

American Express

Examples of American Express's workplace diversity policies

- Teammembers are offered six weeks paid parental leave at half pay (for the main carer).
- Teammembers who return to work from maternity leave are offered a retention payment, with another six weeks at half pay.
- Teammembers are offered free access to a childcare referral and research service through an organisation called 'Families at Work'. This organisation provides teammembers with information on vacation care for children aged from 5-12. These options include school holiday programs, camps and day activities. Teammembers need to meet the cost of any service arrangements made.
- In acknowledging the difficulties many women face with public transport towards the end of their pregnancy, the company offers an allowance to cover the cost of parking in the city. This allowance will operate for the three months prior to their First Working Day Absent. At company locations where parking is available free of charge, the company will reserve priority parking wherever possible.
- On notification of the teammember's intention to return to work, the HR Relationship Manager will meet with the teammember's leader to discuss what possible arrangements can be made to facilitate their return. Not all areas or job functions can support flexible working arrangements, however with HR working with the employee and leader it is ensured that all avenues are explored. During this discussion the HR Relationship Manager will also ensure that the employee's work, because of pregnancy or breast feeding, is not a risk to them or their child. Flexible working arrangements can include part-time work, compressed hours, variable hours, virtual work (on a full or part-time basis) and ad hoc work from home.
- Every month, Human Resources issues teammembers on parental leave with an information pack containing copies of the staff newsletter and other company information bulletins. In addition, the teammembers leader provides updates relevant to the teammember's particular area. This initiative is designed to ensure that the employee continues to feel a strong link to the company, and to facilitate their re-integration to the team when they return to work.
- On receipt of the Parental Leave application, the appropriate Human Resources Relationship Manager will spend 20-30 minutes with the teammember to explain what they can expect from the company from an employment perspective. This discussion ensures there is no confusion or misunderstanding regarding an employee's rights and responsibilities whilst on leave, or when considering a return to work.
- Employees on Parental Leave continue to participate in our annual remuneration review process which includes fixed pay, variable pay and Long Term incentive awards.
- The company also has a number of diversity programs in place, such as women in leadership seminars.
- American Express recently introduced two new workplace diversity programs:

Summer Hours

The Summer Hours program allows teammembers, in consultation with their leadership to alter their regularly scheduled work week providing for weekends for a limited period of time during the summer months.

Sunshine Fridays

The Sunshine Friday Program was introduced to give all teammembers the chance to leave at a reasonable hour on Fridays. No meetings are allowed to be scheduled to start after 3pm on Friday afternoons. In addition, all meetings scheduled on Fridays should finish by 4pm.

- American Express believes there is a role for the employer to help provide opportunities for people to lead healthier lifestyles. The company has negotiated for its employees to be covered by a corporate health plan through Australia by a third party, nation-wide health fund. All our associated staff, those who are covered under the Award system, are eligible to join the plan at the negotiated corporate rates and the company subsidises the cost of membership. This membership can be accessed all over the country. American Express assists through a subsidy of \$125 for gymnasium or health club membership.

Flexible Working Arrangements

American Express has developed a number of possible flexible working arrangements to meet business and employee needs. These programs include:

Virtual office (telecommuting)

This program allows employees to work from home or another office location rather than their central work location. American Express in Australia currently has around 20 employees working virtually on an ongoing basis.

Part-time work

This enables employees to work fewer than the standard number of hours for their location. Currently, around 8.5% of our company in Australia chooses this option.

Job-sharing

Enables employees to divide a single, full-time position into two part-time positions.

Compressed work week

Enables employees to work a full-time schedule in fewer days than the traditional five-day work week.

- The company also sponsors a range of other health initiatives such as a confidential assistance program for employees, their families and their friends. This is a form of general counseling run through a third party. It is free to the staff member and is a completely confidential service.
- Each year the company surveys all employees to solicit their feedback about the company and how the company can constantly improve. The survey provides quantitative and qualitative data to track our progress on addressing issues that have been identified in a confidential and voluntary manner.
- Importantly, senior leaders in the organization receive a rating that forms part of their year end score card based on the actual results for their work unit. This rating has a

direct correlation to their personal performance rating and hence, remuneration (salary increase, and incentive payments) review for that year.

- Once results are obtained for business and work units, Employee Survey Action Teams (ESAT) are assembled to define and implement strategies to close gaps between what employees need from their work environment and its current state.
- Employee initiated efforts with corporate support to address the work/life balance include the deployment of seminars to provide strategies on a range of work/life issues, educational campaigns aimed at creating and awareness of work/life issues and the fact that it means different things to different individuals at different times in their life, and a campaign "It's OK" designed to encourage and enable individuals to request and take time out during the day to attend to their personal needs.
- A method of consultation available to all employees on any workplace matter is our company "optionsperson". This role is neither an employee or a company advocate – they are a designated neutral, and is a channel of communication that is complementary, not replacing our primary resolution channels of Leaders, Human Resources, Employee Assistance Program, etc. On a quarterly basis the Optionsperson shared with the Country Leadership team and Human Resources any key themes or trends that are being identified by enquirers. This ensures that we can actively address any systemic or environmental issues in the workplace. To protect confidentiality of enquirers, detailed analysis of usage and concerns is not available at the country level.

Senior women at American Express – possible media profiles

Below is a list of senior female leaders from American Express who are happy to talk to the media about their career and views of how our workplace diversity policies have made a difference to their lives and the lives of their team.

Michelle Thomson – Vice President, Human Resources ANZSP

Michelle has worked in the Human Resources team at American Express for 19 years and has taken on flexible working arrangements herself to allow her to spend more time with her family, especially her daughter Zoe. Michelle works from 7.30am – 4.30pm, which ensures she is able to help Zoe with her homework.

Michelle believes American Express's culture helps to create an environment where people feel comfortable to discuss flexible working arrangements and their career progression.

"It is essential that management is creative when exploring flexible work arrangements, in order to come up with the right solution for each employee." Michelle said.

Melinda Tarrant – Head of Wholesale Currency Services

Melinda Tarrant – Head of Business Development & Compliance, Business Travel J/APA

Melinda has worked at American Express for 16 years and currently leads a team of 4 people, whilst supporting the General Manager of the Regional Business Travel group. Mel has three children, and feels she has had the support of her leaders to adopt a flexible working approach. Mel has embraced opportunities to work from home and feels comfortable taking leave to care for her children or attend important events such as school carnivals and presentation days, when necessary.

Mel remembers a time when she had agreed to attend an overseas conference, but due to her third child being born earlier than expected she felt unable to attend. As Mel wanted to go, her leader made arrangements for her to bring her daughter and organised a nanny to care for her for the period of the conference.

Mel sat on the committee that developed several family friendly policies several years ago and helped develop the policy that provided a parking allowance to women employees in their third trimester. She has also participated in the Diversity Committee focused on developing flexible working policies such as Sunshine Fridays, which ensure no meetings are held after 4pm on Friday to enable employees to leave on time, and Summer Hours which enable employees to take long weekends over the summer months by working flexible hours throughout the week.

Tracey Bowra, Vice President and General Manager Commercial Card Asia Pacific

Tracey has been with American Express for 20 years and currently manages over 450 employees in 12 countries in the region.

Tracey believes it is important to adopt a flexible working approach to help manage a work-life balance. She has personally taken advantage of our new worklife diversity policy "Summer Hours", which allows employees to alter their work schedules providing for

extended weekends during the summer months. This allows her to do things like throw dinner parties during the week.