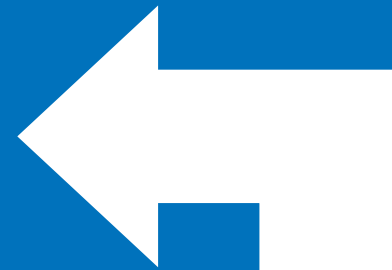




**Employees**  
from **+118**  
different countries speaking  
**+50 different**  
**languages**



Madrid Headquarters  
certified as  
**Top Employer**  
**for 3rd time**



# Amadeus people



**In 2014**  
**€7.2 million**

invested in  
staff training



**+14%**

increase in staff  
numbers since 2012

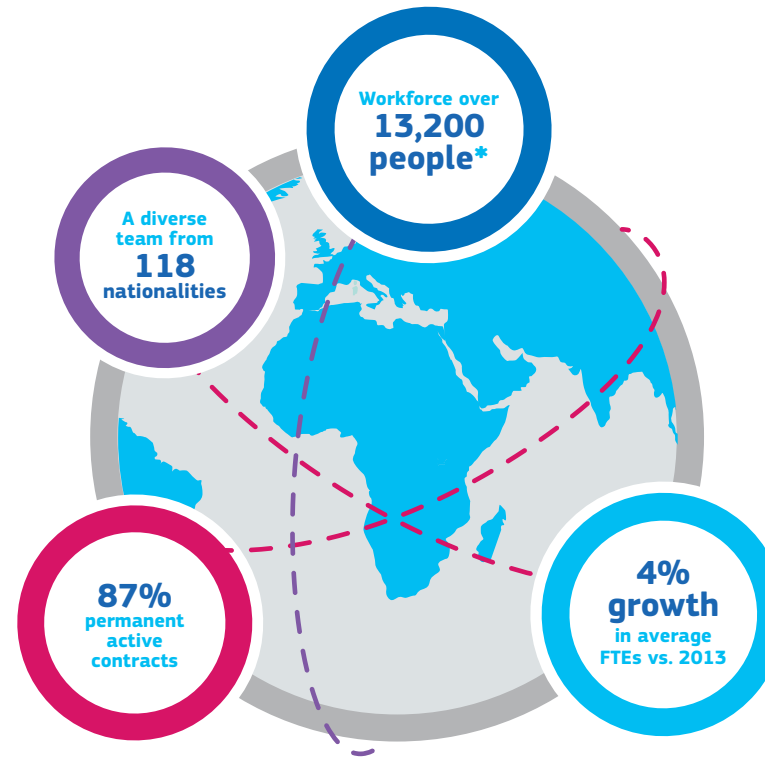
## Amadeus people

With over 13,200 employees worldwide, Amadeus has a common purpose of shaping the future of travel together with our stakeholders. This purpose drives our collective ambition, growth and success. Our experience, expertise and value-driven leadership make the difference to our customers and stakeholders in the industry.

Being a 'knowledge and innovation driven company', people are our most important assets. The talent, expertise and commitment of our employees have made us a global technology leader in the travel industry. Our objective is to continue attracting the best talent to Amadeus. We are committed to providing a workplace that recognises performance and that empowers employees to pursue professional development opportunities. We are proud of a company culture that encourages diversity and inclusion, aims for continued high engagement and fosters collaboration and innovation. This chapter showcases some of the initiatives that we have put in place to retain this competitive advantage.

In 2014, our number of employees further increased. This growth was driven by the acquisitions of Newmarket International, UFIS and i:FAO, plus the growth in some of our sites, particularly in our R&D centre in Bangalore.

### Key figures\_A truly global company



Moreover, during 2014, we have continued building our initiatives to provide best-in-class human resources practices, which help us to attract and retain the talent we need to support our growth in our increasingly competitive landscape.

\* Figures in full-time equivalents (FTEs) as at 31 December 2014. FTE is the headcount converted to a full-time basis, e.g. and employee working part-time covering 80% of a full-time schedule is considered 0.8 FTE.

## 7.1 Culture and values

### Our culture

At Amadeus, our focus on people, communication and culture are key cornerstones of our success. We recognise that our business depends on the expertise, creativity, dedication and performance of our employees.

Focusing on people, communication and culture has enabled Amadeus to see its technology solutions implemented for clients in over 195 countries. Our global presence brings different viewpoints, languages

Total workforce (in FTEs) by type of contracts			
	2012	2013	2014*
Permanent staff	8,883	10,118	10,929
External Manpower	2,042	1,843	1,574
Temporary staff	113	160	105
<b>Total</b>	<b>11,037</b>	<b>12,121</b>	<b>12,608</b>

\* Excluding 2014 acquisitions (Newmarket, UFIS and i:FAO) for comparability purposes.

and cultural understanding, all of which resulted in a true appreciation for diversity within Amadeus. We see this also as an important driver for greater innovation.

As we continue to invest in comprehensive practices in terms of talent development and retention, in 2014 we have kept our turnover rate at 7%. Due to the growth pattern of Amadeus and prudent management, there have been no large-scale employee redundancies.

Workforce by region (in FTEs)			
	2012	2013	2014*
Europe	7,974	8,452	8,622
Asia	1,581	2,081	2,205
North America	749	869	993
South America	539	498	507
Middle East and Africa	194	221	281
<b>Total</b>	<b>11,037</b>	<b>12,121</b>	<b>12,608</b>

\* Excluding 2014 acquisitions (Newmarket, UFIS and i:FAO) for comparability purposes.

### Employee diversity

#### Diversity and inclusion

Amadeus is committed to equality of opportunity, fairness, mutual respect and dignity at work for all employees. We value differences including gender, race, ethnicity, disability, sexual orientation and religion, and we are committed to provide an environment that will enable individuals and groups to contribute to their fullest potential.

At Amadeus, we strongly believe that diversity and inclusion adds value to our company, our customers, our employees, our shareholders, our suppliers and the communities in which we live and work.

With more than 13,200 people worldwide, multiculturalism, respect and openness are at the heart of our corporate identity. Altogether our employees speak over 50 languages and they enrich Amadeus with their different experiences and backgrounds. At our main sites in Spain, France and Germany, our workforce includes 118 nationalities. We are aware of the value of such a diverse workforce and we like to keep this alive and further strengthen it. We explicitly outline cultural awareness as the primary core competency required of our employees.

The wide range of nationalities present at Amadeus provides us with an important cultural background that is embedded in our company. Additionally, many of our employees work in different geographical and cultural environments from their own. These developmental

## 7. Amadeus people

assignments allow them to accelerate their own personal and professional growth and, at the same time, contribute to keeping Amadeus as the culturally rich company it is today.

### Gender diversity

We continue promoting gender diversity across the organisation leveraging our Amadeus Women Network programme. The Amadeus Women Network's goal is to enhance the professional development and career evolution of women within Amadeus, and to improve work-life balance.

The Network has grown to a significant size with specific presence in our major sites in Nice, Erding, Madrid and Bangalore plus in our offices in Sao Paulo, Sydney, Miami, Dubai, Antwerp and London.

In December 2014 – sponsored by the Senior Vice President of Human Resources, Communication and Branding – the Amadeus Women Network held its second annual flagship event with the participation of Dr Sonja A. Buholzer, an international speaker on women leadership development.

Furthermore, we ensure that our recruitment practices are 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.

Moreover, we encourage executive search firms to provide us with diverse lists of candidates. The same opportunities for professional development are offered to all employees.

Amadeus ensures that our salary systems are designed to avoid discrimination based on gender and to promote equal pay. Procedures are in place across the company to ensure that managers are aware of their responsibilities with regards to equality.

### Generational diversity

We are aware of the impact of social and technological changes in younger generations, their different learning and communication styles, their work-life balance needs, and preferred ways for their contributions to be recognised. As they join our workforce, we are introducing initiatives to increase the awareness of the needs and preferences of different generations. Examples include our young professional network programme at Newmarket International, as well as flexible work concepts in our Madrid site or internal collaboration tools, which are available to all employees.

### People with disabilities

Amadeus collaborates closely with several associations that support disabled people within Amadeus and in the community. Whenever possible, we contract services with companies whose mission it is to employ people with disabilities.

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

We are also set on enlarging our pool of candidates by working with external organisations that help us source and recruit disabled staff. The Amadeus recruitment site for Nice includes a Handi Project page presenting Amadeus as an equal opportunities employer and encouraging candidates to send their curriculum vitae to [handiproject@amadeus.com](mailto:handiproject@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.

\*Diversity Charter website [www.diversity-charter.com](http://www.diversity-charter.com)

## Building engagement and a company culture

### Amadeus workshops

An important part of nurturing and engaging a great workforce is captured in our compass of ambition: an inspirational purpose with a common set of values, a clear understanding of our mission, strategy and results and a credible brand promise.

During 2014, we continued with our global Amadeus Workshops and our yearly employee forum, where we communicate our strategy and values to all our people. These centrally organised and locally delivered workshops are our annual communication tool, where all employees can receive in-depth information on Amadeus results and strategy. At the same time, values, culture and company purpose are reinforced. All employees receive the same sessions with the same messages across the company, helping all to feel part of Amadeus. More than 150 business leaders facilitated 198 sessions with the attendance of over 7,000 employees across the whole organisation. In 2014, participants rated the overall initiative as 'very good' and 90% found it 'useful' or 'very useful'.

We also continued innovating the delivery of the sessions, in previous years with virtual rooms and in 2014 introducing an interactive game on our products and services portfolio, with a special on-line contest with participation from various teams across the world.

The 2014 workshops were the internal platform from which our 'Shape the future of travel' purpose was presented to all employees, providing a clear understanding of Amadeus' strategy and promoting our vision of 'shaping the future of travel' with a special focus on our products and services.

### Employee engagement

Engagement is a priority not only for human resources teams, but for all Amadeus leaders, managers and employees in all geographies. Since 2010, engagement has been progressively embedded in both our human resources and business strategies, and it is an essential part of the company-wide performance indicators.

In 2014 we conducted our Global Engagement Survey where employees had their say about how to make Amadeus a great place to work. With an overall participation rate of 90% across Amadeus and a significant, continuous improvement of 2.2% in our overall score since the previous survey, it is clear that our employees believe engagement is important. After receiving the engagement results, all teams reviewed them together. More than 1,490 team action plans have been created and registered across the organisation, and more than 640 Amadeus teams registered their follow-up on the progress of the actions they agreed on.

Engagement means more than a percentage in a survey, and Amadeus recognises the need to work on engagement on a day-to-day basis at all levels of the organisation. To ensure high-level support to both managers and staff, a network of 38 internal engagement coaches have been trained and certified; they have been coaching teams and managers globally. The constant up-skilling of our Human Resources Business Partners in Engagement, as well as the roll-out 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 and people management, a specialised in-depth, three-hour engagement workshop for leaders and managers was delivered internally. Over 50% of managers at Amadeus have received this advanced training on the link between engagement and what it means to be an Amadeus leader, people management and their role in the engagement cycle. Our research shows managers who participated in this training increased their engagement score by 16%. Managers are also regularly invited to attend webinars on specific aspects such as best practices sharing, engaging small teams, fundamentals for new managers or how to create effective action plans. More than 1,900 Amadeus managers receive a monthly communication with further updates on engagement.

## 7. Amadeus people

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 in the increased follow-up on the plans. The quality of these plans has also increased, providing further evidence of both the support and the inclusion of engagement in day-to-day management activities.

Participants in Amadeus workshops



## Communication and collaboration: working together

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

To enhance our existing internal communication / knowledge / collaboration intranet called 'Opera', in 2014 we launched MySite, a powerful people directory, to find and connect with other Amadeus colleagues around the world. Strong networks of professionals, across regions and functions are key to collaboration, learning and innovation. We also enabled functionalities to comment, rate and share content through our intranet. We will continue to enrich our systems with social media functionality to enable our people to communicate faster and more naturally, as well as to adapt to the expectations that new generations have of today's workplace.

Amadeus' leadership team continues playing a significant role in the internal communication strategy by facilitating information exchange and interaction at all organisational levels, for example throughout our '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-and also at local and regional employee forums.





## 7.2 Empowering Amadeus people

### Developing our talent

Through a combination of e-learning and globally and locally delivered classroom training, we invest in the development of our people, and position them to deal with the needs of an ever changing market. Mentoring and coaching ensures that experience and lessons learnt are transferred through the successive levels of Amadeus. The sustained investment in development and long term retention has resulted in many of our people being recognised and respected as 'Experts' within the travel industry, and contributes to industry standard setting in many of the industry practices and innovations.

Amadeus continuously invests in the development and growth of our people. In 2014, Amadeus invested €7.2 million in training activities for our employees.

In 2014 we ran two more editions of the Amadeus Leadership Development Programme for Amadeus executives in conjunction with the IESE Business School in Madrid. A total of 50 participants were invited from all over the world, representing each of our business units and functions.

The aim of the programme was to develop the leadership skills of participants and keep them abreast of the latest academic and industry thinking, while assisting them to align and execute business

## Compensation and benefits

We seek to incentivise our employees through variable remuneration schemes linked to individual and company performance.

A competitive remuneration package is key to attracting and retaining the best talent. Amadeus offers comprehensive benefits packages tailored to the country in which they are offered. The majority of our permanent employees are offered a defined contribution retirement plan, life and disability insurance and a medical plan. In addition, employees traveling on business trips or on an international assignment are covered by emergency medical and security cover.

In 2014 we launched the second edition of the Share Match Plan. The plan offers employees in around 30 countries the opportunity to invest in Amadeus' shares with an additional 50% match provided by the company. The plan has a participation rate of over 40% of eligible employees.



*Luis Maroto, President & CEO, at Amadeus Leadership Development Programme session*



*Amadeus Leadership Development Programme participants*

goals. Sessions were delivered by a combination of IESE professors and Amadeus top executives, thus combining academic sessions with those specific to the business and strategy of Amadeus.



## Attracting talent

A key part of our success is the ability to attract and retain top talent from campuses and industry experts across our geographies. We continue to build our talent pool by recruiting new talent from some of the top engineering and business schools in Europe, US and Asia. Through many campus activities including 'Hackathons', joint projects with universities, internships and partnerships we continue to engage with the future talent of the industry.

Based in our Madrid office, Amadeus appointed Michael Bayle as the new head of our Mobile group. Michael brings expertise in mobile and digital media ecosystems, gained through a broad range of experience working in companies such as a mobile advertising house, a sports media corporation and a digital media company, where he also led mobile business units.

Sven Fuhrmeister joined our Global Operations group to lead our new operational improvement and projects division. Sven comes from SAP and brings a wealth of experience in transformational change and continuous improvement in operations.

To facilitate and accelerate this process we have implemented a number of global recruiting tools including social media which are today beginning to yield results in terms of ability to attract and drive cost effectiveness of the process.

## Managing our leadership pipeline

Aligned with our business strategy, we take a long term view of our talent development and succession planning. We invest significant time in our leadership pipeline, planning across our management levels. Planning our leadership succession and our global footprint aligned with our customer needs and growth is an integral part of our talent strategy. A key aspect of our development focus in addition to product, technical and functional skills is our investment in our leadership pipeline.

We continue to invest in managing our leadership pipeline with a formal and disciplined talent review process at the CEO level. We reviewed over 800 of our most senior employees, assessing our future needs against our business strategy, reviewing our succession plans and the development plans of our emerging leaders. Through this process, we are able to plan ahead and manage our global talent needs with minimum business disruption. This process includes identifying and auctioning the development plans and reviewing the people portfolio risks.

We have developed a global framework of leadership competencies, which we are incorporating across all Human Resources processes.

The annual performance and development review process becomes instrumental to cascading our company goals. Objectives are reviewed twice a year. During these revisions, the line manager and employee meet up to examine the progress towards objectives, exchange feedback and discuss 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 91% of our employees had a performance and career development review.

## 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, 52% 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 that 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.



## Workplace of the future

We constantly look for new practices to enable a work environment that reflects our business and people needs: a workplace that fosters innovation, collaboration and social interaction, an engaging and highly productive workplace of the future. In addition to reshaping our physical workspace and improving our digital workplace, we have implemented flexible working options for our employees such as teleworking or adjustable work schedules.

### BelAir project

Recent trends on working environment evolution and the deployment of new project methodologies such as 'scrum' and 'agile' led to diverse group dynamics: formal meetings, short meetings, brainstorming, informal chats, brief face-to-face discussions, etc. Collaboration and information sharing takes place all around.

At our R&D centre in Nice (France), we proactively look for innovative ways to manage these demands. Our team started piloting a new campus concept, an office layout that included innovative areas that encourage interaction and facilitate our employees' daily work.

Following a successful pilot of the new workspace, the team is approaching a large scale deployment at our new facility building, which will host about 1,400 employees.

### Activity-based office

When planning the relocation to a new office, our management team in Stockholm (Sweden) engaged our employees to assess the best way to organise the new workplace. Our employees at the Stockholm office increasingly had contact with other parts of the world, working on both regional and global projects. Decisions needed to be made more quickly, and feedback and inputs were coming from many places. Clearly the office dynamic had evolved and the organisation needed to adapt. Together with an external agency, a local employee team mapped how people worked and studied how office space was used. As a result, an activity-based design was incorporated into the new premises, a flexible office that includes a mix of areas for formal and informal collaboration and an environment that facilitates the exchange of information and empowers our employees. Other Amadeus sites, like Sydney (Australia) have followed a similar process.

## 7.3 Health, safety and employee wellbeing

Beyond legal requirements, we have proactively developed initiatives to improve employee health and wellbeing at work, and considered Amadeus' 'duty of care', which forms part of our focus on employee satisfaction.

Some of these initiatives include short and long-term action plans to reinforce healthy behaviours. In some locations, employees are regularly trained for first aid and doctors are regularly present on site. In order to prevent the spread of sickness, communications and poster campaigns on hygiene are carried out throughout Amadeus.

For instance, our Amadeus London office and NewMarket headquarters in the US offered health events where our employees received cholesterol and blood sugar screening, plus additional wellbeing and health information. Our commercial offices in Benelux – and in the 'work-life balance' programme of our Madrid headquarters during the health week – organised sessions on different approaches to stress management, among other activities.

In relation to health and safety records, Amadeus has a low injury and accident rate as a result of its activities taking place in an office environment. In 2014, there were 110 accidents, of which 55 took place while employees were travelling to or from work.

### New Amadeus brand launch

For the last two years, Amadeus has been on a journey to evolve our brand from a technology partner to a company that shapes the future of travel in collaboration with customers and industry partners.

Back in 2012, we decided that we wanted our brand to talk about why we exist as a company, what we believe in and care about – our purpose as an organisation. We wanted to discover what we have always been about and what we want to be in the future. We interviewed customers, investors, industry bodies, recruiters and

universities, and we held focus groups with employees from all our business units and in every region of the world. We wanted to hear opinions from many different places and points of view.

We have listened carefully and after much debate – and the involvement of more than 500 people – we collectively concluded that Amadeus is, and always has been, excited about the idea of shaping the future of travel, facilitating the entire travel journey from door-to-door while improving the travel experience.



### Our new visual and verbal identity

On the back of our new brand strategy, our next step was to evolve our visual and verbal identity – how we look and how we talk – to reflect our purpose and ambition for the future.

We co-created our new visual identity with employees, and tested it with customers and other stakeholders around the globe. As a result, we continue to be a company identified with the blue colour, but with a new logo, new secondary colours, new shapes, new photo styles – and using an open, relevant and visionary speech.

### Talking about the future

If we want to be known for shaping the future of travel, we have to have an opinion and we have to talk and spark debate about it. So we launched the communication platform [www.shapethefutureoftravel.com](http://www.shapethefutureoftravel.com), where customers and other players in the industry have space to do just that – talk about and experience the future of travel. We also produce thought leadership papers [●](#) on a regular basis.

Going forward, we need to continue proving that we shape the future of travel by living up to our purpose at every touch point both internally and externally, be it through sales, our products and services, our communication, or all the industry papers we publish.

Because only together, as one company and with both customers and industry partners, can Amadeus shape the future of travel.

[●](#) See 'White papers', p. 69

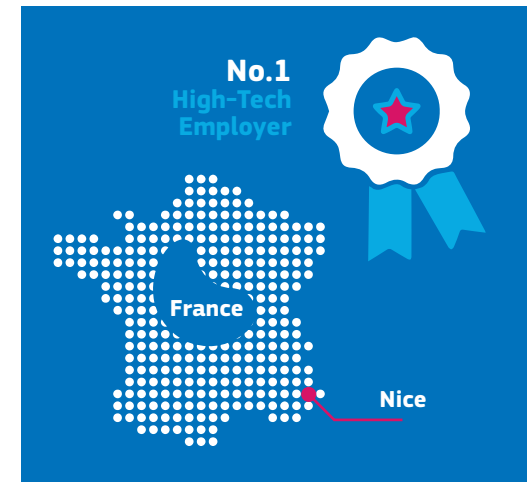
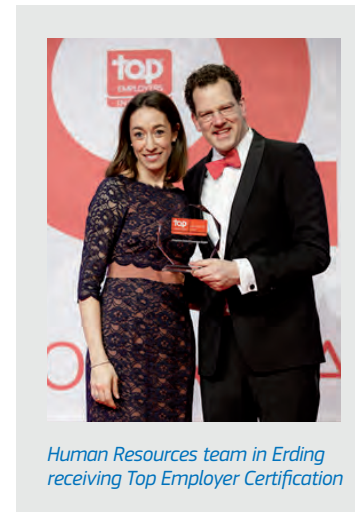


## 7.4 External recognition

Amadeus is honoured to have received numerous awards for our working environment and our human resources practices. A selection is featured here.

Our headquarters in Madrid (Spain) and our operations centre in Erding (Germany) have been certified as Top Employer for the third and for the second time respectively. This certification is issued by the Top Employers Institute to companies that demonstrate the highest standards of Human Resources practices, continuously improve employee conditions, and lead the way in the development of their people.

Our largest site worldwide by number of employees, in Nice (France), was voted the number one company in the technology sector in the survey organised by the French business magazine 'Capital'. The survey was carried out by Statista, a specialised institute. Respondents were asked to provide their opinion about Human Resources policies of their own company and of others. Questions were related to work conditions, work-life balance, leadership style, gender equality, career path and their level of engagement towards the organisation.



## Share Match Plan

Our Share Match Plan received two awards in 2014. In April, the plan came first in the 'Best Plan Effectiveness' category at the prestigious Global Equity Organization awards. Global Equity Organization is a US based organisation dedicated to sharing and promoting advanced knowledge of equity compensation and in the design and administration of share plans.

In November, the Share Match Plan received an award for 'Most Effective Communication of an Employee Share Plan' at the annual ifs ProShare Awards ceremony. This is the second consecutive year that the plan has been recognised by the ifs ProShare judges, having finished first in the 'Best New Share Plan' category in 2013.

The ifs ProShare Awards recognise excellence in the field of employee share ownership. When reviewing the entries, the ifs ProShare judges focused on four criteria:

- \_The link to corporate objectives
- \_The effectiveness of the communication strategy
- \_The ease of enrolment
- \_The overall success of the plan, as measured by the number of employees who enroll

The external recognition on both sides of the Atlantic mirrors the internal popularity of the plan.



*Global Equity Organization Award*



*ProShare Awards Ceremony*



‘A key moment in 2014 was rolling out the new Amadeus brand – following two years of research to clarify and align our beliefs and direction.

Changing the way we looked and spoke was much more than an end

in itself. Today branding is not about shiny logos and clever tag lines. Superficial cosmetics are dangerous now that anyone can evaluate a company, and immediately share their experiences globally. How we present ourselves must be a reflection of who we really are. Today's key brand word is credibility, credibility, credibility. Meticulously managing trust by keeping promises: products and services that work and generate business value; a healthy company in the market for the long run; an unshakeable thirst to shape the future of travel through sustainable innovation.

That's why we involved all our stakeholders: customers through suppliers, employees and beyond to investors.

Checking assumptions, validating ideas.

And that's why a cross-functional team including branding, human resources, marketing and more managed the project – carefully preparing the launch internally over a whole year, before going live externally.

I'd like to thank each of the team personally for their hard work and contributions!

Branding in Amadeus is now everyone's responsibility, and only by embracing this can we truly shape the future of travel.’

**Huibert-Jan Evekink,**

*Director*

*Employee and Brand Engagement, Amadeus*