

Global Report 2015

A business, financial
and sustainability overview

A photograph of a sailboat on the ocean. The boat is white with a large white sail. The deck is made of wood. The water is blue and white with a wake. The sky is blue with some clouds. The text is overlaid on the left side of the image.

6. Environmental sustainability

6.1 Amadeus operations' environmental efficiency

6.2 Environmental benefits of Amadeus solutions

6.3 Participation in industry environmental initiatives

6.4 Climate change related risks and opportunities

6.5 Sustainability indices

6.1 Amadeus operations' environmental efficiency

Amadeus' environmental strategy is based on three pillars:

_ Amadeus operations' environmental efficiency

We measure the environmental impact of our operations, identify areas for improvement, implement solutions and continue to monitor our performance for achieving continuous improvement in environmental efficiency.

_ Identification and fostering of the environmental benefits of Amadeus solutions


We help our customers to achieve their environmental objectives.

_ Participation in joint industry environmental initiatives

We work in partnership with other industry stakeholders on projects to improve travel industry sustainability.

In the following pages we describe our initiatives and review the status and priorities of each of these three elements of our environmental strategy.

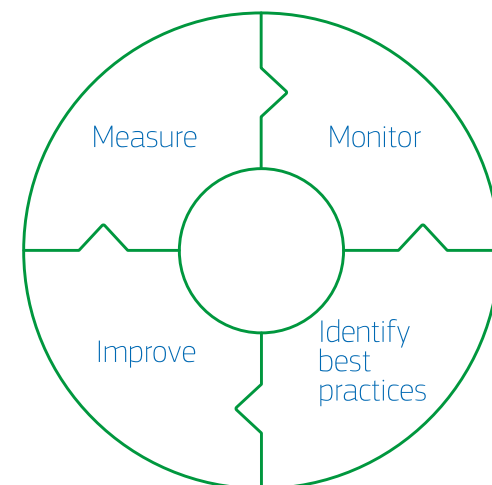
The use of office buildings across the world and the electricity consumption at the Amadeus Data Centre have been identified in our materiality analysis as the main contributors to the environmental impact of Amadeus' operations.

The infrastructure management team at the Data Centre works toward the continuous improvement of the energy efficiency of this critical installation.  Our initiatives in this area are based on recommendations from external consultants and on our own experts' analyses.

On the other hand, the Building & Facilities teams are responsible at the local level for the optimisation of the use of resources at our office buildings. They are supported in specific cases by technical teams that, for example, provide key performance indicators (KPIs) relating to the use of resources.

Amadeus Environmental Management System (EMS)

We use the Amadeus EMS to measure, monitor and identify best practices, as well as continuously improve the environmental performance of operations at our office buildings and at the Data Centre.



 See 'Amadeus Global Operations', p. 49.



Material aspects

The EMS helps to manage the five principal factors relating to the environmental impact of Amadeus' operations. These factors were identified in a materiality exercise in which we consulted our own internal experts and benchmarked against other companies in similar economic sectors. They are described below:

_Energy consumption: The most important component of our energy consumption is electricity. We measure electricity consumption at the Data Centre and at our office buildings separately. We also report natural gas consumption, which is normally used for heating some of our buildings, as well as diesel, used mainly at our Data Centre for a guaranteed uninterrupted power supply.

_CO₂ emissions: In order to measure CO₂ emissions, we follow the Greenhouse Gas Protocol (GHGP) standards:¹

- In Scope 1, we include emissions from natural gas and diesel.
- In Scope 2, we include emissions linked to the use of electricity at our office buildings worldwide and at the Data Centre. The conversion factors applied, i.e. the amount of CO₂ emitted per kWh used, are taken from the latest updated averages for each country, published by the International Energy Agency (IEA).²

¹ The Greenhouse Gas Protocol (GHGP) is the most widely used international accounting tool for government and business leaders to understand, quantify and manage greenhouse gas emissions. The GHGP classifies emissions into three scopes. Scope 1: direct GHG emissions from sources owned by the company; Scope 2: indirect GHG emissions, produced as a consequence of the company's operations; and Scope 3: other indirect GHG emissions, such as emissions from travel providers for business travel.

² International Energy Agency (2015). *CO₂ emissions from fuel combustion – 2015 edition*. Paris, IEA Publications, pp. 122–124.

- In Scope 3, we include emissions from paper consumption and from business travel. We gather information about business trips from our travel agency provider and we use the International Civil Aviation Organization (ICAO) carbon calculator to estimate emissions per passenger. Emissions are therefore calculated for each individual trip.

_Paper consumption: We report paper consumption at our premises worldwide either by summing up the amount of paper bought during the year or, when available, through automated badge-based printing systems. These automated systems permit a more precise monitoring and facilitate the identification of areas for improvement.

_Water use: The use of water in Amadeus is divided into three categories:

- Water used at office buildings in kitchens, toilets, etc.
- Water used for irrigation, in cases where we have gardens and the means of separately measuring irrigation-related consumption
- Water used for the cooling of servers, principally at the Data Centre

_Waste generation: This concerns waste generated at our premises from kitchens and from general office use. Waste is difficult to measure since in some cases we do not have the means or documentation to report part of the waste. The principal sources of information to report waste at Amadeus are the recycling companies, which include the amount of waste collected for recycling in their reports and invoices. On the other hand, waste generated by extraordinary activities, like works done in buildings, is generally measured, but for comparability purposes it is reported separately from regular waste.

Geographical scope

As for geographical scope, the EMS includes the top 11 Amadeus sites by number of employees:

- _ Nice, France
- _ Bangalore, India
- _ Miami, US
- _ Erding, Germany
- _ Madrid, Spain (headquarters)
- _ London, United Kingdom
- _ Bad Homburg, Germany
- _ Bangkok, Thailand
- _ Sydney, Australia
- _ Paris, France
- _ Madrid, Spain (Amadeus Commercial Organisation)

Since 2009, the geographical scope of the EMS has remained stable, with the exception of the inclusion of our premises in Bangalore, India, in 2013, which became the second largest site by number of employees.

Regarding coverage, Amadeus has over 70 commercial organisations around the world, some of which are very small. For this reason, it is not efficient to report data from all Amadeus sites. We take a pragmatic approach and include in the environmental reporting exercise our largest premises, measured by number of employees. The EMS reporting includes close to 80% of all employees and an estimated 90% of the total Amadeus resource consumption worldwide. However, best practices are shared among all sites, and all of them are encouraged to implement measures to reduce consumption.

From data collection to information management – environmental performance in one single figure

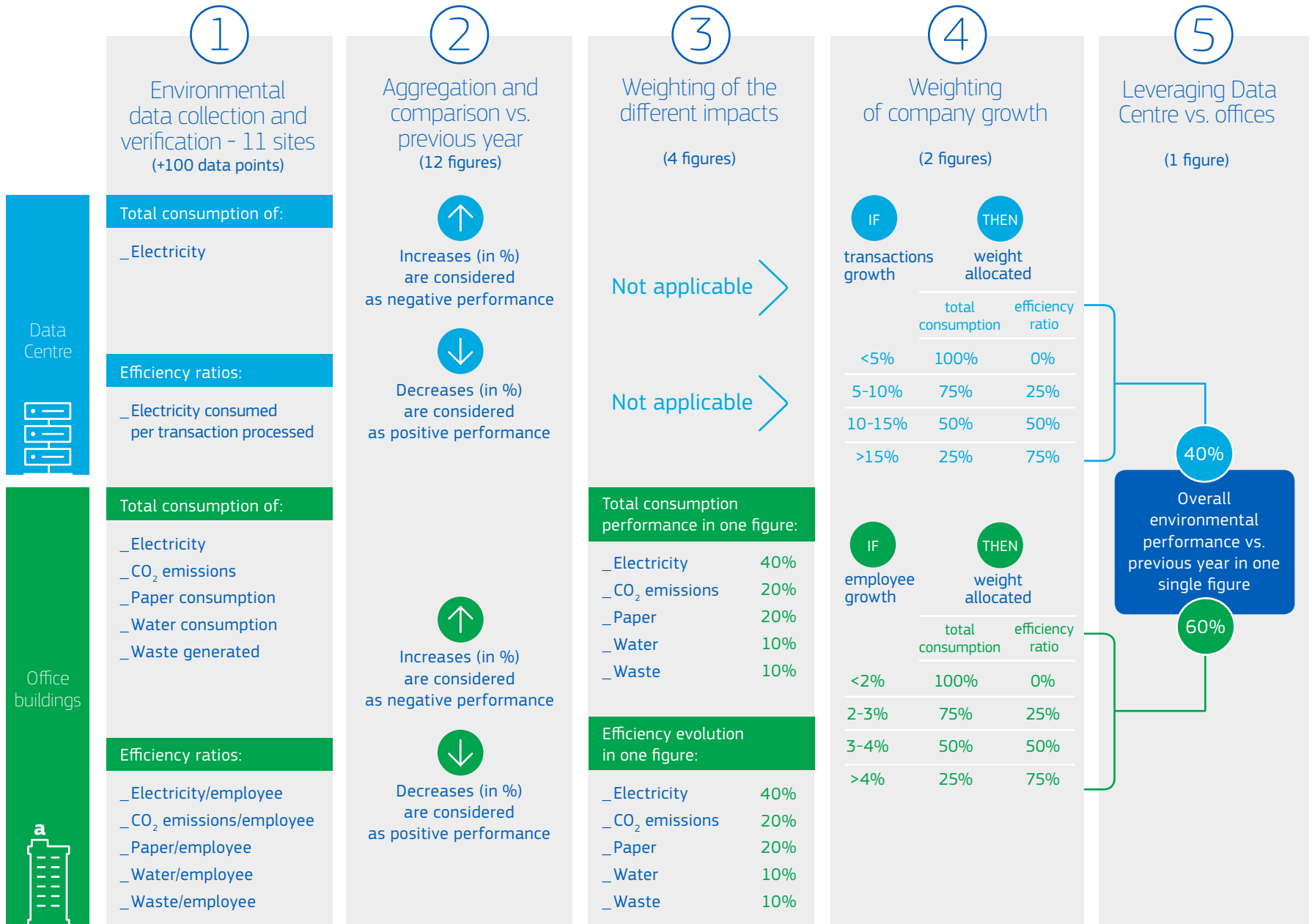
The environmental performance of our operations is summarised in one single figure that represents our results compared with the previous year. The process to summarise performance is carried out following a detailed methodology, facilitating reporting to top management without losing visibility of the individual performance of each geographical site or environmental factor.

The calculation of our overall environmental performance (as shown in the graphic on the next page) is carried out taking into consideration the following factors:

- 1_ Due to the differing nature of their activities, we distinguish between **Data Centre** and consumption at **office buildings**. Based on total resource consumption as well as our capacity to influence performance, we allocate 40% of the overall environmental impact to the Data Centre and 60% to office buildings.
 - For the Data Centre, we evaluate impact or performance based on energy consumption. For the office buildings, we take into consideration the five factors mentioned earlier: energy consumption, paper, CO₂ emissions, water and waste.
- 2_ We measure both **total consumption** and **efficiency ratios**:
 - At the Data Centre, efficiency is measured in terms of electricity consumed per transaction³ processed
 - At office buildings, efficiency is measured in terms of consumption per employee per year

³ In this context, transactions processed at the Data Centre are defined as basic operations linked directly to our business. Transactions include bookings, Passengers Boarded (PBs) and e-commerce Passenger Name Records (PNRs) processed.

- 3_ For each factor analysed in the EMS, we compare **performance with the previous year**. Performance is calculated as a percentage change over the previous year, where an increase in consumption is considered negative and a reduction as positive.
- 4_ We **allocate specific weightings** to each factor included in the EMS based on total consumption and our capacity to manage each factor. For example, we have a relatively high use of electricity, but generate low amounts of waste. For this reason, the weight of electricity is higher than that of waste generation. The weightings assigned are as follows:
 - Electricity consumption 40%
 - CO₂ emissions 20%
 - Paper consumption 20%
 - Water consumption 10%
 - Waste generation 10%
- 5_ We **take into account company growth**. It is obviously easier to reduce resource consumption and environmental impact in a context of recession than in a situation in which the company is achieving double-digit growth. When evaluating our environmental performance, we assign more importance to efficiency ratios (i.e. resource consumption per employee or per transaction processed) when the company is growing rapidly; in a context of recession or little growth, we assign more weight to total consumption of resources. The evaluation of performance is adapted to company growth, but total consumption is never disregarded, as the minimum weight assigned to total consumption is 25% both for the Data Centre and for the office buildings.



1 Environmental data collection and verification - 11 sites (+100 data points)

Total consumption of:

- _ Electricity

Efficiency ratios:

- _ Electricity consumed per transaction processed

Total consumption of:

- _ Electricity
- _ CO₂ emissions
- _ Paper consumption
- _ Water consumption
- _ Waste generated

Efficiency ratios:

- _ Electricity/employee
- _ CO₂ emissions/employee
- _ Paper/employee
- _ Water/employee
- _ Waste/employee

2 Aggregation and comparison vs. previous year (12 figures)

↑
Increases (in %) are considered as negative performance

↓
Decreases (in %) are considered as positive performance

↑
Increases (in %) are considered as negative performance

↓
Decreases (in %) are considered as positive performance

3 Weighting of the different impacts (4 figures)

Not applicable >

Not applicable >

Total consumption performance in one figure:

- _ Electricity 40%
- _ CO₂ emissions 20%
- _ Paper 20%
- _ Water 10%
- _ Waste 10%

Efficiency evolution in one figure:

- _ Electricity 40%
- _ CO₂ emissions 20%
- _ Paper 20%
- _ Water 10%
- _ Waste 10%

4 Weighting of company growth (2 figures)

IF transactions growth	THEN weight allocated	
	total consumption	efficiency ratio
<5%	100%	0%
5-10%	75%	25%
10-15%	50%	50%
>15%	25%	75%

IF employee growth	THEN weight allocated	
	total consumption	efficiency ratio
<2%	100%	0%
2-3%	75%	25%
3-4%	50%	50%
>4%	25%	75%

5 Leveraging Data Centre vs. offices (1 figure)

40% Overall environmental performance vs. previous year in one single figure

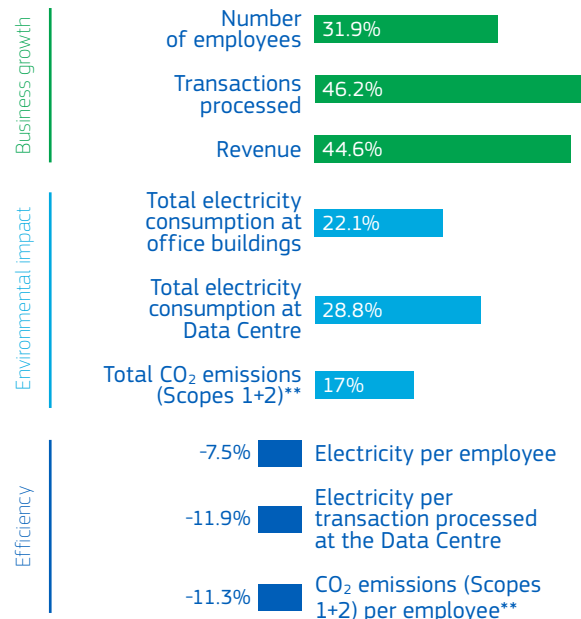
60% Overall environmental performance vs. previous year in one single figure

In order to guarantee continuous improvement and realistic objectives, our strategy is based on improving our environmental performance, taking as a reference the data from the previous year. The overall environmental performance in 2015 decreased by 5.88% as compared to the previous year. This is mainly due to a one-time negative effect of the move to a new building in Nice, which involved 1,300 employees and generated duplication of consumption for some months, significantly increasing both electricity and water consumption in Nice.

Excluding this effect and taking into account energy saving measures, like the more efficient building in Bad Homburg (Germany), we estimate that the total energy savings for 2015 were in the range of 1.5 to 2 GWh, i.e. approximately 3.5% of our total energy consumption at office buildings. Additionally, the continuous increase in transactions processed also negatively affected our performance at the Data Centre, although this has been partially compensated by the carbon offsetting of the growth of emissions (2,364 tonnes of CO₂) in 2015.

The overall long-term trend in environmental performance is positive, as depicted in the graph on this page comparing performance between 2011 and 2015.

2015 vs. 2011 Business growth and environmental performance*



* Scope: Sites included in Amadeus Environmental Management System, except transactions and revenue, that include data for the entire company.

** Includes carbon offsetting.



1_ New, state-of-the-art Amadeus building in Bad Homburg, Germany.

2_ New Amadeus premises in Nice, France.

Environmental performance at office buildings

One of the highlights of 2015 for the Amadeus Environmental Management System (EMS) was the inauguration of a new building at our premises in Bad Homburg.

The state-of-the-art building is certified by the German Sustainable Building Council and features, among many other features, wood pellet heating, a combined gas-

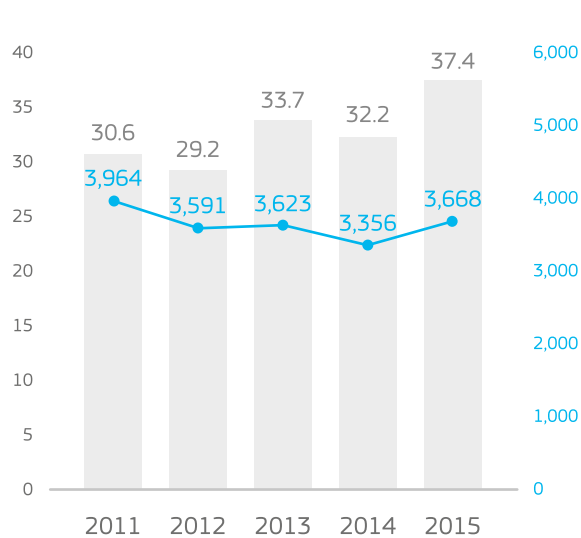
powered heating plant and solar panels. The building, with 15,800 square metres of office space, will help reduce CO₂ emissions and the overall environmental impact of our operations in Germany. From the reporting angle, the new building is fully owned and occupied only by Amadeus, which will improve reporting accuracy.

Meanwhile, we added a second major site to our facilities in Nice, replacing a number of buildings that were only partially used. This development will

also translate into improved control and management of resource consumption.

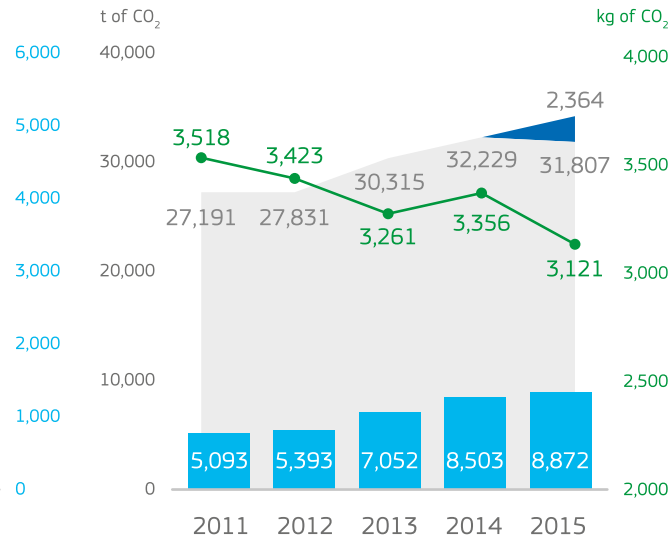
The new building is located approximately 10 kilometres from the main site. Regular scheduled and on-demand shuttle services have been arranged for convenient and environmentally friendly commuting between the two sites. The new site occupies over 23,600 square metres and is equipped with 1,400 workstations.

Electricity*



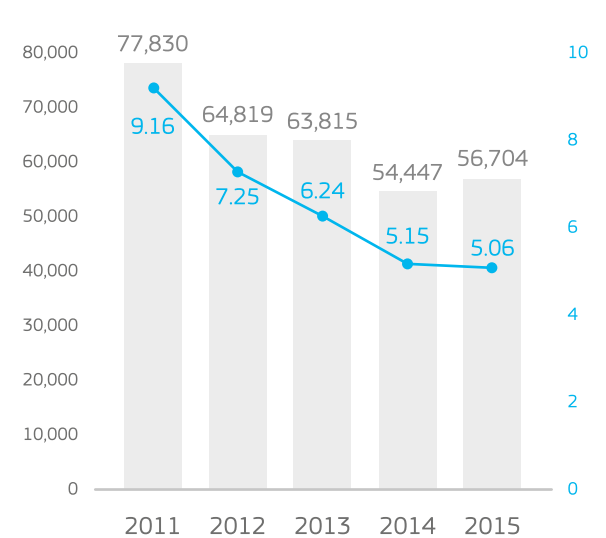
Total electricity consumption (GWh)
Electricity per employee (kWh)

CO₂ emissions**



Scopes 1 and 2
Scope 3
Carbon offsetting
Scopes 1 and 2 per employee

Paper**




Total paper consumption (kg)
Paper consumption per employee (sheets per working day)


* Scope: Top 11 Amadeus sites, excluding the Data Centre. Bangalore site included since 2013.


** Scope: Top 11 Amadeus sites, including the Data Centre. Bangalore site included since 2013.


Best practices


One important objective of the EMS is to gather information on best practices and make it available for any Amadeus site worldwide. This is carried out through the use of the company intranet. Below are some examples of best practices for each of the five environmental factors included in the EMS.

-  _ Electricity consumption
 - Replacing incandescent bulbs with LEDs
 - Switches connected to movement detection control systems
 - Thorough planning of area covered by specific light switches
 - Automatically switching off lights at certain hours
 - Switching off PCs after working hours
 - Maximising the use of natural light
 - Adapting room temperature to weather

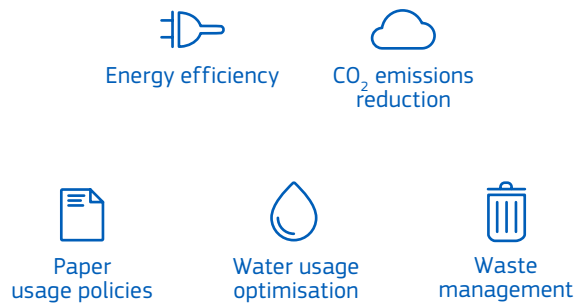
-  _ CO₂ emissions reduction
 - Adapting room temperature to weather
 - Promoting the use of carpooling/public transportation
 - Purchase of carbon neutral paper

-  _ Paper consumption
 - Implementing badge-based printing systems
 - Use of carbon neutral paper
 - Setting all printers by default to black-and-white double-sided printing
 - Raising awareness among users of the environmental and economic cost of printing
 - Use of recycled paper
 - Sending used paper for recycling

-  _ Water use
 - Use of drip irrigation systems and plants with low water consumption
 - Implementing motion sensor taps in washrooms
 - Use of water-efficient household appliances in kitchens

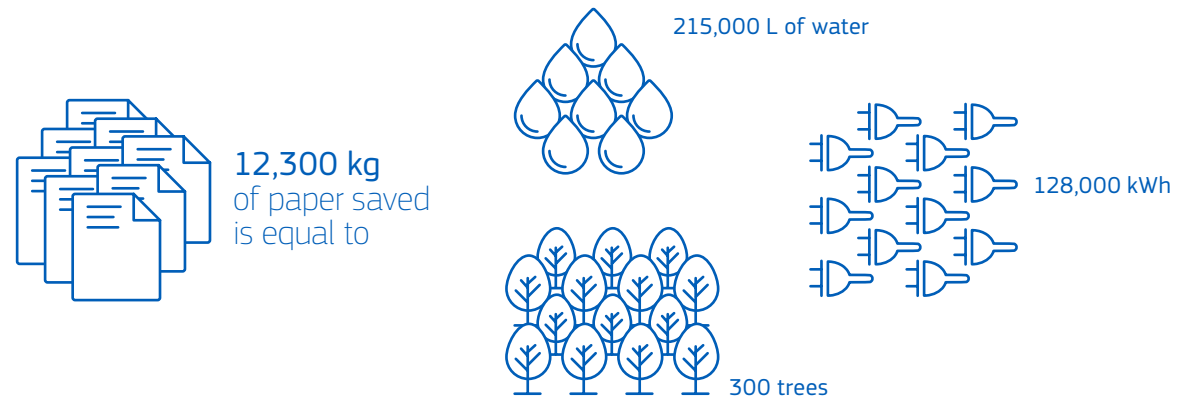
-  _ Waste generation
 - Implementing proper infrastructure to promote classification of waste
 - Raising awareness among employees to minimise waste
 - Working with external providers to improve the measurement and management of waste

Best practices



Reduction of paper achieved after implementation of badge-based printing system

Results at Amadeus in one year



Environmental performance at the Amadeus Data Centre

During 2015, the Amadeus Data Centre continued to work towards achieving environmental performance improvements through constant monitoring and review, and with the advice of external consultants.

The evolution of our Power Usage Effectiveness (PUE)⁴ indicator shows the continuous improvement we have achieved over the past six years. During 2015, we continued to use our own well to reduce cooling energy. A special effort is also being carried out to properly decommission obsolete equipment.

The broad use of the internet and multiple devices to send queries to the Data Centre (hits in the system) have increased dramatically over recent years, and the number of transactions and their complexity per unit of revenue have grown exponentially. This poses a critical challenge in terms of continuing to improve environmental performance. In order to accommodate demand for services and guarantee the highest level of service to customers, during 2015 we added powerful hardware equipment both in the network and storage areas, which is designed to be increasingly more efficient than previous models.

The Amadeus Data Centre commits to carbon neutral growth

In terms of Scope 2 CO₂ emissions linked to the Data Centre, we have set a target for carbon neutral growth. For the first time, Amadeus has offset those emissions above the 2014 levels. To this end, we worked with the UNFCCC (United Nations Framework Convention on Climate Change) to invest in Clean Development Mechanism projects in India.

Amadeus Data Centre – environmental performance

Amadeus Data Centre energy efficiency*					
	2011	2012	2013	2014	2015
Power Usage Effectiveness	1.41	1.39	1.38	1.36	1.35
kWh required per 1,000 transactions**	39.6	35.7	33.6	34.8	34.9
Total GWh consumption data centre**	37.5	38.9	39.4	44.8	48.3

* Improved energy efficiency in terms of kWh required per 1,000 transactions.

** In 2015 we reported electricity based on metering reported by our electricity providers as opposed to using internal counters. We believe this is a more accurate measurement. This is the reason why some of the figures reported for previous year do not coincide with the Global Report 2014.

⁴ PUE stands for Power Usage Effectiveness and is a common metric used to measure the energy efficiency of data centres. The closer to 1 the PUE, the more efficient the data centre is.



6.2 Environmental benefits of Amadeus solutions

Amadeus' data management capabilities, global reach and state-of-the-art technology solutions help to improve the environmental performance of its customers, at all stages of the travel experience.

Key stages of the travel experience and the environmental benefits of relevant Amadeus solutions are as follows:



_Inspiration

Information on estimated CO₂ emissions produced by specific flights is included in some of Amadeus' distribution platforms. Customers also have the ability to compare the environmental effects of different itineraries.




_Booking

During the booking phase, some of Amadeus' solutions offer the possibility of offsetting the emissions produced as a consequence of a booked trip. We are working on the expansion of such solutions at present.



_Pre-trip

Some of our solutions, such as Airport Sequence Manager, help airports and airlines reduce their operational environmental impact by minimising the amount of time that aircraft spend taxiing on the runway. If such solutions were to be implemented at the major airports of the European Civil Aviation Conference (ECAC), conservative estimates from the European Union⁵ calculate savings of over €120 million and a reduction of more than 250,000 tonnes in CO₂ emissions. Other examples include Airport Common Use Service, which helps airports reduce energy costs. 

 See 'Airports', p. 36.




_On-trip



Amadeus Departure Control - Flight Management helps airlines to estimate accurately the fuel needed for a specific flight, using sophisticated algorithms and historic data. The accurate estimation of the weight of the aircraft before the fuel is loaded (Estimate Zero Fuel Weight, or EZFW) permits significant savings in fuel burn, emissions and economic costs.

A study carried out by Amadeus in conjunction with its customer Finnair, during which more than 40,000 flights were analysed, concluded that a mid-sized carrier can save a minimum of 100 tonnes of fuel and more than 315 tonnes of CO₂ emissions per year. Assuming that a similar level of savings is achieved by all our customers using the same flight management solution, the amount of CO₂ emissions thus reduced would exceed the total emissions associated with Amadeus' operations (Scopes 1 and 2).

Another environmentally friendly solution is Amadeus Schedule Recovery, which helps airlines make rapid decisions in moments of operational disruption. It enables airlines to improve operational efficiency and customer service while minimising negative environmental impact.

Amadeus Common Use Services (ACUS) saves energy consumption at airport buildings.  We estimate annual savings of 630 MWh in the use of equipment and peripherals at airports for ACUS customers. These estimations are based on typical common use core rooms at airports.

 See 'Airports', p. 37.



_Post-trip

After the results of COP21,⁶ we expect an increased demand from corporations for solutions that help measure travel-related emissions in a homogeneous manner, with the added capability of offsetting unavoidable business trip emissions.

Overall, our most important contribution to the sustainability of the industry and the environment is our investment in innovation, and how that innovation is incorporated in the solutions we offer our customers.

⁵ Eurocontrol (European Organisation for the Safety of Air Navigation) (2008). *Airport CDM Cost Benefit Analysis*.

⁶ United Nations Framework Convention on Climate Change (UNFCCC) Conference of the Parties number 21, held in Paris between 30 November and 12 December 2015.

6.3 Participation in industry environmental initiatives

We believe that environmental sustainability of the travel industry should be a common objective for all industry stakeholders; little can be achieved in isolation. A good example of how we put this strategy into practice is our collaboration with the International Civil Aviation Organization (ICAO).

In order to raise awareness of aviation carbon emissions, foster the use of a common methodology to estimate carbon emissions per passenger and encourage emissions-related mitigation actions, Amadeus and ICAO have reached an agreement whereby Amadeus uses ICAO's carbon calculator in its corporate booking tool, so that corporations and travellers can be informed during the booking process about the greenhouse gas emissions produced on their trips. ICAO's participation brings the benefits of neutrality, legitimacy and global reach, since ICAO is the United Nations agency in charge of civil aviation.

Our agreement with ICAO has also encouraged the development of local initiatives to foster the use of ICAO's carbon calculator and the offsetting of travel-related emissions. In this respect, Amadeus Japan offers online travel agencies in the Japanese market the ability to show travel-related emissions and the option to offset these emissions during the booking process.

During 2015, we also enhanced our relationship with other stakeholders, such as the UNWTO (United Nations World Tourism Organization) and academic institutions, mainly in the form of joint endeavours relating to the measurement and monitoring of sustainability in tourism.

ICAO and Amadeus partnership



Carbon calculator

- _ Legitimacy
- _ Neutrality
- _ Global reach



Travel industry reach

- _ Contact with +2 million travellers per day
- _ Operating in +195 countries



6.4 Climate change related risks and opportunities

Background

Greenhouse gas emissions and climate change are a principal concern for the travel industry, due to the high-energy intensity of different modes of transportation. Climate change is one of the main risks our planet faces today, the effects of which are predicted to intensify in the following decades, as illustrated by the Intergovernmental Panel on Climate Change (IPCC).⁷ Moreover, some of the places most vulnerable to climate change are tourist destinations in developing countries, whose economies depend greatly on the jobs and income linked to tourism.

Most travel industry associations and organisations are addressing climate change as a matter of priority. For example, the International Air Transport Association (IATA), the World Travel and Tourism Council (WTTC) and the International Civil Aviation Organization (ICAO) have put into place specific plans and targets for the reduction of emissions over the mid and long term. The achievement of these targets means, among other things, that the foundations of the travel industry as we know it today will need to change.

Amadeus is involved in the travel experience of more than two million passengers daily. We are an important player in the travel and tourism industry and we acknowledge our responsibility to contribute to the fight against climate change.


⁷ IPCC (2014). *Climate Change 2014 Synthesis Report – Summary for Policymakers*. Geneva, IPCC.

Risks and opportunities


The climate change related risks faced by Amadeus can be classified into the following categories:

Physical risks

_ Physical risks affecting the communities in which we operate

Amadeus operates in over 195 countries. The risk of climate change impact and/or extreme weather events affecting any of these communities is therefore very high. As part of our social responsibility efforts, we have built a global team of more than 80 social responsibility representatives  that, among other things, coordinates emergency responses in the event of natural calamities occurring in the markets we serve.

_ Physical risks affecting our travel providers and/or customers

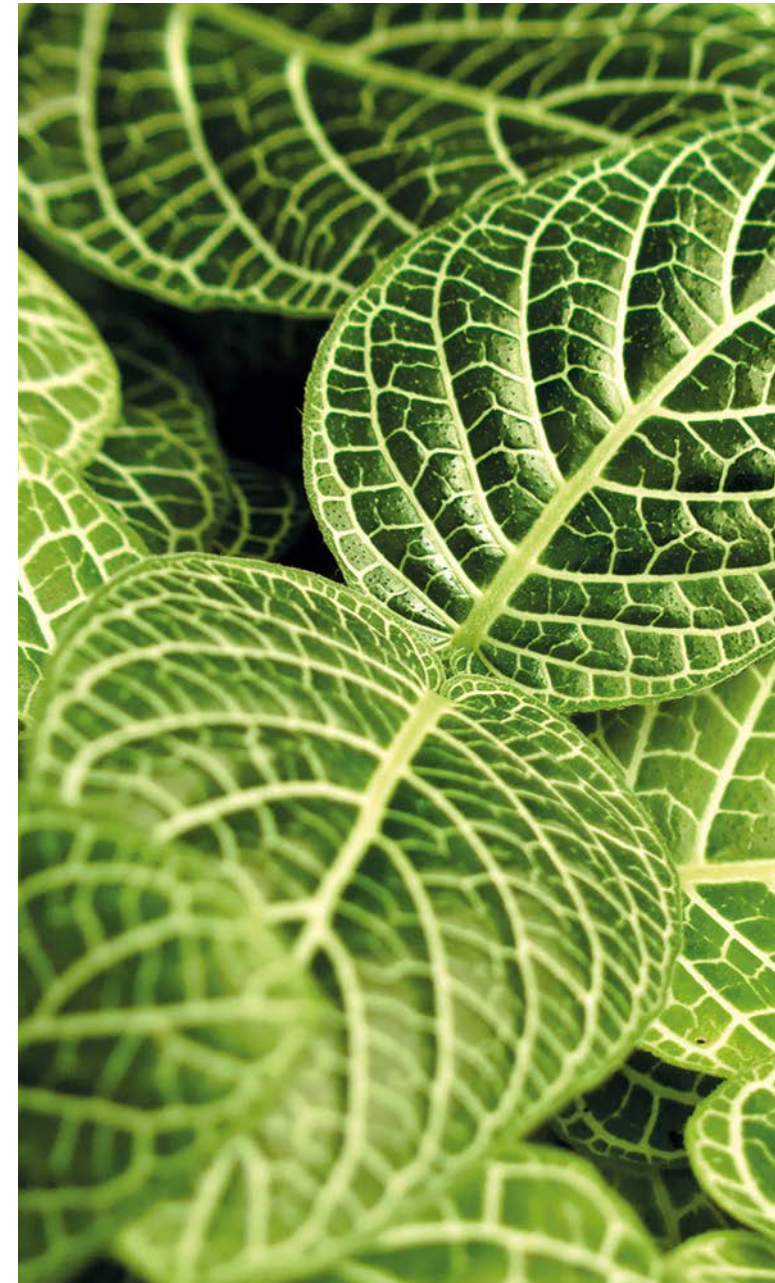
Risk of exposure in this case is limited, and the impacts tend to be local. As a mitigation measure, our 24-hour Follow-the-sun customer service network  is set up to provide extra support in case of need.

_ Physical risks affecting Amadeus' operations

Amadeus' operations rely on two basic kinds of infrastructure: (1) commercial and support organisations, with offices across all continents; and (2) the Amadeus Data Centre.

 See 'Social commitment', p. 83.

 See 'Customer Service', p. 61.




The probability of a severe weather event affecting any of our numerous offices worldwide is relatively high, but, fortunately, the adverse impact of such events is mitigated by communications technology that allows for uninterrupted customer service in most cases. Moreover, our Risk and Compliance office directly manages all infrastructure-related risks for the Data Centre, where strict prevention measures are implemented.

Regulatory risks

Since the Kyoto Protocol entered into force in 2005, and especially after the UN Framework Convention on Climate Change meeting in Paris in December 2015, many countries have introduced or are about to introduce climate change related regulation. A principal focus of these regulations is the reduction of greenhouse gas emissions, particularly of CO₂, as well as the promotion of renewable sources of energy. At the moment we identify two kinds of environmental regulations that may present an opportunity – or a risk – to Amadeus:

_ Carbon reporting regulations

Some countries like France have already passed legislation mandating corporations to build and report carbon footprint inventories. In the specific sector of transport,⁸ travel providers are requested to inform travellers about emissions produced on their trips. Amadeus can help corporations gather the data required for this kind of reporting.

However, there is also the risk that these regulations will become too complex or heterogeneous, making it costly for Amadeus to help corporations report emissions. The Amadeus Industry Affairs team is working with several stakeholders,  including the European Union and ICAO, to promote an industry-

standard methodology to estimate emissions related to travel.

_ Regulations that impose charges on emissions and/or impose emissions reductions

An example of such a regulation is the EU Emissions Trading Scheme (ETS). The ETS was first implemented in 2005, and extended to the aviation sector in 2012. The presence of a regional emissions market in a global sector like aviation may create competitive and political disruptions, leading to uncertainty in the travel industry and the additional costs that this implies, at least in the short term.

At the moment we do not expect these regulations to have a significant impact on Amadeus, given the relatively low cost of compliance with the scheme (which is unlikely to reduce travel demand) as well as the geographical diversity of Amadeus' operations.


In addition, any IT solution that includes in its value proposition a reduction of fuel consumption and emissions becomes instantly more attractive to customers.

⁸ Decree No. 2011 – 1336 (France), 24 October 2011.

 See 'Amadeus industry relations', p. 122.

Reputational risks

Travellers and the general public are increasingly aware of climate change risks and expect environmentally responsible operations from companies. Even though Amadeus' exposure to the general public is limited, we need to prioritise compliance with industry environmental standards, making sure our performance in this field excels.

The implementation of the Amadeus Environmental Management System  provides a solid record of our performance evolution and permits the easy identification of areas for improvement. Additionally, Amadeus has been included in external sustainability indices like the Dow Jones Sustainability Index (DJSI)⁹ and the Carbon Disclosure Project (CDP),¹⁰ which provide recognition to companies that demonstrate a commitment to sustainability.

 See 'Distribution', p. 22.

⁹ The Dow Jones Sustainability Indices (DJSI), launched in 1999, are a family of indices evaluating the sustainability performance of the largest 2,500 companies listed on the Dow Jones Global Total Stock Market Index.

¹⁰ The CDP (formerly Carbon Disclosure Project) is an international, not-for-profit organisation providing the only global system for companies and cities to measure, disclose, manage and share environmental information.

6.5 Sustainability indices

The opportunities for Amadeus relating to climate change are divided into two categories:

_ Opportunities for new products and services


As mentioned above, corporations are becoming increasingly involved in the reporting of emissions associated with their operations, including emissions linked to the business travel of employees. Taking advantage of the data and information processed by Amadeus in relation to its Distribution business line, Amadeus can offer solutions that: display emissions during the booking process (currently available in the Amadeus corporate booking tool); compare alternatives for travel so that the traveller is informed about the most environmentally friendly itinerary; provide post-trip reports to corporations so they can measure, report and follow up on the impacts; and facilitate mitigation measures, such as carbon offsetting programmes.

_ Opportunities for a more attractive value proposition

Amadeus IT solutions are designed to improve efficiencies for our customers. These efficiencies translate in many cases into better environmental performance, particularly in relation to reduced fuel consumption and emissions for travel provider customers. Examples of these include Amadeus Altéa Departure Control, implemented for airlines and ground handlers; Airport IT solutions such as Sequence Manager, which reduces the amount of time spent by ground movements and queuing of aircraft; Amadeus Airport Common Use Service, which helps airports reduce energy costs; and Amadeus Schedule Recovery, which helps airlines react quickly and efficiently to disruptions to their operations caused by events such as bad weather and air traffic congestion.

Sustainability indices provide a valuable benchmark to assess how Amadeus compares to other companies and industries on sustainability performance.

They also help create a greater awareness on the subject, both internally and externally, and identify areas for improvement.

Thanks to its strategy and clear position on key environmental topics, Amadeus has been a part of the Dow Jones Sustainability Index (DJSI)  for four consecutive years. The DJSI evaluates sustainability performance in the economic, social and environmental dimensions. Only the top 10% of scorers in each activity sector enter the index.

In 2015 Amadeus' score in the Carbon Disclosure Project (CDP) was 98 (in a range of 0 to 100) in the disclosure and transparency of carbon emissions information, and B in terms of performance (score ranging from E to A).

Although we look back at our achievements in this area with pride, we are aware that there is much to be done. Environmental sustainability for Amadeus is a journey rather than a destination, and a critical component of the company's strategy is the search for continuous improvement.

 See 'Customer satisfaction and loyalty', p. 67, 'Amadeus people', p. 101 and 'Our commitment to shareholders', p. 129.

