Amadeus people
‘People are our most valuable asset’. This sentence can be seen, read, heard and experienced in any of the more than 190 countries where Amadeus operates. We know that only by helping our people succeed can we continue to expand and develop as a business, and sustain our growth and innovation as a leading provider of IT solutions for the travel and tourism industry.

Just as our company grows and evolves, so does our drive to develop and improve our team. The core challenges for our Human Resources, Communication and Branding unit are to build an environment that enables Amadeus to recruit and retain top talent, develop and nurture a diverse workforce and be a resourceful business partner that can enable the business to achieve its strategic objectives.

This chapter highlights Amadeus’ significant investment and enhancements in the fields of people, diversity and inclusion, as well as the technologies implemented to support our people and the company’s values — all aimed at strengthening our brand and culture, enhancing our stakeholder reach and engaging further with our people.

In 2016, the number of employees at Amadeus continued to increase and it was a year marked by the integration of the Navitaire acquisition, which added more than 600 employees to our workforce.

7.1 Diversity and inclusion
7.2 Technology to sustain our people and values
7.3 Reaching our stakeholders
7.4 Engaging our people

Testimony to the important evolution of our people management practices, our CEO Luis Maroto received the award for the best CEO from Spain’s Minister of Labour during the Expansion E&E HR Innovation Awards. The prize recognises Amadeus for its culture and values, endorsing the efforts carried out to make Amadeus a great place to work.

**Workforce by type of contracts***

<table>
<thead>
<tr>
<th>Year</th>
<th>Permanent staff</th>
<th>External manpower</th>
<th>Temporary staff</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>11,428</td>
<td>1,574</td>
<td>105</td>
<td>13,107</td>
</tr>
<tr>
<td>2015</td>
<td>12,584</td>
<td>1,567</td>
<td>100</td>
<td>14,251</td>
</tr>
<tr>
<td>2016</td>
<td>13,623</td>
<td>1,590</td>
<td>167</td>
<td>15,380</td>
</tr>
</tbody>
</table>

**Workforce by region***

<table>
<thead>
<tr>
<th>Region</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>8,626</td>
<td>9,113</td>
<td>9,356</td>
</tr>
<tr>
<td>Asia-Pacific</td>
<td>2,256</td>
<td>2,607</td>
<td>3,167</td>
</tr>
<tr>
<td>North America</td>
<td>1,436</td>
<td>1,652</td>
<td>1,980</td>
</tr>
<tr>
<td>South America</td>
<td>508</td>
<td>524</td>
<td>555</td>
</tr>
<tr>
<td>Middle East &amp; Africa</td>
<td>281</td>
<td>355</td>
<td>322</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>13,107</td>
<td>14,251</td>
<td>15,380</td>
</tr>
</tbody>
</table>

* Scope: All Amadeus companies. Figures in full-time equivalents (FTEs) as at 31 December. FTE is the headcount converted to a full-time basis, e.g. an employee working part-time covering 80% of a full-time schedule is considered 0.8 FTE.
Navitaire became a subsidiary of Amadeus in January 2016. Its logo has changed, but its brand and commitment to its clients and employees remains unchanged. Navitaire’s efforts are still focused on serving customers, while in the background integrating its team onto new systems and aligning processes. Building up the synergies between the companies’ businesses and celebrating their diversity and strengths, both Amadeus and Navitaire are driven by the passion, experience and dedication to help move our industry forward.

Amadeus is excited to welcome more than 600 Navitaire employees who reside in 13 countries around the globe. Navitaire’s largest office is in Manila, the Philippines, comprising approximately 60% of the global workforce. Navitaire’s Salt Lake City office houses its headquarters, R&D and product and implementation teams.

The Fibonacci sequence initiative at Amadeus

In mathematics, the Fibonacci sequence is a series of numbers characterised by the fact that every number in the sequence is the sum of the two preceding ones, and the sequence therefore grows at an exponential rate. This sequence has been found to be represented in nature multiple times, such as in shells and in the way some plants grow.

Some of the learnings from the Fibonacci sequence inspire Amadeus HR, Communication & Branding (HRCB) unit. For example, we believe that all employees bring specific value to the company and that when we work as a team, the added value grows at an exponential rate, just like what we see in the Fibonacci sequence. Amadeus’ Fibonacci sequence therefore intends to foster cooperation and working together to create exponential growth.

HRCB awards

In 2016 we launched an annual programme to celebrate the success that HRCB brings to the business. Through this programme, we increase global awareness of the initiatives happening around the world, build pride and are better able to measure the impact of our initiatives. This year, 35 projects were submitted, all showcasing how HRCB generates business value and supports Amadeus’ strategic business objectives.
Health and safety

Amadeus aims to offer the best tools and technology for our employees to carry out their day-to-day work while ensuring a healthy and safe working environment. Several of our locations across the globe celebrate a health and safety week to raise awareness and remind our employees to take time to think about their body and their mind.

Our Nice health and safety event focused on time management and stress prevention, with a comprehensive programme offering conferences, art and theatre sessions and discussions. A wellbeing fair was also organised showcasing ergonomics, improving sleep and email management. Our offices have also been revamped, creating surroundings that favour mobility and flexibility, as offices are set out in open plan, with lighting and acoustics designed with the comfort and wellbeing of our employees in mind.
At Amadeus we believe that a diverse and inclusive workforce is critical to the success of our company, our customers, our employees, our shareholders, our suppliers and more generally all the communities in which we operate.

Following the appointment of our Chief Diversity Officer in 2015 we have worked to ensure that we have a robust framework and processes to help us deliver on our diversity and inclusion strategy.

We have reinforced our corporate culture and environment to continue to provide a workplace where everybody fits in, promoting respect, fairness, equality of opportunity and dignity for every employee. Our commitment towards diversity and inclusion is clearly reflected in our recruitment, promotion, retention, non-discrimination and other policies and practices.

As a company where multiculturalism is the cornerstone of our culture and values, and inherent in the way we work together and operate, we see diversity and inclusion as a business imperative and we strive relentlessly towards this objective. Cultural sensitivity is a core leadership competency and a must in our company. It allows our cross-cultural groups to work together effectively and professionally and capitalise on our multicultural strengths. We are a culturally competent organisation that brings together the knowledge of our different groups of people and catalyses it into expertise and know-how.

At Amadeus, valuing diversity and inclusion means accepting and respecting differences between and within cultures, while acknowledging and endorsing differences based on gender, age, race, ethnicity, beliefs, sexual orientation and disabilities.

In 2016 we have been very active in showcasing our diversity and inclusion through a series of internal and external initiatives that help illustrate how we recognise, respect and value all differences. Amadeus was included in the top first-tier companies with respect to diversity best practice in Spain organised by Fundación Diversidad.
Gender diversity

Amadeus’ recruitment policies are based on skills and professional background and its job offers are gender-neutral, ensuring a bias-free selection.

Our salary systems and processes are designed to avoid discrimination based on gender, and equal pay is an area that we monitor closely.

Acknowledging the challenges of recruiting and retaining women for STEM\(^1\) roles, we are working on programmes to raise awareness and encourage young school girls and female university students to pursue Computer Science studies (or any IT), and have also celebrated the international Girls in ICT Day.

In Spain we are working with Break The Gap and with Mujeres Tech, which assist us with programme development. At European level, we are also working with Catalyst, the leading non-profit whose mission is to accelerate progress for women through workplace inclusion. Amadeus also has a close partnership with Instituto de Empresa – one of the most renowned business schools. We have organised a strong internal communication campaign to support the United Nations International Day for Women.

Amadeus has contributed to the McKinsey’s Women Matter research conducted for the first time in the Spanish market.

Amadeus also sponsored the third all-female CodeFest hackathon run by AkiraChix, which runs a technical training programme targeting young women from poor social and economic backgrounds in Kenya.

Our Amadeus Women’s networks continue to thrive. So far, we have 18 women’s network representations, and an example of the success of this resource group is the Spanish network, which includes 92.4% of the total female permanent employees in Madrid. The networks provide a platform for women to get together, and their goal is to enhance the professional development and career evolution of women at Amadeus and to improve work–life balance. As part of the support provided to the networks, our Senior Vice President HRCB sponsors and chairs an annual session with an external keynote speaker who addresses the members and shares the latest research and trends for women in the corporate world. The 2016 edition featured Allyson Zimmermann, Executive Director of Europe Catalyst.

Bangkok was one of the last additions to the list of network locations and organises monthly GetTogether and LinkUp sessions with Amadeus female senior executives.

\(^1\) STEM: Science, Technology, Engineering and Mathematics.

\(\vspace{3pt}\) See ‘Social commitment’, p. 114.
Our Boston colleagues participated in AngelHack organised by Kayak, where Amadeus employees volunteered to mentor students and young professionals for the Lady Problems Hackathon, which challenged the Boston IT and entrepreneurs community to come up with ideas to overcome challenges around health, safety, economic empowerment and culture.

Our offices in Nice continued their drive around gender initiatives, working with the Professional Women’s Network as well as hosting and participating in the Pluri’Elles d’Azur annual event featuring Frédérique Cintrat, author of *Comment l’ambition vient aux filles?* (How Ambition Gets to Girls), who shared her insights on how ambition and networking can support career development.
LGBT community

At Amadeus, sexual orientation and gender identity are aspects that deserve our utmost respect and consideration.

This year’s endeavour has seen Amadeus embark on a campaign to continue raising awareness and showcasing that it is a LGBT-friendly company, as evident from our senior executives’ endorsement of LGBT issues in a series of internal blogposts.

We also celebrated Pride Month, teaming up with LGBT@work – the active and respected group of the distinguished Spanish Instituto de Empresa.

These combined efforts led to the creation and launch of Amadeus Bangkok Proud, our first Amadeus LGBT resource group operating from our Thailand offices. Amadeus Bangkok Proud provides support and networking opportunities for members, encourages further LGBT-friendly changes in the work environment and promotes activities within Amadeus that raise awareness about our LGBT+ community.

Amadeus has also joined REDI LGBT, the first Spanish cross-company association of leaders and experts for LGBT employee inclusion. It is an open forum for consulting, training and information exchange around LGBT needs and best practices.
People with disabilities

At Amadeus we are mindful that disability is one of the most complex facets of diversity and inclusion, and we want to significantly improve our performance in this area.

We have launched an ambitious communication and awareness programme to make disability more visible among our employees with the commemoration of the United Nations International Day of Persons with Disabilities and the European Day of Persons with Disabilities.

Several of our employees with disabilities provided inspiring written testimonials narrating their experiences working for Amadeus, while Amadeus employees who are parents of children with disabilities have shared with their colleagues their views and wishes on the future of the workplace for their children.

Amadeus attended the European Day of Persons with Disabilities in Brussels and established contacts with the most relevant associations covering all aspects of people with disabilities.

On the recruitment side, our corporate sites have actively engaged with schools, universities and job fairs for people with disabilities, as part of our activities as a disability-friendly employer.

Our offices in Nice carried out comprehensive programmes related to inclusiveness as an employer and in the workplace. 2016 marked the renewal of the three-year company agreement with employee representatives to increase our efforts and investment in order to further commit to the recruitment of people with disabilities. Our Nice offices are also actively working in a local cross-company initiative supervised by the University of Nice to design and fund educational and professional development programmes for students with disabilities. Among other undertakings, the programme involves funding for special coaching plans designed for students with disabilities and for the production of a video developed by ONISEP – the French national information office for education and employment; all aimed at improving the preparation of students with disabilities to enter the workforce. The initiative launched last year to work with the first IT-sheltered company in France, Avencod, continues to bear fruit and is now delivering development software to our Research & Development teams.

Our Diversity & Inclusion team has also been working closely with our Corporate Strategy division and Corporate Social Responsibility unit on providing input for the comprehensive accessibility project carried out by Amadeus with the support of Ilunion, a leading research firm specialising in the world of people with disabilities. The objective is to size and scope the enhancement of our IT solutions to make these available for people with disabilities. Amadeus has also created the position of Chief Accessibility Officer, whose mission is to focus on the IT accessibility of our workplace, while monitoring accessibility technology and innovation to ensure that we are at the forefront in this important area.

At the same time, Amadeus continues with its endeavour to implement contract services with companies employing people with disabilities.

See ‘Social commitment’, p. 114.
Our Madrid offices are now equipped with friendly lifts for visually impaired people and a new ramp has been built to make our premises accessible for people with reduced mobility.

In France, our colleagues participated at the FreeHandiz national sport contest and at the celebration of the European Disability Employment Week.

Our Bel Air offices in Nice have continued to adapt the access to our premises and the information signage system for people with reduced mobility.
7.2 Technology to sustain our people and values

In today’s complex and hyper-connected world, technology plays a key role in ensuring that corporations have a leading edge and continue to outperform competition. 2016 has been a year of significant investment and resource allocation to guarantee that our people management unit is equipped with the best IT and tools to provide an utmost level of support to our people and to our business.

Internal collaboration

We continue to invest in improving our means for collaboration across the globe. We completed our collaboration ecosystem by adding a social layer that will contribute to connecting people and tools across the company. Amadeus Groups is our new company social network.

Amadeus Groups is the place for Amadeus colleagues to connect with each other and share thoughts and information, or coordinate projects and activities anytime, anywhere. Colleagues can access (from a laptop, a tablet or a phone) to leave comments, have conversations, send recognition messages, ask and answer questions and run polls, among others. It is fast and easy, and employees will be able to follow and interact with people and groups throughout the company and all around the world.
A culture of feedback

To succeed in this fast-changing environment, we are determined to create a culture of effective feedback. We want to foster and provide a safe environment for people to speak up. In order to promote and activate a culture of feedback, we have put in place a game to train and empower the whole organisation in the use of the CALM & CLEAR model, Amadeus’ procedure for giving and receiving feedback. More than 6,000 employees have been trained using the game, and we will continue training in 2017.

Internal mobility and progression

Internal mobility provides great opportunities to develop and prepare our internal talent, as it promotes the transfer of Amadeus knowledge, skills and culture, which are key factors for our success.

In order to promote mobility and development, all our people are provided with full visibility on all Amadeus job openings, as well as the opportunity to apply.

External opportunities and new ways of recruiting

Amadeus is embracing new technologies and emerging social media platforms to find the best talent for the company.

We have expanded our presence on various networks such as top professional boards, social media channels and job platforms.

Not only are we actively collaborating with global and local platforms to post our jobs, but we are also using our social media channels to proactively share what it is like to work at Amadeus. Offices all over the world are showcasing their work environment, asking employees to share their Amadeus experiences and inviting prospective candidates to engage with them.

Recruitment Academy: preparing for the future

As the adoption of new technologies in the recruitment space is becoming critical, we have launched a Certified Training Programme to support our talent acquisition professionals and help them embrace new practices.

More than 25 participants coming from all regions have enrolled in the programme, which is aimed at transforming the way we attract and engage talent at Amadeus.

International opportunities

Permanent positions filled

Student and graduate positions filled

1,700+  
400+

Watch our video about a day in the life of an Amadeus’ employee

Talent and recruitment

Amadeus has strengthened its efforts to attract and develop talent, capitalising on existing initiatives and introducing new programmes.

Our success relies on our people, and our talent-acquisition unit is therefore one of our strategic pillars to enabling future business sustainability and growth.

Amadeus Talent’s mission-critical objective is to attract and engage a diverse talent pool that will shape the future of travel.
Compensation: Simple Bucks

2016 saw the completion of a major milestone in our drive to harmonise and align core HR processes across all of Amadeus. This has greatly improved the way we operate and deliver on our strategic goal of offering competitive remuneration packages as a key element to attracting and retaining the best talent, especially given the generational changes we are witnessing and the challenges existing around new corporate requirements.

After almost a year and a half of preparation by a team of around 20 dedicated HR professionals from all regions and major sites, Amadeus has successfully implemented an IT tool and workflow-based salary review and bonus process with fully aligned principles for 11,850 of its workforce globally. The new tool – Simple Bucks, as it is known internally – helps Amadeus leaders across the globe manage their workforce, often located at different sites in different geographies, much more efficiently and consistently. With more than 85% of our managers surveyed for their feedback on Simple Bucks expressing their satisfaction with the tool and the new processes, we know that we are on the right track, as we continue to further simplify and add new businesses to the global process.

Engagement and pulse surveys

Since 2010 we have collected systematic input from our employees. By listening to feedback received and by carrying out corrective actions, we have continued to make Amadeus a great place to work for and a great company to work with.

In 2016 we rolled out a new survey methodology called Amadeus Pulse. It allows us to measure and evolve employee engagement faster. The first Amadeus Pulse showed that we continued to increase our employee satisfaction scores across all categories.

We are looking to run Amadeus Pulse surveys on a quarterly basis in 2017. Our engagement programmes continue to offer ongoing support for the entire company to create a positive culture of giving and receiving feedback.

With respect to our engagement programmes, these include engagement guidelines, teamwork exercises, gamification training and special programmes for line managers to increase their engagement scores. Amadeus also has an extensive engagement coaching network to support our culture across geographies and functions.

7.3 Reaching our stakeholders

Amadeus: a leading brand

We have continued to build our position as a leading technology and travel brand throughout the year. We are proud to see our marketing and communication material looking modern, elegant and more consistent. Our future focus will be on our communication style and messaging. Our roots are in technology and travel, but our customers come from a wider field of expertise than ever before. This means that we will focus on our tone of voice, both written and spoken. Our communication style is becoming shorter, clearer and more human.

Bringing Amadeus’ acquired companies into the Group family is also among our priorities. This includes a holistic approach of branding, visuals, naming conventions and messaging. In 2016 our main focus has been to create Amadeus Hospitality in our brand umbrella, as well as starting to integrate Navitaire in our Amadeus portfolio.

Communications at Amadeus

The communications world continues to be incredibly dynamic, challenging and fast-moving, with print media now almost universally usurped by a digital revolution that has taken place in recent years across nearly all markets worldwide. Today it is commonplace that as well as the written word, video, apps and ‘always-on’ mobile channels now take increasing precedence over even traditional websites. Against this backdrop, Amadeus has continued to focus on the digital and online transformation of its own communications channels, both internally and externally.

With this in mind, the Amadeus corporate blog – which is available on both the web and mobile – attracted more than 784,000 visits during 2016, while our social media followers exceed 196,5002, primarily on Twitter, Facebook and LinkedIn, although of course we are always investigating and exploring new channels. Our blog posts have been ‘shared’ and ‘liked’ more than 3,000 times, while our blog audience spans journalists to investors to customers and everything in between. At the same time, digital media is also becoming increasingly important in terms of how we cascade and disseminate our internal communications, with our intranet providing a key forum for the sharing of news, views and critical information company-wide.

2 As at December 2016.
Thought leadership

Amadeus prides itself on delivering ground-breaking and often revelatory research and thought leadership papers, to stimulate thinking and discussion across the diverse travel and technology sectors. We work with industry experts and analysts to tell the industry today what it can expect tomorrow.

The report provides a credible and objective benchmark for the industry. It recommends six areas for industry-wide collaboration:

- Consumer expectations will rapidly spill over from retail into travel distribution. Players in the travel distribution industry will need to respond with broad collaborations for aggregating, processing and harnessing the big data involved.
- The role of gatekeepers, the giant IT companies with major consumer interfaces in travel distribution, will continue to grow.
- The size and power of ‘mega-meta-online OTA’ hybrids (online travel agents with metasearch capabilities and global brands) are likely to continue to grow.
- The travel distribution industry is rapidly becoming a technology industry. Business models will need a more strategic approach recognising the value creation of different technologies across the industry.
- To avoid consumer confusion and lost opportunities, industry distribution needs to go beyond bilateral partnerships and contractual relationships. Distribution business models will need to evolve to encompass more shared innovation, a culture of experimentation and cross-industry alliances.
- Sharing economy platforms will continue to create new markets and erode the market share of suppliers and industry players who intermediate.

2016 also saw the publication of a range of other research and thought leadership papers, including *Shaping the Future of Luxury Travel: Future Traveller Tribes 2030*, which builds upon 2015’s *Future Traveller Tribes 2030: Understanding Tomorrow’s Traveller* and *Future Traveller Tribes 2030: Building a More Rewarding Journey*. This research focuses on the luxury travel market in particular, and analyses the future regional hotspots where luxury travel is expected to grow. It also discusses the expectations of tomorrow’s luxury travellers and presents some strategies for understanding and serving them better.

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See full list in ‘Amadeus research and thought leadership papers’, p. 64.
7.4 Engaging our people

Equity plans

In 2016 we launched the fourth edition of the Share Match Plan, which offers employees the opportunity to invest in Amadeus’ shares with an additional 50% match of free shares provided by the company after two years. For the first time since the Plan’s inception in 2013, it has become a truly broad-based incentive plan offered to all employees in 46 Amadeus companies across 27 countries. Almost 4,000 employees signed up to the 2016 edition. The secret of our high take-up rate is simple: strong internal communication and close partnership with local teams to create a very positive awareness of the plan’s benefits in participating countries.

Through the Share Match Plan, Amadeus has made a combined value of over €12 million available to participants in the first two editions of the plan in free matching shares, helping more than 3,700 employees become Amadeus shareholders.

As the second pillar of its long-term incentive plan offering in 2016, Amadeus awarded over 200,000 shares through the Performance Share Plan to its almost 400 key and top managers in more than 40 legal entities across the globe. The Performance Share Plan is a very important element in the remuneration offering for Amadeus top leaders, as it helps to underpin Amadeus’ competitive compensation market positioning. The plan has a three-year cliff-vesting period and a performance measure based on both internal and external success criteria, thus linking a significant portion of the beneficiaries’ overall pay with the continued success of our company.

Staff bonus

As Amadeus seeks to incentivise its employees through variable remuneration schemes that take into account both individual and company performance, it has re-positioned its so-called Staff Bonus for the 2016 performance year by linking a significant part of the pay-out to the overall company performance.

Based on a general accord with the members of the Amadeus European Employee Council, and as subsequently agreed at site level between local management, staff and their representatives, the new Staff Bonus introduces a company bonus component to the variable remuneration of up to 9,700 Amadeus employees globally whose variable scheme is not determined by a purely commercial Sales Incentive Scheme.

Benefits and mobility

The company bonus component follows the same principles and performance measures used to determine bonus pay-outs for the Amadeus leaders and management. With this important strategic change to the variable pay structure of the vast majority of its workforce, Amadeus is decidedly linking staff focus and objectives to the same criteria that their management teams are measured on and ensures that staff are equally rewarded for Amadeus continuing to perform successfully.

As well as offering comprehensive benefits packages tailored to the country in which they are offered, where most of our permanent employees benefit from a defined contribution retirement plan, life and disability insurance and a medical plan, Amadeus is strongly committed to the wellbeing of its employees, which extends to those travelling for business or living abroad.

As an international company with locations across the globe and with travel at the heart of its business, Amadeus employees travelling on business trips or on international assignments are covered by emergency medical and security insurance.

Amadeus has partnered with International SOS, the world’s leading provider of medical assistance, to provide our employees and their families with expert assistance for medical and security services while travelling.
With the expansion of our global presence year after year, the number of our employees on international transfer also steadily increases. Commonly implemented processes such as our new global salary review and bonus process with Simple Bucks assist greatly in managing these international assignees. At the end of 2016, around 340 of Amadeus' employees were assigned to a country different from their country of hire. There has been a continued focus on the number of international assignees in the US and Asia, but we have also seen increased activities in the exchange of talent between the main European hubs – namely France, the United Kingdom, Spain, Germany and Sweden.

One of the drivers of these activities has been the implementation of a regional model in which our airline account teams are now aligned around clusters and key accounts. The goal of this new regional business model is to create more agile and empowered teams, with each sharing objectives and focusing their priorities as a group.

**Awards and recognitions**

Amadeus received the Top Employer Award in the following countries:

- Spain
- Germany
- United Kingdom
- Thailand
- Australia

In 2016 Amadeus was also awarded the Happy Candidate label, which acknowledges the quality experience of candidates during the recruitment process, and also ranked 10th out of 500 companies for the Happy Trainees category organised by Meilleures-Entreprises.

In France and for the second consecutive year, Amadeus was rated a 2016 Best Employer in the Nice region by *Capital Magazine*, and the fifth best technology company to work for in France, ahead of Microsoft and SAP.

The leading Spanish HR publication *Capital Humano* has given our subsidiary Amadeus Spain a mention for its innovation in the intercultural process carried out in the company.

See other awards in ‘Amadeus profile’, p. 11.