member in EMVCo.

In 2015, to help educate and assist small merchants in adopting EMV technology, we rolled out an EMV assistance program. We offered U.S. small merchants who accept American Express and who upgraded their terminals to EMV access to a one-time, \$100 reimbursement in the form of an American Express gift card. We even had a dedicated "American Express Fraud Squad" visit small merchants in New York, Atlanta, Miami and Houston to share information about EMV technology and our program. Additionally, we provide [online resources](#) to help businesses make the transition to chip technology.

We are proud to have been rated as one of Ponemon's Most Trusted Companies for Privacy for the past nine years, and number one in financial services.

INFORMING AND EDUCATING OUR CUSTOMERS

We are 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 PRACTICE

Our principles of responsible marketing include:

TRANSPARENCY	ACCOUNTABILITY
<p>Marketing offers should be clear, simple and easy to understand.</p> <p>Marketers should consider all reasonable interpretations from a customer or prospect's point of view.</p>	<p>Marketers should think about how the offer will work: risks, controls, and monitoring associated with the end-to-end execution including fulfillment and servicing.</p> <p>Marketing should create and retain documentation: process flows, control measures, monitoring and stakeholder approvals.</p>

2015 HIGHLIGHTS

Transparency in practice

We recently published a new [Membership Rewards chart](#) to make it easier for U.S. Card Members and prospects to see all of their redemption options and the value of each reward. The chart shows the rewards available, how many points are needed for each reward and what those points are worth in dollars. It's a simple tool to help Card Members choose the rewards that are right for them.

American Express Customer Data Principle

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

Responsible marketing and fair lending

We are dedicated to high standards of fairness in our customer practices and have developed this 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."

Improving consumers' financial knowledge

We have been developing and sponsoring financial education initiatives for decades. We provide customers with their FICO score and offer a number of educational tools on our [Consumer Resources site](#) as well as information, insights and tips about selecting and using credit cards. This information is available in English and Spanish.

EMPOWERING ENTREPRENEURS

Supporting small businesses growth

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

For example, our American Express OPEN Charge and Credit Cards help small businesses grow. The card gives small business owners funding to help them buy what they need, when they need it, for their business. And that's just one of the ways we support small businesses. We also offer a suite of programs and resources including online resources, live events, and one-to-one business meetings.

In 2015, small business owners used OPEN cards to fund more than \$200 billion in purchases, just like Cissé Trading.

Sweet rewards for Cissé Trading

Diana Lovett is the founder of Cissé, a New York-based maker of gourmet brownie mixes, hot cocoa and snackable brownie thins.

With a background in international aid, Lovett's vision was to create a company that was a vehicle for positive change. Cissé's organic cocoa is sourced from a Fair Trade cooperative in the Dominican Republic. By paying a fair price, Cissé enables the cooperative to invest profits back into the community, for projects such as schools, improved farming practices and a health clinic.

Getting capital to fund growth has been challenging. Lovett and her husband self-funded the first brownie

mix prototype with their own savings. Then she moved on to credit cards.

“That's a reality for early stage companies,” she says in [an article](#) on American Express OPEN Forum. “We felt like we could trust American Express.” Currently, Lovett is a [Business Gold Rewards](#) Card Member. “I've used it to purchase thousands of pounds of nuts, dried fruit, vanilla bean and tons of other ingredients, to ship pallets across the country, to fly to meetings with buyers, to purchase materials for our trade show booth, to send samples to buyers and tons of other ways. It's indispensable.”

“ We felt like we could trust American Express.”





The Small Business Saturday movement

Small Business Saturday is one of our biggest initiatives.

Since 2010, customers and small businesses have been able to kick-start their holiday shopping season on a day designed to celebrate the uniqueness, charm and economic impact that small businesses bring to communities.

We launched Small Business Saturday to help bring attention to small businesses and to encourage shoppers to support them by shopping at small businesses on the Saturday after Thanksgiving.

In 2015, shoppers – including President Barack Obama – supported their neighborhood businesses like never before. Ninety-five million people shopped at small businesses and embraced the day as a holiday shopping tradition.

With the support of American Express and thousands of entrepreneurs across the country, Small Business Saturday has grown from a nationwide movement to an international one. The

day is now observed in the United Kingdom and Australia.

The shop small movement is a social and community experience. According to the Small Business Saturday Consumer Insights Survey, almost two-thirds of consumers surveyed who planned to shop on Small Business Saturday in 2015 were motivated by the contributions that small businesses make to their community.³

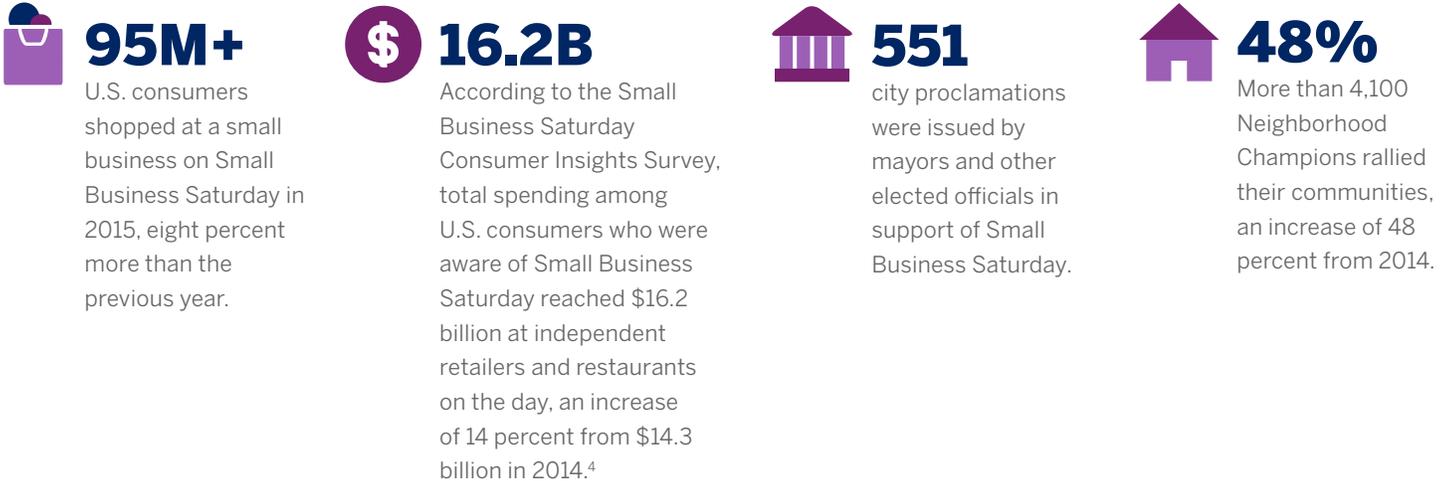
“If you buy one of these Vita Craft pans, the money that you pay me stays in Kansas City, because we’re a locally owned company,” says Aaron Prater, local sundry owner. “But then these are made in Lenexa, and so that money stays (in the area) too. So when you’re buying local... it’s a chain reaction that just multiplies throughout the economy.”

“So when you’re buying local... it’s a chain reaction that just multiplies throughout the economy.”

THE IMPACT OF SMALL BUSINESS SATURDAY



UNITED STATES



UNITED KINGDOM



AUSTRALIA



SUPPORTING WOMEN-OWNED BUSINESSES

The case for the value of women-owned businesses is clear. As of 2015, there were an estimated 9.4 million women-owned businesses in the United States, generating nearly \$1.5 trillion in revenues and employing over 7.9 million people. Women-owned business growth has surged since the recession. In fact, they are growing at a rate five times the national average.⁵ This means women are making a significant contribution to job creation and economic growth in America.



Providing small and medium organizations with resources online

American Express® OPEN Forum helps small-business owners find insights, inspiration and connections to grow their businesses responsibly. They'll find articles, guides to business growth, sustainability and human capital management, videos, and more.

CHALLENGE HER PROGRAM

In April 2013, Women Impacting Public Policy (WIPP), American Express OPEN 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. Now entering its fourth year, ChallengeHER has educated more than 5,400 women entrepreneurs at 39 workshops across the country and facilitated more than 1,900 meetings between women small business owners and government officials.

GIVE ME 5 PROGRAM

WIPP and American Express OPEN are longtime champions of women entrepreneurs in the federal contracting space. Together we created the Give Me 5 program to give women-owned small businesses access to knowledge and resources to help win federal contracts. In 2016, the U.S. Government achieved its goal of awarding five percent of its annual federal contracts to women-owned small businesses for the first time since the goal was set almost 20 years ago.

FIFTY FASTEST GROWING WOMEN-OWNED/LED COMPANIES

In partnership with The Women Presidents' Organization, American Express supports the 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.

SERVING THE UNDERSERVED

We serve a wide range of customers and have innovated to provide products and services to meet new needs and preferences.

Offering alternatives to traditional banking

Our reloadable prepaid products, Bluebird® and Serve®, offer alternatives to traditional banking in a way that we believe is convenient to financially underserved customers in the United States. These products allow people to set up paycheck deposits, access bills online, and use tools to manage their money.

BLUEBIRD®

Bluebird® is designed to help Americans without access to traditional banking services to manage and control their everyday finances. Bluebird® offers the advanced level of service expected from our brand, such as check deposits by smartphone and mobile bill pay, fee transparency, and no minimum balance, monthly, annual or overdraft fees. Bluebird® was created in partnership with Walmart and made available at over 4,000 of its stores.

SERVE®

In 2015, we announced American Express Serve® Cash Back, a prepaid debit account that earns accountholders one percent cash-back on purchases. Consumers who spend in line with the 2012-2013 U.S. Department of Labor national averages for gas, groceries, dining out, clothing, transportation and entertainment using the Serve® Cash Back Card could potentially earn more than \$400 annually⁶ when earning one percent cash-back.

MOBILE BANKING

Through Serve® and Bluebird®, our customers are paying bills, purchasing

everyday necessities, tracking spending, putting aside money for the future and sending money to friends and family. And they're doing much of it from our mobile apps.

Inspiring change through film

In 2011, nearly 70 million Americans were underserved by traditional financial services.⁷ In 2012, financially underserved Americans spent \$89 billion in fees and interest, an eight percent increase from the previous year.⁸ In the same year, almost half of all U.S. households reported that they could not come up with \$2,000 in case of an emergency.⁹

Those are some of the eye-opening statistics that are revealed in the documentary [Spent: Looking for Change](#), a film about Americans who don't have the financial options most of us take for granted—and the movement giving them renewed hope.

We sponsored this documentary to raise awareness and drive change. This is a large issue, and no one company can solve it alone. But our hope is that the film will help inspire and rally organizations to find better solutions for overlooked and underserved Americans.

Supporting financial literacy

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.

Revitalizing neighborhoods

Revitalizing the neighborhoods of underserved areas is one of the many ways we serve communities. As a financial holding company, American Express, through our U.S. bank subsidiaries, is evaluated on its performance under the federally mandated Community Reinvestment Act (CRA). In 2015, our U.S. banks' Center for Community Development underwrote \$238 million in loans and investments, resulting in the creation of 921 units of affordable housing that build stronger and more inclusive cities. Our CRA investments are complemented by our community activities that impact almost 12,000 individuals and families in underserved communities by providing basic needs, supporting workforce development and enhancing financial literacy.

Almost

12,000

individuals and families from underserved communities supported.

Innovation in Financial Education Award

On April 14, 2015, the Nasdaq and EverFi honored financial institutions that use technology and new media to teach critical financial skills. We were one of 25 financial services companies selected out of the 14,000 financial institutions in the United States.



Helping students build a healthy financial future

Mississippi: In a town called Clarksdale, half of the population had no access to banking. So in 2014, we partnered with nonprofits Moneythink and EveryoneOne to launch a three-year financial literacy program to help Clarksdale High School students – and in turn, their parents – build and prepare for a healthy financial future. It's called “Clarksdale Dollars & Sense” and it gives students internet access at home, a financial mentorship program, and mobile phone-based learning apps.

For the first time, Clarksdale high school seniors will benefit from a financial literacy curriculum integrated into their Government and Economics classes and taught by committed Moneythink mentors from local universities. An external partner is tracking the program's effectiveness.

China: Since 2004, we have sponsored Junior Achievement China's “My Money Business”, an in-class program that helps students aged 14 -19 in Beijing, Shanghai, and Guangzhou learn how to manage their finances and establish good habits. To date, more than 650 American Express and community volunteers have been involved, reaching more than 10,000 students. In the 2015/2016 academic year, the program plans to engage 150 volunteers and reach 1,200 students.

Utah: American Express Centurion Bank and American Express Bank, FSB are the only banks in Utah that partnered with Fair Credit and EverFi to provide a new computer-based financial literacy and critical life skills training to Title 1 schools (those with high percentages of students from low-income families) in Salt Lake, San Juan, and Tooele

Counties. San Juan and Tooele Counties are the primary locations of Native American land in Utah. The EverFi program is web-based and utilizes the latest in new media technologies—video, animations, 3-D gaming, avatars, and social networking—to bring complex financial concepts to life for a digital generation.

To date, more than 650 American Express and community volunteers have been involved, reaching more than 10,000 students.

SUPPLIER DIVERSITY AND RESPONSIBLE SOURCING

Our suppliers are critical to our service mission. They enable us to progress, helping us to reach our larger sustainability goals, purchase responsibly, and manage our expenses.

Diversity and inclusion in the supply chain

Winning strategies, products and services require diversity of thought, perspective and contribution. We stand behind this commitment to inclusion across our organization, including the third parties we do business with.

As part of our [Supply Chain Inclusion Initiative](#), American Express monitors 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 firms
- Lesbian, Gay, Bi-sexual, and Transgender firms
- Disadvantaged or Disabled Business Enterprises
- Veteran Business Enterprises

Our inclusive supplier practices have been recognized by groups that promote supplier development and diversity:

- Arizona Hispanic Chamber of Commerce: Arizona Million Dollar Circle of Excellence
- Black Enterprise Magazine: 40 Best Companies for Diversity
- DiversityInc Magazine: Top 50 Companies for Diversity
- DiversityPlus Magazine: Champion of Diversity
- Human Rights Campaign Foundation: 100 percent Score on Corporate Equality Index
- Hispanic Business Magazine: Top 60 Companies for Diversity
- Latina Style Magazine: 50 Best Companies for Latinas to Work for in the U.S.

Responsible procurement

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

We also regularly source environmentally preferable and socially responsible commodities and services from approved third party vendors. Additional information about our environmentally preferable sourcing is in the [Serving our Environment](#) section.

We support human rights in our supply chain and work with suppliers who share our values. All third parties – including suppliers – that provide goods or services to American Express 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 [Shared Values](#) documentation.

**SERVING
OUR COMMUNITIES**

Longstanding relationships,
strengthened through service



- 46 Charitable giving
- 47 Community service
- 52 Leadership
- 54 Historic preservation

INTRODUCTION

We're here to help our customers and our communities. That means serving in ways that enable the communities in which we live and work to prosper, and assisting when a helping hand is needed.

We know that strong and prosperous communities enable strong and prosperous businesses. But for American Express, the idea is bigger than numbers on a balance sheet. It's about our role and responsibility as citizens.

Through our philanthropic and community work, we serve and support those who are addressing some of society's most complex issues.

We empower social sector leaders to create sustainable change at a local level. We help citizens volunteer and improve their local communities. And we preserve the historic places that keep our communities strong, diverse and vibrant.

CHARITABLE GIVING

At American Express, we focus our charitable giving in three areas:

- **Community Service:** We enable charitable organizations to engage community members as volunteers to deliver mission-critical services.
- **Leadership:** We help to develop emerging leaders who are addressing society's most complex issues.
- **Historic Preservation:** We promote stewardship of the historic places that bring value to local communities.

2015 HIGHLIGHTS

60+ years, half a billion dollars: The American Express Foundation's legacy.

.....
 In the 1850s, American Express employees contributed to the fundraising effort to build a pedestal for the Statue of Liberty. That ethos of philanthropy has been integral to our culture ever since.

.....
 In 1954 we created the American Express Foundation, a New York-based non-profit that supports charitable organizations. Since then, the Foundation has provided over half a billion dollars to thousands of causes around the world.

2015 CHARITABLE GIVING IMPACT



GRANTS

\$39M

in grants in 2015 to 6,180 organizations in ten countries
 (380 direct grants + 5,800 gift matching).



COMMUNITY SERVICE

350K

volunteers engaged in community service.



LEADERSHIP

6,000

non-profit and social sector leaders trained.



HISTORIC PRESERVATION

33

historic sites preserved for future generations.

COMMUNITY SERVICE

Engaging community members as volunteers

Volunteers are the heart and soul of communities.

Effective volunteer engagement can lead to a nonprofit creating solutions within communities, broadening its efforts and growing its profile and supporter base. For community members, volunteering is a way to use and develop their skills and leadership, build social networks and gain a sense of purpose and connection.

We believe the most effective charitable organizations are those that have built volunteer engagement into their social impact model, so our partnerships focus on deep, long-term volunteer engagement rather than one-off volunteer events.

2015 COMMUNITY SERVICE IMPACT

In 2015, our community service grants helped engage over 350,000 volunteers, resulting in more than \$70 million in donated time and talent.¹ These volunteers achieved the following:



200K

Young people helped.



415

homes built or restored.



7M

meals served.



62M

pounds of food were rescued that would have otherwise gone to waste.

National Parks Partnership: Supporting a million volunteers

In 2015, we announced a \$5 million commitment to the National Park Foundation to help the U.S. Department of the Interior reach its goal of one million volunteers on public lands annually. In partnership with the YMCA of the USA, our funds support community coordinator

positions in 50 U.S. cities to increase awareness, support and participation in outdoor programs. These funds also help National Parks to reach young adults and veterans, encouraging them to serve on the [21st Century Conservation Service Corps](#). And it means the organization can engage new volunteers during the 2016 National Park Service Centennial.



Disaster relief

Serving our customers in times of need is often a simple act, like replacing a lost card or re-booking a travel arrangement. But in times of disaster, our Global Service Network of customer care professionals locate and assist stranded or displaced customers and businesses.

We have incorporated disaster relief as a priority in our philanthropic activities. And in 2015 we supported the disaster response efforts for two global disasters:

Earthquake in Nepal: We provided \$200,000 in disaster aid to support American Red Cross, Save the Children and the Prime Minister's National Relief Fund in India. We also rebated merchant fees on charitable contributions made on the American Express Card to eight U.S. nonprofit organizations for Nepal relief.

Global refugee crisis: We provided \$120,000 in aid to support the International Rescue Committee (IRC). Our donation helped the IRC distribute essential items such as blankets, generators and shelters, and to create basic infrastructure, such as running water, sanitation and hygiene systems for European refugee camps. We are a founding partner of the IRC's Corporate Rescue Partners program, a group of donors that provides regular funding to the IRC so the organization has funds readily available to respond to escalating refugee crises around the globe.

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

Engaging veterans in disaster response

In 2015 we launched an initiative with Team Rubicon to engage its veteran members in disaster mitigation and habitat improvement projects with the U.S. Department of the Interior. The aim was to preserve America's national parks and public lands while providing an opportunity for veterans to serve on the home front. American Express committed \$300,000 for the first two years of this effort. So far, nearly 400 veterans have received specialized disaster response training and/or been deployed to respond to natural disasters.

National Day of Service and Remembrance

We invested significant resources into reviving downtown Manhattan, our home since 1850's. After the September 11th attacks, the nonprofit organization My Good Deed was created to honor those who died or were injured, pay tribute to the first responders and people involved in rescue efforts, and promote citizen service and unity.

Thanks to My Good Deed's efforts, Federal legislation was passed in 2009 to establish September 11th National Day of Service and Remembrance (9/11 Day). We are a long-standing supporter of 9/11 Day, and have provided over \$1.5 million in support since 2007 to help grow the movement. According to My Good Deed, in 2015, nearly 30 million Americans observed the day through charitable acts and volunteer service.

2Gether: A platform for collaboration and social impact

Whether mentoring students, caring for the elderly, feeding the hungry, protecting the environment, or using their professional skills to help nonprofits succeed, each year thousands of American Express employees give their time, talent and donations to serve local communities.

Tapping into the passion and commitment of American Express employees and their desire to give back is a key element of our philanthropic approach.

We have created a platform to engage employees in our philanthropic efforts.

Serve2Gether: Promoting and celebrating volunteerism

Throughout the year, our employees participate in a range of company-sponsored volunteer activities, from youth mentoring to preparing and delivering meals. Employees are able to volunteer for the causes they care about during work hours as long as they receive approval from their manager.

Partnership spotlight:

Points of Light

Points of Light (POL) is the largest organization in the world dedicated to volunteer service, mobilizing more than four million volunteers every year.

POL brings the power of people to change the world. Since 2013, American Express and POL have organized Serve2Gether volunteer events in Canada, Hong Kong, Japan, India, Italy, and the U.K. From 2013 to 2015, more than 4,000 American Express employees have provided over 18,000 hours of volunteer service through the program.



2015 SERVE2GETHER IMPACT

\$3M
for hands-on volunteering
(1 hour hands on volunteering = \$23).¹

\$1.7M
million in donated pro bono (1 hour donated pro bono = \$150).¹

130K
volunteer hours.

DISTRIBUTION OF VOLUNTEER ACTIVITIES



2015 HIGHLIGHTS

Serve2Gether across the globe
HONG KONG: 50 employees renovated a local organic farm.

TORONTO, CANADA: 200 employees packed over 1,000 care kits and assembled toys for partners including the SickKids Hospital Foundation and the Ontario Society for the Prevention of Cruelty to Animals.

LONDON, U.K.: 50 employees attended one of six volunteer days to prepare meals for families in The Ronald McDonald House at Guy's Hospital.

ROME, ITALY: 100 employees improved facilities at the Centro Anziani recreation center for seniors and the Associazione Ylenia e gli Amici Speciali, a center for people with disabilities.

TOKYO, JAPAN: Nearly five years after the great earthquake and tsunami, 250,000 people still live in temporary homes in Tohoku. To brighten their holiday season, 50 employees created personalized Christmas gifts and cards for 100 families living in a temporary housing unit in Yamamoto-cho.

MEXICO CITY, MEXICO: Through its NUTRITION FOR TWO program, employees collected healthy food supplies for over 3,600 children and 100 families in the indigenous community of Mazahuas.

DELHI AND GURGAON, INDIA: Nearly 600 employees volunteered through 25 events including education and arts activities supporting 1,200 underserved youth, packing 1,000 food and school supply kits, and renovating six local schools.

DISTRIBUTION OF VOLUNTEER ACTIVITIES

10
countries supported



Serve2Gether Consulting

Serve2Gether Consulting matches nonprofits with American Express employees on short- and medium-term consulting projects. Each spring, teams of our employees assist nonprofits with marketing, finance, strategy, technology, legal, organizational structure and capacity. The objective is to provide an action plan that addresses the partner's area of need. Teams can also submit their business plans for a chance to secure a \$25,000 American Express Foundation grant to put their improvements into action.

Serve2Gether Grants

Through Serve2Gether Grants, we provide micro-grants of \$500-\$2,500 to organizations where employees volunteer 50 or more hours within a 12-month period. In 2015, the program awarded \$290,000 in grants in recognition of more than 9,000 hours of volunteer service recorded by over 1,350 employees.

Gift Matching

For more than 50 years, we've been matching employee contributions and non-employee directors of American Express Company up to a maximum of \$8,000 a year. In 2015, we matched \$6.1 million of contributions.

In 2015, the U.S. Give2Gether campaign continued to drive industry-leading participation with 80 percent of our U.S. employees making a donation. The campaign engages hundreds of employee volunteers who organize charity events and develop creative promotions to rally support for the campaign.

Green2Gether

The platform's newest initiative seeks to engage employees in the company's environmental responsibility program. For more information on Green2Gether, see the Serving Our Environment section.

2015 GIVE2GETHER IMPACT



3 COUNTRIES

Canada + USA + India.



4,800

charities supported in 2015.



\$6.0M

donated by employees.



\$6.1M

matched by our company.

2015 Serve2Gether Consulting Impact

In 2015, 220 employees donated over 11,000 hours which equates to nearly \$1.7 million of support to charitable organizations in eight countries: Canada, India, Mexico, Singapore, Hong Kong, Australia, the U.K. and the U.S. We also awarded organizations \$375,000 in seed funding.

LEADERSHIP

Growing American Express' leadership pipeline by attracting, developing and retaining top talent is a business imperative we invest in heavily. This commitment to developing leaders extends to the communities we serve.

For nearly a decade, we have dedicated a pillar of our philanthropic mission to strengthening nonprofit and social purpose leadership by creating and funding programs for those working to solve the world's biggest challenges. We have been doing this since 2008.

Training the leaders of tomorrow

Founded in 2008, the American Express Leadership Academy builds the personal, business and leadership skills of emerging nonprofit leaders and social entrepreneurs.

We have trained world-class leaders who are focused on improving education, the arts, social services, health and the environment.

The Leadership Academy has grown from a single, New York-based program for 24 participants to an international movement, encompassing 10 Academy partners and 19 programs. To date, we have hosted nearly 70 Leadership Academy sessions across nine countries – including the United States, the United Kingdom, India, Japan, Mexico Canada, China, Senegal and Kenya – training more than 2,200 nonprofit and social sector leaders.

THE LEADERSHIP ACADEMY IMPACT



93%

of participants are still working in the nonprofit sector.



70%

have been promoted or taken positions with greater responsibility.



64%

are still in touch with others who participated in their Leadership Academy group.



73%

cited the value of a national network of peers as extremely meaningful.

2015 LEADERSHIP GRANT IMPACT



\$9.1

TOTAL VALUE OF GRANTS



10

ACADEMY PARTNERS



19

PROGRAMS



9

COUNTRIES

(U.S., U.K., India, Japan, Mexico, Canada, China, Senegal, Kenya)



6K+

LEADERS WERE TRAINED

Scaling our impact through digital learning

While we continue to invest in and expand our in-person leadership training programs, we are using technology to bring leadership development to scale. In 2015, we invested \$800,000 in online leadership training platforms. We are the keystone funder and partner for three new online leadership development platforms:

+ACUMEN: +Acumen, a nonprofit that is changing the way the world tackles poverty, developed an online course platform and global learning community for social change leaders. Launched in 2013, +Acumen shares unique leadership tools and guidance on building social enterprises through its free and low-cost online courses that are globally accessible. In 2015, +Acumen was the world's largest open online course provider in the social purpose sector, garnering more than 400,000 sign-ups from 170+ countries. In 2015, leaders from more than 10,000 organizations took online courses from +Acumen.

PRESIDIO INSTITUTE: [Leadersity](#), launched in 2015 with the Presidio Institute, is a new 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.

LEADERSTORIES.ORG: A storytelling platform to share the leadership journeys of social purpose leaders, [LeaderStories.org](#), uses video storytelling to share key resources and insights on leadership development from innovators and experts. These stories inspire, inform and connect emerging leaders across the nonprofit sector.

2015 HIGHLIGHTS

Our inaugural Leadership Academy Alumni Summit

We held our first Leadership Academy Alumni Summit in New York City in March 2015, celebrating eight years of the program. Fifty distinguished alumni from around the globe joined Academy partners Aspen Institute, Ashoka Changemakers, Arizona State University Lodestar Center, Center for Creative Leadership, Common Purpose, the Community Foundation of Broward County, Points of Light and the Thunderbird School of Global Management to collaborate on opportunities to develop the next generation of social purpose leaders. Each year, the leader of an alumni organization is honored with the American Express Leadership Academy Alumni Award.

For nearly a decade, we have invested more than \$50 million to develop over 33,000 high-potential, emerging leaders in the nonprofit and social sector globally.

HISTORIC PRESERVATION

Our roots in the travel services industry have given us a deep respect for the cultural and economic value historic sites bring to communities around the world. Promoting stewardship of these sites is both a commitment and an opportunity to ensure that future generations can enjoy them.

2015 HISTORIC PRESERVATION GRANT IMPACT:



9.1M
TOTAL VALUE OF GRANTS



33
HISTORIC SITES PRESERVED



7
COUNTRIES
(U.S., U.K., Netherlands, Mexico, Canada, Singapore, China)

Preserving our collective past for future generations

We are the founding sponsor of World Monuments Watch (WMW), which draws attention to cultural heritage sites around the world threatened by neglect, vandalism, armed conflict, commercial development, natural disasters and climate change.

Our grants to the WMW, which total \$16.5 million, have preserved 160 sites in 70 countries ensuring their legacy and cultural significance for future generations.

Revitalizing cultural legacies

In 2015, we made a \$1 million commitment to Massey Hall, Toronto, for a large-scale revitalization project. This marks an important chapter in the story of a unique Canadian cultural institution. Massey Hall

is not just a national historic site; it's a place where music history is made. Over the past 120 years it has hosted some of the world's most renowned artists, from Bob Dylan and B.B. King, to Aretha Franklin and Adele, along with a host of Canadian talent such as Gordon Lightfoot, RUSH, Glenn Gould and Neil Young.

Since 1974, American Express has contributed nearly \$60 million to preserving more than 500 iconic historic sites including The Temple of Hercules in Rome and the Palace of Fine Art in Mexico City.

Preserving five American National Treasure sites

In 2015, we provided \$1 million in funding to the National Trust for historic preservation to support the restoration and preservation of five diverse National Treasure sites. National Treasures are endangered buildings, neighborhoods, communities and landscapes that reveal the vibrancy of the American story. The sites selected to receive these grants reflect important chapters in U.S. history, from Negro League baseball to architectural modernism, and the railroad boom to the Civil Rights Era. The sites include:

Hinchliffe Stadium (Paterson, New Jersey), Pullman National Monument (Chicago, Illinois), Painted Desert Community Complex (Petrified Forest National Park, Arizona), Sweet Auburn Historic District (Atlanta, Georgia), and Federal Hall National Memorial (New York, New York).

Refurbishing the Singapore River Walk

We provided a grant to the National Heritage Board to refurbish the Singapore River Walk. The River Walk traces the development of

the Singapore River spanning from Collyer Quay to Robertson Quay. The Walk focuses on the contributions of the river in Singapore's mercantile development, tracing the various communities on its banks, as well as the spectacular architecture and history of its bridges. The National Heritage Board honored American Express with its Friend of Heritage award for supporting the project.

**SERVING
OUR ENVIRONMENT**

Doing our part to sustain
the world's resources



- 56 Operational efficiency
- 60 Enabling customers
- 61 Empowering employees

INTRODUCTION

Becoming the world's most respected service brand means recognizing our responsibility to help preserve natural resources for future generations and limit the environmental impact of our business operations.

We focus on three main action areas: building a clean, efficient enterprise; enabling our customers to reduce their environmental impacts; and encouraging employees to help us achieve our goals.

1 **BUILDING**
a clean, efficient enterprise.

2 **ENABLING**
Customers to reduce their impacts.

3 **ENCOURAGING**
Employees to help us achieve our goals.

OPERATIONAL EFFICIENCY

2015 AWARDS



GREEN POWER PARTNERSHIPS NATIONAL TOP 100

The Environmental Protection Agency recognized American Express as a top user of sustainable energy, naming our company 48th on its annual National Top 100 list of the largest green power users in the U.S.

TOP GREEN COMPANIES IN THE U.S.

Each year, Newsweek ranks the world's largest companies on corporate sustainability and environmental impact. American Express has been recognized as a Top Green Company, ranking 89th in the U.S.



Reducing our carbon footprint

We aim to minimize the effects our operations have on global climate change.

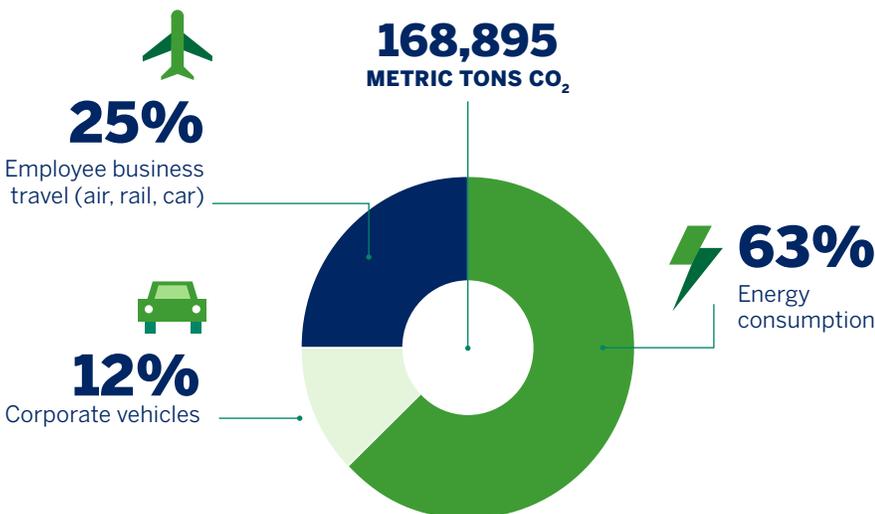
Between 2007 and 2012, we reduced our carbon emissions by 27.5 percent. We achieved this reduction through on-site green power generation, energy efficiency initiatives and purchasing renewable energy credits (RECs). In 2015, we reduced our absolute carbon emissions by 10 percent compared to 2011, putting us firmly on track to achieve our 2016 goal of a 10 percent reduction.

At the end of 2015 we achieved an efficiency increase of 38 percent compared to 2011, exceeding our 2017 goal of an efficiency increase of 35 percent.

CARBON AND ENERGY GOALS AND PROGRESS

OUR GOALS	2015 PROGRESS
 <p>35% Increase in energy efficiency by 2017.</p>	<p>38% achieved efficiency increase at the end of 2015.</p>
 <p>10% decrease in absolute carbon emissions by 2016.</p>	<p>10% absolute carbon emissions reduced compared to 2011.</p>

2015 CARBON FOOTPRINT BREAKDOWN



Our carbon footprint comprises: the electricity we use to power our offices and data centers; the fuel we use for freight and employee business travel by air, rail and cars; and the diesel and natural gas we burn to heat our facilities and power back-up generators.

We follow the GHG Protocol for measuring and reporting our emissions. Since 2007, we have reported our carbon emissions through the Carbon Disclosure Project (CDP), the world's leading environmental disclosure and performance rating system, and have steadily improved our score each year.

Investing in clean power and green data centers

Data centers are crucial to how we deliver the products and services our customers rely on. However, we know that the energy used to data storage has an impact on the planet we all depend on. Housing thousands of servers and our data storage and networking equipment accounted for nearly 35 percent of our total energy use in 2015.

As our business services expand, so will our need for data storage. We are finding ways to use energy as efficiently as possible.

In 2015, we purchased nearly 174 million kilowatt-hours of green power. Much of this power came from purchasing renewable energy certificates (RECs) and on-site solar panels.



100%

of the electricity powering our headquarters in New York City and 65 percent of the electricity purchased to power our operations worldwide were carbon-free and came from a mix of wind, biogas, biomass and solar energy.

In 2015, we signed the American Business Act on Climate Pledge to show our support for a strong climate deal at the United Nations Framework Convention on Climate Change meeting, COP21, in December 2015. COP21 resulted in The Paris Agreement, the world's first globally binding treaty on climate change that took a strong step forward toward a low-carbon, sustainable future.

2015 HIGHLIGHTS

Our U.S. Data Centers offset 100% of their electricity consumption through the purchase of renewable energy, on-site solar generation and renewable energy credits.

Our U.S. Data Centers are certified for ISO 14001-2004 and ISO 9001-2008, best-in-class environmental and quality management systems.

American Express' newest Information Processing Center in North Carolina is Leadership in Energy and Environmental Design (LEED) Gold Certified and incorporates solar and thermal energy.

American Express Information Processing Center in Arizona is EPA Energy Star certified, consuming 35% less energy and generating 35% less carbon emissions than similar buildings in the U.S.

Sustaining a safe, healthy and efficient workplace

A safe, healthy and efficient work environment is vital for our employees and our business. We continually invest in the design and maintenance of our facilities.

We use environmentally responsible and resource efficient processes and materials in our buildings. If we need to renovate buildings or undertake new construction, we aim to meet LEED or other green building certifications. By 2018, we aim to have 40 percent of our global square footage green building certified.¹⁰

Our flexible workplace program, BlueWork, is designed to help employees achieve work-life balance and makes efficient use of our workspace. BlueWork helps to reduce our carbon footprint through the use of sustainable furniture and construction materials, and ensuring our electronics adhere to best-in-class energy efficiency standards. The program also encourages telecommuting and virtual meetings.

We also replace older or less efficient equipment with newer, more efficient technologies – such as LEDs for lighting. We have set up a tri-generation system at our Brighton facility in the U.K., and a new building management system in India that automatically manages our heating and cooling equipment, switching away from dirtier fuels to natural gas. Since 2011,

our energy efficiency initiatives have enabled us to reduce our overall energy consumption by 24 percent.

Finally, we have various programs that promote ridesharing, cycling to work and taking public transport. Our carpooling partner Valley Metro recognized the American Express Trip Reduction Program as 2015's Best Trip Reduction Program for a Public Company with over 500 employees in Arizona.

Reducing waste, water and chemicals

Reducing waste, water and chemicals is one way we strive to better serve our planet. Paper and decommissioned technology products are primary types of waste for financial services companies. To manage our waste, we encourage employees to reduce the amount of paper they use and to 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 assets we no longer need.

Although water risk is generally not a significant issue for the company, we have also put water-reduction measures into action at key offices. We also prioritize the use of green cleaning products.

2015 HIGHLIGHTS



11%

reduction in office printed paper compared to 2014.



23%

reduction in waste generation compared to 2014.



2%

water reduction compared to 2014.



47%

of our waste was diverted from landfills by recycling or composting it.



35%

of our global real estate portfolio is green-building certified.



21%

energy consumption reduction compared to 2014.

Putting sustainability on the menu

American Express Food Services and Facilities Management are on a quest to 'green' every American Express cafeteria in the U.S. The program focuses on reducing waste and offering our people healthier and more sustainable choices.

Initiatives include:

- Recycling fryer oils, which can be reused for bio-diesel fuel.
- Offering local, organic products.
- Using sustainable seafood from certified fisheries.
- Offering bulk condiments instead of, or in addition to, portion packs.

- Encouraging the use of reusable dinnerware and mugs and using tree-free napkins.
- Installing aerobic food digesters to turn food waste into water. One machine can eliminate around 50 pounds of waste every hour, saving about 400 pounds of waste from being sent to landfills every day.

ENABLING CUSTOMERS

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 look at this through two lenses:

1

We see the resource consumption and waste created by customers using our products as a shared responsibility.

2

We recognize that our customers increasingly expect us to support their efforts to reduce their environmental impacts as part of the service we deliver.

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.

We also encourage customers to choose paperless statements and electronic payment through marketing campaigns such as our 2015 Go Paperless campaign.

When it comes to sourcing, we prioritize environmentally friendly paper, electronics and other commodities, like fiber. Right now, we work with suppliers to ensure fiber is sourced from well-managed forests.

2015 HIGHLIGHTS



91%

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



43%

of Card Member statements are paperless.



85%

of Card Member payments are electronic.¹¹

Carbon Savings Assessment Manager (Carbon SAM)

Our Carbon Savings Assessment Manager (Carbon SAM) is an innovative method that allows organizations to measure air travel CO₂ emissions at the touch of a button. The system, which we provide to our new and existing Commercial Card customers in Europe, suggests a range of travel alternatives to reduce emissions. Designed for a host of stakeholders, from Travel and Procurement Managers to Financial Officers, the reporting system measures the emissions on airlines by class of travel, route and time of travel.

EMPOWERING EMPLOYEES

Our current and prospective employees increasingly expect us to manage our impact on our environment.

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

Launched in 2015, Green2Gether leverages the expertise and passion of our employees with the following objectives:

- To provide networking and development opportunities for purpose-driven employees.
- To empower employees to create a positive social and environmental impact in their personal lives and at work.
- To advocate for sustainable practices within our workplace and to become an employer of choice for tomorrow's change-makers.
- To create a sustainable business innovation platform that improves our company's bottom line and competitiveness.

ENGAGING EMPLOYEES IN 2015

 **4000+**

employees participated in our Green2Gether Promise during Earth Month.

 **80%**

of our global real estate portfolio participated in Earth Hour.

 **1650**

employees volunteered for more than 50 green projects, contributing 8,250 hours of environmental stewardship.

 **\$1M**

in support for environment and wildlife through Gift Matching and Serve2Gether grant programs.

ENVIRONMENTAL DATA

	UNIT ¹²	2013	2014	2015
EMPLOYEE HEADCOUNT	FTE	62,800	54,000	54,800
ANNUAL REVENUE	\$USD (MILLIONS)	32,870	34,188	32,818
BUILDING SQUARE FOOTAGE ¹³	FT2	9,209,766	9,668,145	9,109,237
GREEN BUILDING CERTIFIED SQUARE FOOTAGE ¹⁰	FT2	1,491,688	2,889,990	3,189,113
GLOBAL GREENHOUSE GAS EMISSIONS				
SCOPE 1 (DIRECT)				
STATIONARY COMBUSTION	MTCO ₂ E	8,924	7,667	4,657
MOBILE COMBUSTION	MTCO ₂ E	25,002	25,535	19,949
FUGITIVE	MTCO ₂ E	2,232	2,301	2,746
TOTAL SCOPE 1	MTCO ₂ E	36,158	35,503	27,352
SCOPE 2 (INDIRECT)				
PURCHASED ELECTRICITY	MTCO ₂ E	123,656	105,192	95,476
DISTRICT HEATING	MTCO ₂ E	2,001	1,991	2,160
DISTRICT COOLING	MTCO ₂ E	613	167	816
TOTAL SCOPE 2¹⁴	MTCO ₂ E	126,270	107,350	98,452
SCOPE 3				
BUSINESS RENTAL CARS	MTCO ₂ E	836	789	781
BUSINESS AIR TRAVEL	MTCO ₂ E	32,167	32,628	42,176
BUSINESS RAIL TRAVEL	MTCO ₂ E	170	170	134
TOTAL SCOPE 3	MTCO ₂ E	33,173	33,587	43,092
TOTAL SCOPE 1, 2 AND 3 EMISSIONS	MTCO ₂ E	195,601	176,440	168,895
CARBON REDUCTION OVER 2011 BASELINE ¹⁵	%			10
RENEWABLE ENERGY CREDITS (RECS)				
RECS PURCHASED	MWH	97,562	114,117	173,980 ¹⁶

ENVIRONMENTAL DATA

	UNIT	2013	2014	2015
GLOBAL ENERGY USAGE¹⁷				
ELECTRICITY	MWH	332,844	301,250	267,206
STEAM	MWH	8,832	8,789	9,533
CHILLED WATER	MWH	9,944	2,546	10,969
NATURAL GAS	MWH	45,300	39,594	22,025
DIESEL	MWH	2,822	1,940	2,626
GASOLINE	MWH	74,310	70,937	60,367
JET FUEL	MWH	25,116	30,684	21,850
TOTAL	MWH	499,168	455,740	394,576
GLOBAL WATER USAGE¹⁸				
	M3	¹⁹	681,846	665,427
GLOBAL WASTE²⁰				
WASTE GENERATED	MT	¹⁹	4,961	3,839
WASTE RECYCLED	MT	¹⁹	1,818	1,485
PAPER USE				
U.S. DIRECT MAIL	LBS	98,095,369	131,545,596	110,922,327
% U.S. DIRECT MAIL FROM CERTIFIED FROM SUSTAINABLE SOURCES		91%	91%	91%
COPY PAPER PAGES PRINTED GLOBALLY		152,697,647	136,914,826	121,522,510
CDP				
CLIMATE CHANGE SURVEY SCORE		86C	95B	B
ENVIRONMENTAL VIOLATIONS				
		0	0	0

ENDNOTES

¹According to [Taproot Foundation](#), services donated by business professionals are valued at \$150 per hour compared to \$ 23.07 for more traditional volunteering which is the estimated value of volunteer time, as per the 2014 Bureau of Labor Statistics data.

²TelePresence is a state-of-the-art 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.”

³The Small Business Saturday Consumer Insights Survey was conducted in the United States among a nationally representative sample of 1,847 males and females 18 years of age or older. The sample was collected using an email invitation and an online survey. The study was conducted anonymously by independent marketing performance specialist Ebiquity on October 19-27, 2015. The survey has an overall margin of error of +/- 2.3%, at the 95% level of confidence.

⁴The Small Business Saturday Consumer Insights Survey was conducted in the United States among a nationally representative sample of 2,363 males and females 18 years of age or older. The sample was collected using an email invitation and an online survey. The study was conducted anonymously by independent marketing performance specialist Ebiquity on November 29, 2015. The survey has an overall margin of error of +/- 2.0%, at the 95% level of confidence.

⁵[Source: 2015 State of Women-Owned Businesses Report](#)

⁶Based on average spending estimates: Average annual spending on gasoline in 2013: \$2,418; Average annual spending on groceries 2012-2013: \$6,602; Average annual spending on dining out 2012-2013: \$3,977; Average annual spending on apparel and services 2012-2013: \$17,148; Average annual spending on transportation 2012-2013: \$9,004; Average annual spending on entertainment 2012-2013: \$2,482. Total annual spending = \$41,631 (Bureau of Labor Statistics US Department of Labor)

⁷[Source: 2011 FDIC National Survey of Unbanked and Underbanked Households](#)

⁸[Source: CFSI, November 2013 Market Sizing Report](#)

⁹[Source: Asli Demirgüç-Kunt and Leora Klapper, 'Measuring Financial Inclusion: Explaining Variation in Use of Financial Services across and within Countries', Brookings Papers on Economic Activity, Spring 2013](#)

¹⁰Green 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).

¹¹“Electronic” includes payments received via phone, online, Auto Pay, third party remits and wire transfers.

¹²FTE: 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.

¹³Building square footage includes all leased and owned facilities actively occupied by American Express, excluding parking lot square footage.

¹⁴Scope 2 emissions were calculated using the market-based method outlined in the GHG Protocol Scope 2 Guidance, updated in 2015.

¹⁵Reflects net carbon emissions reductions for scope 1, 2 and 3 (using the market-based Scope 2 method) against our 2011 baseline. In 2011 our total scope 1, 2 and 3 emissions were 188,349 MtCO₂.

¹⁶78,980 MWh's of the RECs purchased were applied to the 2015 scope 2 market-based inventory calculation resulting in 36,101 tCO₂e emissions reduction.

¹⁷Energy 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 not currently obtainable.

¹⁸Water usage reported only for facilities where metered data is obtainable. Currently no estimates are performed for other facilities.

¹⁹Data not available for the periods indicated.

²⁰Waste/recycling generation reported only for facilities where waste/recycling hauling data is currently obtainable. Currently no estimates are performed for other facilities.



**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) 2015. 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 2015	
Scope 1 Emissions 27,352 metric tons (mt) of CO ₂ equivalent (CO _{2e})	
Scope 2 Emissions – Location Based 131,937 mtCO _{2e}	Scope 2 Emissions – Market Based 98,452 mtCO _{2e}
Scope 3 Emissions	
Category 6 – Business Travel	43,092 mt CO _{2e}

Data and information supporting the Scope 1 and Scope 2 GHG emissions assertion were in most cases 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 2015 – January 1 to December 31, 2015

Bureau Veritas North America, Inc.

Health, Safety and Environmental Services

1665 Scenic Drive, Suite 200

Costa Mesa, CA 92626

Main : (714) 431.4100

Fax : (714) 825.0685

www.BureauVeritasHSE.com



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
April 20, 2016

Page 3

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 180 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:

David Reilly, Lead Verifier
Senior Project Manager
Bureau Veritas North America, Inc.
Costa Mesa, California

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

April 20, 2016

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 G4 INDEX

This report covers calendar year 2015 and responds to the Global Reporting Initiative (GRI) G4 Core reporting guidelines. The table below shows where you can find the information required for each Standard Disclosure we have fulfilled.

While most information is found in this report, other primary sources include: our 2015 Annual Report, Form 10-K, 2016 Proxy Statement, 2016 Carbon Disclosure Project submission and our corporate website.

STANDARD DISCLOSURE	STANDARD DISCLOSURE TITLE	LOCATION OF DISCLOSURE
GENERAL STANDARD DISCLOSURES		
STRATEGY AND ANALYSIS		
G4-1	CEO Letter	CSR report (page 4)
G4-2	Key impacts, risks, and opportunities	CSR report (page 9) CDP submission 2016 (CC5.1)
ORGANIZATIONAL PROFILE		
G4-3	Name of organization	CSR report (page 3)
G4-4	Primary brands, products, and services	Annual Report (pages 1-3)
G4-5	Location of headquarters	CSR report (page 15)
G4-6	Where the organization operates	CSR report (page 15)
G4-7	Nature of ownership and legal form	Annual Report (page 1)
G4-8	Markets served	Annual Report (pages 1-20) CSR report (page 15)
G4-9	Scale of organization	CSR report (page 15)
G4-10	Total number of employees by type	CSR report (page 15)
G4-13	Organizational changes during the reporting period	Annual Report (pages 1-2)
G4-14	Precautionary principle	CSR report (page 21)
G4-15	External charters, principles, or other initiatives	CSR report (page 16)
G4-16	Membership of associations	CSR report (page 22)
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES		
G4-17	Entities included in financial statements	CSR report (page 9) Subsidiaries of the company
G4-19	Material aspects included in the report	CSR report (page 9)

STAKEHOLDER ENGAGEMENT		
G4-24	Stakeholder groups	CSR report (page 8)
G4-26	Approach to stakeholder engagement	CSR report (page 8)
REPORT PROFILE		
G4-28	Reporting period	CSR report (page 3)
G4-29	Date of most recent report	CSR report (page 3)
G4-30	Reporting cycle	CSR report (page 3)
G4-31	Reporting contact	CSR report (page 65)
G4-32	"In accordance" option, GRI index and report assurance	CSR report (page 3, 65) See top of GRI Index
G4-33	Policy regarding report assurance	CSR report (page 3)
GOVERNANCE		
G4-34	Governance structure of the organization	CSR report (page 12, 20)
G4-35	Process for delegating authority for sustainability topics from the board to senior executives and other employees	CSR report (page 12)
G4-36	High-level accountability for sustainability topics	CSR report (page 12) CDP submission 2016 (CC1.1)
G4-38	Composition of the board and its committees	American Express Investor Relations
G4-39	Whether the chair of the board is also an executive officer	Proxy (pages 16)
G4-40	Nomination and selection process for the board and its committees	Proxy (pages 12-13)
G4-41	Board conflicts of interest	CSR report (pages 16-19)
G4-42	Highest governance body's role in creating strategy related to economic, environmental and social impacts	CSR report (page 12)
G4-43	Measures taken to develop the highest governance body's knowledge of economic, environmental and social topics	Proxy (Public Responsible Committee, page 31)
G4-45	Identification and management of economic, environmental and social impacts, risks, and opportunities	CDP submission 2016 (CC2.1)
G4-46	Highest governance body's role in reviewing risk management processes for economic, environmental and social topics	Proxy (Public Responsible Committee, page 31)
G4-47	Frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities	Proxy (Public Responsible Committee, page 31)

G4-49	Process for communicating critical concerns to the highest governance body	The Code Of Conduct (page 4)
G4-50	Nature and total number of critical concerns communicated	CSR report (page 17)
G4-51	Remuneration policies for the board and senior executives	Proxy (pages 42-73)
G4-52	Process for determining remuneration	Proxy (pages 42-59)
ETHICS AND INTEGRITY		
G4-56	Code of conduct	CSR report (page 16)
G4-57	Helplines or advice lines for employees	CSR report (pages 16-17)
G4-58	Mechanisms for reporting concerns about unethical or unlawful behavior + Code of Conduct (p4)	CSR report (pages 16-17)
SPECIFIC STANDARD DISCLOSURES CATEGORY: ECONOMIC		
ASPECT: ECONOMIC PERFORMANCE		
G4-DMA	Generic Disclosures on Management Approach	Annual Report 98-105
G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	CDP submission 2016 (CC5.1, CC6.1)
ASPECT: INDIRECT ECONOMIC IMPACTS		
G4-EC8	Significant indirect economic impacts, including the extent of impacts	CSR report (page 45)
ASPECT: PROCUREMENT PRACTICES		
G4-DMA	Generic Disclosures on Management Approach	CSR report (page 44)
CATEGORY: ENVIRONMENTAL		
G4-DMA	Generic Disclosures on Management Approach	CSR report (page 55)
G4-EN1	Materials used by weight or volume	CSR report (page 62-63)
ASPECT: ENERGY		
G4-DMA	Generic Disclosures on Management Approach	CSR report (pages 55-58)
G4-EN3	Energy consumption within the organization	CSR Report page 63
G4-EN6	Reduction of energy consumption	CSR report (pages 52-54) CDP submission 2016 (CC3.3)
ASPECT: EMISSIONS		
G4-DMA	Generic Disclosures on Management Approach	CSR report (pages 8, 15, 52)

G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	CSR report (pages 52, 57-58, 62) CDP submission 2016 (CC8)
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	CSR report (page 57-58, 62) CDP submission 2016 (CC8)
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	CSR report (page 57-58, 62) CDP submission 2016 (CC8)
G4-EN18	Greenhouse gas (GHG) emissions intensity	CDP submission 2016 (CC12.2)
G4-EN19	Reduction of greenhouse gas (GHG) emissions	CSR Report (page 57, 62) CDP submission 2016 (CC12)
ASPECT: EFFLUENTS AND WASTE		
G4-EN23	Total weight of waste by type and disposal method	CSR report (page 57-58)
ASPECT: PRODUCTS AND SERVICES		
G4-DMA	Generic Disclosures on Management Approach	CDP submission 2016 (CC3.2)
ASPECT: COMPLIANCE		
G4-DMA	Generic Disclosures on Management Approach	CSR report (page 16)
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	CSR report (page 63)
ASPECT: OVERALL		
G4-DMA	Generic Disclosures on Management Approach	CSR report (page 8, 46-56)
ASPECT: ENVIRONMENTAL GRIEVANCE MECHANISMS		
G4-EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms	CSR report (page 57-58)
CATEGORY: SOCIAL SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK		
ASPECT: EMPLOYMENT		
G4-DMA	Generic Disclosures on Management Approach	CSR report (pages 8, 23, 28)
ASPECT: TRAINING AND EDUCATION		
G4-DMA	Generic Disclosures on Management Approach	CSR report (pages 14, 22, 27)
G4-LA9	Average hours of training per year per employee by gender, and by employee category	CSR report (page 27)
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	CSR report (pages 16, 21, 24, 27)

ASPECT: DIVERSITY AND EQUAL OPPORTUNITY

G4-DMA	Generic Disclosures on Management Approach	CSR report (pages 16, 24)
G4-LA12	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	CSR report (pages 24, 27)

ASPECT: SUPPLIER ASSESSMENT FOR LABOR PRACTICES

G4-DMA	Generic Disclosures on Management Approach	CSR report (page 44)
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ASPECT: LABOR PRACTICES GRIEVANCE MECHANISMS

G4-DMA	Generic Disclosures on Management Approach	CSR report (page 16)
G4-LA16	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	CSR report (page 17)

SUB-CATEGORY: HUMAN RIGHTS**ASPECT: INVESTMENT**

G4-DMA	Generic Disclosures on Management Approach	CSR report (page 16)
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ASPECT: NON-DISCRIMINATION

G4-DMA	Generic Disclosures on Management Approach	CSR report (page 16, 37)
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SUB-CATEGORY: SOCIETY**ASPECT: LOCAL COMMUNITIES**

G4-DMA	Generic Disclosures on Management Approach	CSR report (pages 8, 12, 45)
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	CSR report (page 45)
G4-FS14	Sector-specific: Initiatives to improve access to financial services for disadvantaged people	CSR report (page 42)

ASPECT: ANTI-CORRUPTION

G4-DMA	Generic Disclosures on Management Approach	CSR report (page 16)
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ASPECT: PUBLIC POLICY

G4-DMA	Generic Disclosures on Management Approach	CSR report (page 16) Company statement
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ASPECT: ANTI-COMPETITIVE BEHAVIOR

G4-DMA	Generic Disclosures on Management Approach	CSR report (page 16)
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ASPECT: COMPLIANCE

G4-DMA	Generic Disclosures on Management Approach	CSR report (page 16)
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SUB-CATEGORY: PRODUCT RESPONSIBILITY

G4-DMA	Generic Disclosures on Management Approach	CSR report (page 32)
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G4-PR5	Results of surveys measuring customer satisfaction	CSR report (page 32)
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ASPECT: MARKETING COMMUNICATIONS

G4-DMA	Generic Disclosures on Management Approach	CSR report (page 37)
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ASPECT: CUSTOMER PRIVACY

G4-DMA	Generic Disclosures on Management Approach	CSR report (pages 21, 36)
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ASPECT: COMPLIANCE

G4-DMA	Generic Disclosures on Management Approach	CSR report (page 37)
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Thank you for reading our
2015 CSR report.

We value feedback from our
stakeholders. If you would like to get in
touch, please email [corporate.social.
responsibility@aexp.com](mailto: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.