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**Amadeus
people**



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Amadeus people



Photo by Srichitra Leelataviwat

KEY FIGURES

An international company committed to its people:

- > Workforce of over 11,000 people⁽¹⁴⁾
- > 39% women
- > A diverse team from more than 100 countries
- > Presence in 195 countries

Since we published our previous report, we have continued to focus our efforts towards making Amadeus a great place to work, a place where talent, expertise and success are recognised, where we continue to focus on innovation and where Amadeus employees are empowered to achieve their professional goals.

In 2012, for example, we:

- > Conducted workshops worldwide to promote Amadeus values & behaviours
- > Started reviewing the Amadeus brand, building it from the inside-out
- > Completed our second Global Employee Engagement Survey
- > Achieved Top Employer certification by the CRF Institute⁽¹⁵⁾ for our corporate headquarters in Spain.

¹⁴ FTEs as of 31st December 2012.

¹⁵ CRF offers independent HR assessment and acknowledgement. The CRF Institute's headquarters are based in The Netherlands.

Amadeus: a people's company

Our people, with their competencies, skills and attitudes, and our company culture are unique assets for Amadeus, differentiating us from competitors in what we deliver to our customers and how we relate to them. A robust, sustainable business model, coupled with continuity in leadership, managers and employees have allowed the company to continuously grow and succeed.

Our focus on people has enabled our company to see its solutions implemented in 195 countries. Our global presence has resulted in a special appreciation for diversity within the company and is a driver for greater innovation.

In 2012, our company was made up of 11,037 people, of which 80% have permanent active Amadeus contracts. About 39% of our permanent employees are women.

Total workforce (in FTEs*) by type of contract	2010**	2011	2012
Permanent staff	7,852	7,901	8,883
Temporary staff	108	87	113
External manpower (including contractors, and staff seconded from other firms)	2,310	2,234	2,042
Total	10,270	10,222	11,037

Scope: All Amadeus Group Companies.

* FTE (Full Time Equivalent) is the number of headcount converted to a full-time basis, for example, an employee working part-time covering 80% of a full-time schedule is considered as 0.8 FTEs.

** Figures for 2010 include Opodo Group.

Number of employees by professional category and gender	2010*	2011	2012
Vice-Presidents and Directors	122	136	141
Men	110	121	124
Women	12	15	17
Senior Managers / Managers	1,903	2,022	2,091
Men	1,222	1,388	1,429
Women	681	643	662
Staff	5,753	6,003	6,931
Men	3,184	3,328	4,024
Women	2,569	2,675	2,907
Total	7,778	8,161	9,163

Scope: All Amadeus Group Companies. Only Permanent Heads.

* Figures for 2010 do not include Opodo Group.

Turnover rate by region	2012
Europe	4.5%
North America	15.3%
South America	15.3%
Asia	12%
Middle East and Africa	N/A

Note: Europe does not include Central and Southern Europe Region because of lack of comparable data with the rest of countries included.

	2010	2011 ⁽¹⁾	2012
Employee turnover			
Turnover rate	5.3%	6.2%	6.9%
Number of new employee hires			
	N/A	807	1,164
Employee turnover by gender			
Number of men who left Amadeus	184	288	313
Number of women who left Amadeus	131	182	273

(1) Turnover figures for 2011 revised for like to like comparison with 2012.

Note: Only permanent employees included. For 2010, these figures represent 77% of Amadeus staff. In 2011 and 2012, these figures represent 90% of Amadeus staff, some subsidiaries are not included.

As we continue to invest in comprehensive practices regarding talent retention, we keep a low turnover rate of 6.9%, substantially below the IT labour market rate, which according to the Corporate Leadership Council was 14.9%⁽¹⁶⁾ in 2010. Due to the growth pattern of the company and prudent management through the economic downturn, there have been no large-scale employee redundancy programmes in recent years.

A culture to success

At Amadeus, we want to grow and nurture a global, highly skilled and motivated workforce:

- > Our central offices in Spain are listed as a Top Employer in Spain 2012/2013
- > Engagement of our staff is important to us: Second Global Employee Engagement survey completed in 2012

Evolving our culture

With the rapid growth of our business and an increasingly diverse business portfolio and employee base, Amadeus embarked on an effort to adapt its company values. Following the definition of the evolved Amadeus values & behaviours during 2011, in 2012 we rolled-out these values throughout the company, following a top-down approach. Workshops were organised to spread the evolved Amadeus values to our employees and they gave employees the opportunity to see how the behaviours are applied in daily situations.

Employee diversity

Multiculturalism, respect and openness are at the heart of our identity. With employees from 110 countries speaking over 53 languages, our staff enriches the

company with its different experiences and backgrounds. We have over 80 nationalities represented in our central sites in Spain, France and Germany.

We explicitly outline a multicultural approach as the first of the primary core competencies required of our employees.

At Amadeus we believe that protecting the rights and dignity of each member of our company in all situations is vital and worth standing up for. To this end, we believe in equal opportunity and fair treatment

for all. We explicitly and categorically reject any and all forms of discrimination based on gender, race, ethnic origin, age, disability, sexual orientation, family status, religion or political beliefs. We adhere to the United Nations Universal Declaration of Human Rights. At a local level, Amadeus in Sophia-Antipolis has signed the French Diversity Charter.

We take allegations of discrimination very seriously. To our knowledge, there were no reported discrimination incidents against the company during 2012.



Amadeus employees at Madrid headquarters

Workforce by region	2010	2011	2012
Europe	7,998	7,824	7,974
North America	725	737	749
South America	508	532	539
Asia	873	947	1,581
Middle East and Africa	166	182	194
Total	10,270	10,222	11,037

Scope: All Amadeus group companies as of December 2012. Figures for 2011 do not include divestment of Opodo in Europe & Vacations.com in North America.



Photo by Mariatou Ouattara

We have processes and tools in place to ensure our compliance with national laws and the UN declaration of human rights. We have implemented group-wide:

- > A mandatory training in ethics that all Amadeus employees must attend
- > A Compliance Committee, an internal independent body composed by six Amadeus Directors, outside the line management structure. The Compliance Committee is empowered to oversee compliance with our Code of Professional Behaviour and other laws,

policies, rules, regulations and norms that set the framework for ethical business behaviour

- > A close dialogue with management, employees and with employee representatives

Gender diversity

Generally, recruitment is based solely on the skills and professional experience required for a position. Job offers are formatted in a neutral style to be attractive to both men and women, with standardised recruitment processes, regardless of gender. The same opportunities for professional development are offered to all employees. Fair remuneration is an essential component of professional equality among men and women; and Amadeus guarantees that salary systems are built in such a way as to prevent discrimination.

In particular, in regards to equal pay for women and men, we have a procedure in place across Amadeus. Before the start of the annual reviews, managers are reminded about their obligations towards equal remuneration between men and women. During salary reviews,

Human rights aspect	Internal Amadeus process	Effectiveness
Prevention of child labour	Verification of age of employee when hired	100% of employees are over 15 years old
Prevention of forced labour	Employment contract based on employee's voluntary agreement	100% of employees have a right to unilateral termination of employment contract
Prevention of discrimination	HR policies based on objectives criteria	Clear definition of the policies and communication to employees and management
Right to collective representation and collective bargaining	No company measures to restrict collective representation and collective bargaining	53% of employees are working in a site where collective bargaining agreements have been signed and/or where employee representation exists

various steps are in place to ensure equal treatment between employees.

People with disabilities

In line with our commitment to uphold the principles of the Diversity Charter in France, we also encourage initiatives that include and involve people with disabilities. Our Company collaborates closely with several associations that support disabled people within the company and in the community. Whenever possible, we contract some services with companies whose mission is to employ disabled people.

Working with the Handi Project in Nice (France) since 2004, we have set a number of priorities on different levels. One of the top priorities is to support staff affected by a disabling illness or disability, to help them keep their position or find a suitable alternative role. There are simple measures such as adapting their work space or working hours if required, and also tools that can be put in place. For instance, we have been working on solutions such as a phone system for deaf persons and a special screen for visually impaired employees.

We are also set on enlarging our pool of candidates by working with external organisations which help us source and recruit disabled staff. The Amadeus recruitment site includes a Handi Project page presenting Amadeus as an equal opportunities employer and encouraging candidates to send their CV to handiproject@amadeus.com. Searches for potential candidates are also carried out on specialised sites such as Hanploi and Monster.

Building engagement

During 2012 Amadeus completed the second Global Employee Engagement Survey. Using the same provider and methodology as in 2010, 85% of our employees participated in the survey, demonstrating the importance of employee engagement both for the employees as well as for Amadeus. Continuing with our efforts to encourage engagement efforts from human resources, 24 human resources colleagues commenced an external engagement training and provided more direct engagement support to teams and managers.

External recognition

2012 saw Amadeus receive the Top Employer Spain certification for our office in Madrid. In an awards ceremony in November, the CRF Institute announced the companies that were certified for 2012/2013 in Spain. The entire certification process took place between May and October, and consisted of a self-evaluation followed by an audit by both the CRF Institute and Grant Thornton. Among the areas assessed are benefits, company culture & talent management. Participating for the first time, our corporate headquarters in Madrid joined other multinational companies based in Spain with the Top Employer certification.



	2010	2011	2012
Number of employees with disabilities	59	71	74

Note: For 2010, figures cover around 80% of Amadeus staff. In 2011 and 2012, figures cover around 90% of Amadeus staff, some subsidiaries are not included.



Photo by Employee & Brand Engagement team

Empowering Amadeus people

We put employees at the centre of the organisation by providing the support and work environment to help them perform and achieve their professional goals:

- > Employees received 143,128 hours of training in 2012
- > €6.7 million invested in training
- > Over 450 e-learning courses are available for employees on-line

Talent development

Amadeus offers its employees a comprehensive range of learning and development opportunities closely aligned with business needs and strategy.

A comprehensive approach to professional development

To do so, we have various processes that are designed to motivate, support and encourage our staff to achieve their development goals.

- > We have an annual **Performance & Development Review** process instrumental to cascade our company goals and central strategies. Objectives are reviewed twice a year, and during these revisions the line manager

and employee meet up to examine the progress of objectives as well as exchanging feedback and development opportunities available to support the effectiveness of the employee. We aim to provide all our staff with regular performance and career development reviews. Globally across Amadeus, around 85% of our employees had a performance and career development review in 2012.

- > Management encourages and supports ongoing initiatives to identify and retain talent within the organisation. Amongst other practices, Amadeus identifies successors for key positions and reviews these plans regularly.

- > Internal **Development Centres** are part of development programs in some Amadeus sites. The staff participating in a development centre is observed by a pool of trained observers throughout a number of business related exercises to identify the fit between the individual and the required profile by detecting strong points as well as areas of improvement. Following feedback received, managers and participants agree on personal development plans.

Hours of training by employee category	2010	2011	2012	2012 average hours of training per employee
VPs and Directors	479	913	1,092	7.8
Senior Managers & Managers	22,619	46,283	24,839	11.9
Staff	128,714	107,861	117,197	16.9
Total	151,812	155,057	143,128	15.6

Note: For 2011 -2012 Figures cover around 90% of Amadeus staff, some subsidiaries are not included. Only classroom training included.

e-Learning hours	2010	2011	2012
Total	21,686	17,733	23,139

- > In some sites, employees can participate in a 360° feedback questionnaire which takes into account the perception of peers, supervisors and staff, and the feedback is used to plan development actions.
- > Amadeus employees use a set of standard tools to update their development details and career aspirations. For example, our employees develop Personal Learning Plans.
- > Amadeus has been supporting employees in their development efforts via coaching & mentoring programs that are offered locally and globally. The Amadeus Coaching and Mentoring Program has been successful in accelerating development and delivering benefits for the organisation.

Relationship with employee representatives

At Amadeus, we respect every country's legal and cultural characteristics. Thus we partner with employee representatives appropriately and do not impose a particular system or set of rules in the countries where we operate.

In all cases, we respect employees' right to freedom of association and trade union representation, and we are committed to informing and consulting, as needed, with labour partners. In this respect, 53% of our employees are covered by collective bargaining agreements.

We are committed to treating all our employees fairly. In the event of a significant operational change, we pay particular attention to providing appropriate notice periods and follow the legal information and consultation requirements within the countries where the changes are being implemented. Naturally, the length of the notice period depends upon the type of operational change being made. We always assess the impact of operational change on employees with great care, establishing a plan including communication with

labour partners and employees. Even where legal obligations or labour partners are absent, our company ensures regular communication is maintained with all impacted employees.

At a European level, we inform employee representatives, as per the agreement signed with the Amadeus European Employee Council, in a timely manner, providing information that allows the employee representatives to undertake an in-depth assessment of the possible impact of a change. Dialogue is established to exchange views between the employee representatives and the management of our Company, in a timely manner and with the information which allows the employee's representatives, on the basis of information provided, to express an opinion on measures envisaged by management, which will be considered in the decision making process.

Percentage of employees covered by collective bargaining agreements	2010	2011	2012
Total	64%	55%	53%

Note: For 2011-2012 figures cover around 90% of Amadeus staff, some subsidiaries are not included. Only classroom training included.

2012 rates by region	Injury rate	Lost day rate	Common illness rate	Absentee rate
Europe	1.05	0.01	2.24%	2.62%
North America	0	0	1.7%	1.77%
South America	0	0	0.88%	0.12%
Asia	0	0	1.03%	1.60%
Middle East and Africa	2.86	0.02	0.64%	0.39%

Accidents	2010		2011		2012	
	During working hours	To/from Work	During working hours	To/from Work	During working hours	To/from Work
Number of accidents resulting in lost days	8	10	21	22	10	20
Number of accidents not resulting in lost days	4	5	22	14	23	30
Number of fatal accidents	0	0	0	1	0	0

Note: For 2010, figures cover 51% of Amadeus staff. For 2011 and 2012, figures cover 90% of Amadeus staff, some subsidiaries are not included.

Employee well-being

- › **Injury rate:** Number of accidents resulting in lost days per million hours worked.
- › **Lost day rate:** Number of days lost due to accidents per thousand hours worked.
- › **Common illness rate (%):** Number of working hours lost due to common illness per theoretical total working hours in the year.
- › **Absentee rate (%):** Number of absentee hours lost, expressed as a percentage of the theoretical total working hours in the year.

	2010	2011	2012
Injury rate	0.49	1.65	0.73
Lost day rate	0.01	0.03	0.01
Common illness rate (%)	2.30	2.14	2.03
Absentee rate (%)	2.48	2.38	2.3

Note: For 2010, Figures cover 51% of Amadeus staff. For 2011 and 2012, figures cover 90% of Amadeus staff, some subsidiaries are not included.

The purpose of our Health and Safety Policy is to ensure that all Amadeus companies fulfil local requirements regarding health and safety. Thus, the Amadeus Health and Safety Policy states that each company of the Group is required to approve a health and safety policy with the proper requirements established according to applicable local legislation.

Beyond legal requirements, we have proactively developed initiatives to improve employee health and well-being at work and considered the Company's "duty of care", which forms part of our focus on employee satisfaction. For example, the Madrid-based unit has also implemented services such as a nutrition program, which offers healthy daily menus and diet tips to employees. In some locations, employees are regularly trained for first aid and doctors are regularly physically present on site. In order to prevent the spread of sickness and colds, communications and poster campaigns on hygiene are carried out throughout the Company.

Compensation and benefits

At Amadeus we offer competitive benefits to our employees that are specific to market needs and comply with local legislation. Each of our companies creates a local policy in a consistent and fair manner with market best practice, which is approved by Corporate Human Resources.

We seek to incentivise our employees through variable remuneration schemes linked to individual and company performance. We believe this comprehensive approach to reward reinforces our strong corporate culture and helps us maintain our sector leadership.

A competitive remuneration package is key to attract and retain the best talent, therefore Amadeus provides

comprehensive benefit packages (aligned with Social Security legislation, tax legislation and market practice in each location). The majority of our permanent employees are entitled to a defined contribution retirement plan, life and disability insurance, a medical plan and comprehensive travel insurance for business trips, plus all business travellers and employees on international assignments are covered by an emergency medical and security cover.

In addition, some sites offer meal allowances and kindergarten allowances or facilities. Some innovative benefits offered in some Amadeus sites include discounted fresh fruits offered to employees and healthy eating programmes.

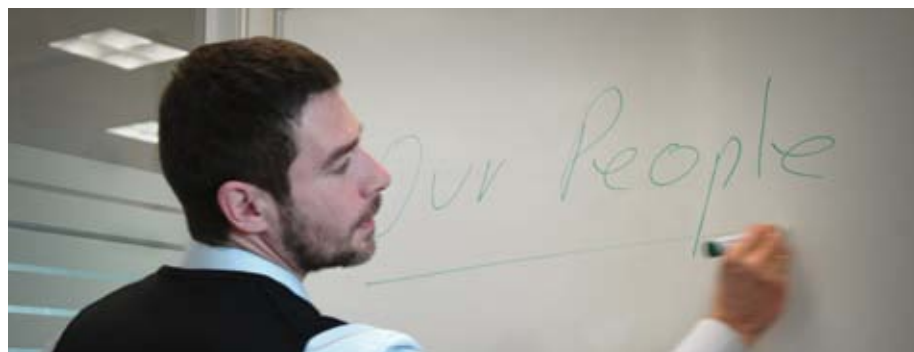


Photo by Employee & Brand Engagement team