Did you know that Amadeus launched the “Share Match Plan” in 2013 for employees simultaneously in 25 countries?
Amadeus people

We have the chance to make a difference for millions of journeys worldwide because we work at the heart of the global travel industry. That is why we are pleased to introduce the beginning of a new era in Amadeus recruitment efforts.

Sabine Hansen Peck - Senior Vice President
Human Resources, Communications and Branding
Amadeus IT Group
8. Amadeus people

“My job is to awaken possibilities in other people”

Benjamin Zander

Our people – with their competencies, skills and attitudes – and our company culture are unique assets for Amadeus; a real competitive advantage that differentiates us in the way we interact with our customers and all industry players.

A robust, sustainable business model, coupled with continuity in leadership, managers and employees, have allowed the company to continuously grow and succeed, achieving the strategic priority of assuring best-in-class ‘people and culture’.

In 2013, there has been a high increase in the number of employees, partially due to a change on the employment status of a number of contractors who were hired as permanent staff in 2013.

Over the course of 2013, we have continued in our efforts to create a work environment governed by ethical values, equality, diversity, and people development in order to make Amadeus a great place to work for all current and future employees.

Key figures

An international company committed to its employees

- Workforce over 12,000 people*

- A diverse team in 195 countries

- 9.8% growth in average FTEs vs. 2012

- 85% permanent active contracts

* FTEs as of 31 December 2013.
Scope: All Amadeus Group Companies. Figures in full-time equivalents (FTEs), i.e. headcount converted to full-time basis – e.g. an employee working part-time covering 80% of a full-time schedule is considered 0.8 FTE.
Our people and culture

Our focus on people, communication and culture has enabled Amadeus 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.

As we continue to invest in comprehensive practices in terms of talent retention, we keep our turnover rate at 6.9% in comparison to the IT labour market rate, which according to the Corporate Leadership Council was 20.6%(*) in 2012. Due to the growth pattern of the company and prudent management through the economic downturn, there have been no large-scale employee redundancies.

Employee diversity

As our values state, ‘we respect and embrace the diversity of all people and cultures’. More than 12,000 people work at Amadeus worldwide. Multiculturalism, respect and openness are at the heart of our corporate identity. With employees from 195 countries speaking over 56 languages, our personnel enrich Amadeus with their different experiences and backgrounds. We have over 117 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.

This wide range of nationalities provides us with an important cultural background embedded in our company. Additionally, many of our employees work in different geographical and cultural environments than their own, often making personal sacrifices and contributing to keeping Amadeus as the culturally rich company it is today.

Gender diversity

In order to continue promoting gender diversity across the organisation, the Amadeus Women Network programme was launched in November 2012 in our largest site in Nice, and has been very active during 2013. It is sponsored by the SVP Human Resources, Communication and Branding. The Amadeus Women Network’s goal is to enhance the professional development and career evolution of women within Amadeus, and improve work-life balance. It is open to all women, and welcomes men who are interested in participating in this effort. Regular breakfast meetings are held on a monthly basis, as well as lunch debates and workshops attended by representatives of senior management. The network has grown to a significant size and found strong support among top management. It will continue to grow as the initiative is extended to other Amadeus sites.

In addition, Amadeus signed an agreement with the European Professional Women’s Network (EPWN). This partnership with a leading women’s network enables us to provide networking opportunities with professional women outside of the company.

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

* Corporate Executive Board, CLC Human Resources, Turnover Benchmarking Database February 2014.
Building engagement and a company culture

Employees are the most valuable asset for Amadeus. An important part of nurturing a great workforce is promoting a common set of values, a clear communication of our strategy and results, and having engaged employees.

During 2013, Amadeus launched the second wave of Transformation sessions, a company-wide series of workshops that communicate our strategy and values to all employees. These centrally organised and locally implemented workshops are our annual communication tool, where all employees can receive in-depth information on Amadeus results and strategy. We also innovated on the delivery of the sessions by introducing ‘Virtual Rooms’ where participants can join and interact with each other.

At the same time, the Amadeus values and culture are reinforced. All employees receive the same sessions with the same messages across the company, helping all to feel part of Amadeus. The 2013 workshops were the internal platform from which our ‘Shape the Future of Travel’ purpose was presented to all employees, providing a clear understanding and promoting our vision throughout Amadeus globally.

Engagement is a priority not only for human resources teams, but for all of Amadeus employees in all geographies and at all managerial levels. Since 2010, engagement has been progressively more engrained in both our human resources and business strategies, and forms an integral part of the company-wide KPIs. Engagement is clearly more than a percentage in a survey, and Amadeus recognises the need to work on engagement on a day-to-day basis on all levels. To ensure high-level support to both managers and employees, a network of 15 internal engagement coaches were certified by our external partner for engagement surveys. Later in the year, an internal training programme for engagement coaches.

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 services with companies whose mission is to employ people with disabilities.

As an example and in line with our commitment to upholding the principles of the Diversity Charter in France, we also encourage initiatives that include and involve people with disabilities.

Working with the Handi Project in Nice 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.

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 handi.project@amadeus.com. Searches for potential candidates are also carried out on specialised sites such as Hanploi and Monster.

In our Madrid offices, we have in place contract services with companies employing people with disabilities, and we also promote inclusion with our recruitment activities. We advise on vacancies when available and participate in specialised recruiting events. We have participated in seven editions of the Employment Fair for People with Disabilities organised by the Madrid Regional Government. We also cooperate with ONCE, a Spanish organisation developing social inclusion programmes to employ people with disabilities. In addition, we are working on a pilot project with Spain’s UNED (The National Distance Education University) to offer virtual part-time internships for disabled students.

External recognition

We place great significance on our employees, their wellbeing and their professional development. In this regard, our human resources practices continue to be recognised by independent external parties. Our office in Madrid has been certified, for a second consecutive year, as Top Employer in Spain, and for the first time our operations Centre in Erding has been certified as Top Employer in Germany. This certification is issued by the CRF Institute to companies that offer excellent employee conditions, following an in-depth analysis of company policies such as benefits, career development, training offered, and company culture, among other aspects.
was set up, and training on an additional wave of 20 coaches commenced. The constant up-skilling of our Human Resources Business Partners in Engagement, as well as the rollout of this knowledge across the company, allows us to continue to provide high-quality engagement support to managers on a more individualised basis. Further to the continued support to managers in regards to action planning, a specialised in-depth, three-hour engagement workshop for managers was delivered internally. Approximately 50% of managers at Amadeus have received this advanced training. The good results of this approach are reflected in both the number of managers that have created action plans based on the engagement results of their team, as well as the increased follow-up on the plans. On a more qualitative basis, the quality of these plans has also increased, providing further evidence of both the support as well as the embedding of engagement in day-to-day management activities.

Compensation and benefits

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 attracting and retaining 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 emergency medical and security cover.

Share match plan

2013 we launched a ‘share match plan’ for employees to be able to invest in Amadeus shares. We launched the plan simultaneously in 25 countries across 4 continents, covering over 85% of our employees. The result was overwhelming: more than 4,000 employees – over 55% of the eligible population – signed up for the plan.

Our employee share match plan has been recognised by ifs ProShare, an organisation that provides a forum for the Employee Share Ownership (ESO) industry and professionals. Our share plan received the award for Best New Share Plan in 2013 and received a commendation in the Most Effective Communication of an Employee Share Plan category.

The ifs ProShare annual awards, which are now in their 21st year, aim to recognise excellence in the field of employee share ownership. Over 35 companies, including many multinationals, were in contention for one of the coveted prizes; in the end, Amadeus was able to impress the judges with an ‘impeccable new share plan that did everything right’ to achieve first place.

When reviewing the entries, the ifs ProShare judges focused on four criteria: (1) the link to corporate objectives, (2) the effectiveness of the communication strategy, (3) the ease of enrolment, and (4) the overall success of the plan as measured by the number of employees who enrol on it.

Empowering Amadeus people

Talent management

We have various processes that are designed to motivate, support and encourage our staff to achieve their development goals.

We have an annual performance and 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 exchange 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 92% of our employees had a performance and career development review in 2013.

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 programmes in some Amadeus sites. The staff participating in a development centre are 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 identifying strengths as well as areas for improvement. Following feedback received, managers and participants agree on personal development plans.

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 Personal Learning Plans.

Amadeus has been supporting employees in their development efforts through coaching and mentoring programme offered both locally and globally. The Amadeus Coaching and Mentoring Programme has been successful in accelerating development and delivering benefits for the organisation.
Amadeus Leadership Development Programme

Attracting top industry talent

In October 2013 we announced the appointment of John Dabkowski, as Vice President for Airline Commercial. He has held various management positions in companies such as Navitaire, a wholly owned subsidiary of Accenture, and positions in Sabre, including Senior Vice President of the airline solutions division. By attracting top industry talent to our Airline IT unit, we ensure continued leadership in providing technology and business solutions to the airline industry.

Based in Boston, Amadeus appointed Dr Murray Mazer as new Head of Innovation and Research. He has an extensive and outstanding background in the software industry stretching back over 20 years. His career spans numerous technologies, markets and companies, such as Software Engineering and Distributed Development at Endeca Technologies, Curl Corporation and Rich Internet Applications (a technology company spun out of MIT). He was also a Principal Investigator at the Open Software Foundation, which focused on collaboratively developed new technologies.

Training and development

Amadeus continuously invests in the development and growth of our workforce. In 2013, Amadeus invested €6.6 million in training activities for our employees.

In 2013 we ran the first edition of the Amadeus Leadership Development Programme for Amadeus executives in conjunction with the IESE Business School in Madrid. Twenty-six participants were invited from all over the world, between them representing each of our business units and functions.

The aim of the programme was to develop participants’ leadership skills, while at the same time assisting them to align and execute business goals. Sessions were delivered by a combination of IESE professors and Amadeus top executives, thus combining academic sessions with those specific to Amadeus’ business and strategy.

The overall feedback from the programme was excellent, and further editions will be run in 2014 and beyond.

<table>
<thead>
<tr>
<th>Hours of training by employee category</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2013 average hours of training per employee</th>
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<tr>
<td>VPs and directors</td>
<td>913</td>
<td>1,092</td>
<td>2,975</td>
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<td>Senior managers and managers</td>
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<td>24,839</td>
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<td>117,197</td>
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<tr>
<td>e-Learning hours</td>
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<tr>
<td>TOTAL</td>
<td>17,733</td>
<td>23,139</td>
<td>22,608</td>
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</tr>
</tbody>
</table>
Health and safety – employee wellbeing

Beyond legal requirements, we have proactively developed initiatives to improve employee health and wellbeing at work, and considered the company’s ‘duty of care’, which forms part of our focus on employee satisfaction. For example, in our Belgium, Bad Homburg and Nice offices, there are stress prevention and management programmes in place. Some of these programmes include short-term and long-term action plans to reinforce healthy behaviours. 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.

We also launched the Me Project, a health and wellbeing portal to support people in proactively managing their own health and wellbeing.

Amadeus has also sponsored employees to participate in sports activities such as the Corporate Olympic Games 2013 for Madrid office employees.

In relation to health and safety records, our company has a low injury and accident rate as a result of its activities taking place in an office environment. In 2013, there were 81 accidents, of which 45 took place whilst employees were travelling to or from work.

Communication: sharing information and knowledge

Communication, people and culture drive business success, and Amadeus thrives by sharing information and knowledge across borders and businesses, and by promoting a working environment that fosters open and fluid communication.

In 2013 we launched our new collaboration platform and revamped our corporate intranet, an initiative aimed at improving our collaboration functionalities and connectivity for employees to communicate, access and share information and knowledge more easily, wherever they are.

This new platform integrates and structures our most relevant information in what we call ‘knowledge centres’ in such a way that is relevant and meaningful to employees.

In addition, in 2013 our internal communication strategy focused on facilitating information exchange and interaction at all organisational levels. For instance, Amadeus executives are engaged in communications such as the ‘Leadership Blog’, a channel that gives the leaders of our business the opportunity to give us their views and experiences on key aspects of our industry – at a global, regional and business unit level.

Relationships 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 in which we operate.

In all cases, we respect employees’ rights to freedom of association and trade union representation, and we are committed to informing and consulting, as needed, with labour partners. In this respect, 54% of our employees are covered by collective bargaining agreements.

We are committed to treating all our employees fairly. In the event of significant operational change, we pay particular attention to providing appropriate notice periods and following 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 that includes communication with labour partners and employees. Even where legal obligations or labour partners are absent, our company ensures that 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 employee representatives and the management of the 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.