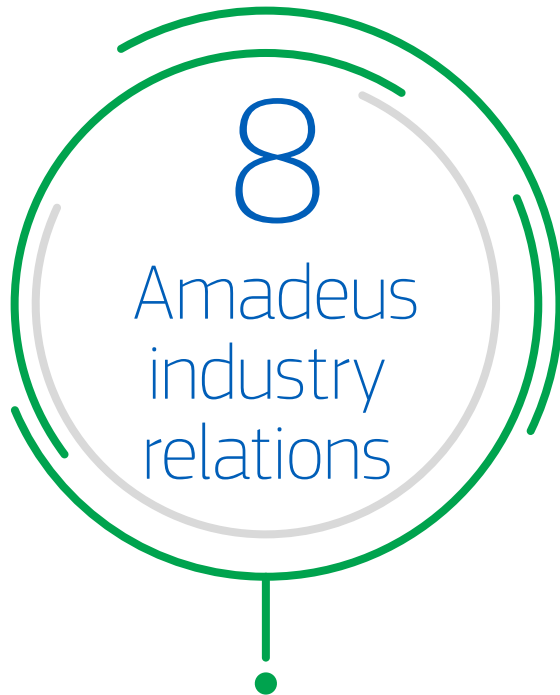


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8.1 An open and constructive dialogue with industry stakeholders

8.2 Advising policymakers worldwide

8.3 Collaboration with industry trade associations globally

8.4 Industry standards and rules that work for all

8.5 Raising Amadeus' profile in travel and tourism

8.6 Partnering with global industry organisations

8.7 Participation in industry initiatives and events

The Amadeus' position comes with a responsibility and an obligation to work together with other industry stakeholders in the interest of the travel industry at large. Amadeus therefore engages regularly with governments, public entities, trade associations and academic institutions globally.

While the travel and tourism industry is enjoying strong growth, and is becoming strategic for the economies of many countries, the future is not without its challenges. Governments and other stakeholders worldwide will have to pay more attention to travel and tourism, in order to improve its efficiency, reduce its carbon footprint and harness its potential as a catalyst for sustainable economic growth.

We see new challenges that require completely new models of collaboration between industry players and the public sector, and how travel information and travel technology are key enablers for an increasingly global transport system to grow sustainably.

We believe that stakeholders across the travel industry – public and private - need to agree on a common agenda that builds on the principles of neutrality and transparency, fair competition and respect for society around us. We remain firmly committed to working with our partners to achieve this.

8.1 An open and constructive dialogue with industry stakeholders

We aspire to having an open, honest and constructive dialogue with relevant stakeholders on key industry issues in travel and tourism, to find workable, sustainable solutions and industry standards that take into account the needs and requirements of all industry stakeholders.

Amadeus is often requested by both public and private sector stakeholders to advise on industry issues. In the tourism sector, we have reinforced our partnership with the United Nations World Tourism Organization (UNWTO) who promotes sustainable tourism at global level, with engagements in many different areas. In 2016 Amadeus agreed to be an Official Sponsor of *The 2017 International Year of Sustainable Tourism for Development*, which will help shed light on some of the key challenges our industry is faced with.

8.2 Advising policymakers worldwide

As a key industry player, Amadeus is frequently asked to participate in regulatory reviews or policy initiatives, especially those that relate to or are enabled by technology. The travel and tourism industry is complex, and we are therefore proud to be asked to contribute. We share our insights and balanced perspectives, always supported by evidence and fact-based analysis.

2016 saw many regulatory or policy initiatives to which Amadeus was requested to provide information, knowledge or advice in order to establish new legislation or improve existing legislation. The most prominent of these were in the European Union.

_ Amadeus contributed to the European Aviation Strategy review, invited by the European Commission, and assisted the European Parliament on its own-initiative report on the EU Aviation Strategy. Amadeus was pleased to see that the importance of transparency and neutrality of air travel information and the need to safeguard the key characteristics of the EU aviation markets are recognised by the Commission as well as the European Parliament.

_ Amadeus contributed to several EU initiatives related to the ambition of establishing a seamless multimodal transport system in Europe and the need to facilitate the end-to-end travel experience for passengers (booking, ticketing, payment and on-trip processes).

_ We provided inputs to the Consultation on Consumer Protection legislation, for example to ensure consistency across different policies and regulatory initiatives to safeguard the right to transparent and neutral travel information, and balance regulatory mandates with the market realities of the industry.

_ Consultation on environmental sustainability and social responsibility – in 2016 Amadeus contributed to the consultation on the improvement of the competitiveness of the EU aviation sector and the decarbonisation of travel.

_ Amadeus filed comments to the proposed US DOT (Department of Transportation) rulemakings on price transparency in the US.

Amadeus maintains a regular dialogue with the European Commission on aviation, rail, public transport and travel distribution. In 2016 Amadeus was especially active and supportive of new initiatives and discussions for a seamless multimodal transport system in Europe.

Amadeus is participating in Shift2Rail and IT2Rail, two important private-public industry initiatives sponsored by the European Commission. The Amadeus-led All Ways Travelling (AWT) consortium comprised BeNe Rail, IATA, Thales, Union des

Industries Ferroviaires Européennes (UNIFE) and Zeppelin University, was selected by the European Commission (Directorate-General for Mobility and Transport, DG MOVE) to develop and validate a proof-of-concept for a multimodal, pan-European passenger transport information and booking system, which was successfully delivered. Additionally, Amadeus participates in other relevant public and industry technology-related initiatives, and is now well positioned at the very forefront of the digital transport system in Europe.

8.3 Collaboration with industry trade associations globally

At industry level, Amadeus is also represented indirectly through our EU and US based travel technology trade associations, the European Technology and Travel Services Association (ETTSA), and the US Travel Technology Association (TravelTech), respectively, promoting transparency, fair competition and consumer choice in travel distribution and the value of indirect distribution.

Amadeus also has a long-standing partnership with the Pacific Asia Travel Association (PATA), promoting responsible development of travel and tourism to, from and within the Asia-Pacific region.

Amadeus works closely with the global travel agency community represented by the World Travel Agents Associations Alliance (WTAAA) and its key member organisations, primarily the European Travel Agents' and Tour Operators' Associations (ECTAA), and the American Society of Travel Agents (ASTA).

We also partner with travel agency associations at national level in the rest of the world. These organisations are important advocates for the travel industry as a whole, supporting transparency and neutrality, fair competition and the development of a sustainable travel and tourism sector.

During 2016 we have engaged with many associations representing and defending the interests of consumers and passengers, including, among others, the European Passengers' Federation (EPF), and the Bureau Européen des Unions de Consommateurs (BEUC), the voice of European consumers. Amadeus has been requested to share insights about the regulatory framework protecting consumers, how technology facilitates the passenger experience, and how Global Distribution Systems (GDSs) provide consumers with a unique, neutral transparent marketplace for travel.

8.4 Industry standards and rules that work for all

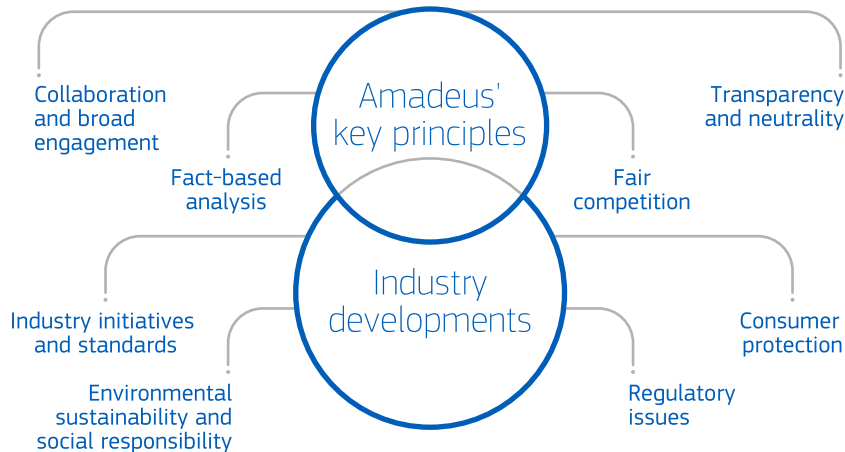
As a strategic partner of the International Air Transport Association (IATA) we engage actively in the development of new industry standards, to ensure that IATA standards actually improve the efficiency of the airline distribution value chain, and take into account the needs and requirements of all stakeholders in it.

Amadeus currently participates in almost 50 different working groups or processes with IATA.

Amadeus is a member of the Airline Distribution Stakeholder Forum (ADSF), an open forum comprised trade associations in airline distribution.

In 2016 Amadeus took the initiative to establish the Distribution Industry Standards Working Group (DISWG), initially among the members of ETTSA and TravelTech, to streamline and formalise a peer-to-peer relationship between the distribution industry initially with IATA, but later with others as may be required. The establishment of this working group improves the effectiveness of industry collaboration on standardisation processes by consolidating the views of the distribution industry's technical experts on how technical standards should be developed for optimal impact and adoption.

Our role in the travel industry



8.5 Raising Amadeus' profile in travel and tourism

Amadeus' collaborative approach provides industry stakeholders with an open invitation to work with Amadeus. Initiatives are ongoing in the areas of technology for travel and tourism, sustainability, social responsibility, economic diplomacy, innovation and entrepreneurship.

In terms of travel technology, Amadeus offers business intelligence solutions that allow tourist destinations to monitor, track and benchmark tourism traffic flows, as well as digital products for the marketing and promotion of destinations through offline and online channels. In terms of transport, Amadeus delivers technology solutions used by both public (airport, railways) and private (airlines, car rental companies, buses) transport service providers.

With our innovation capability as one of our key assets, we engage in a number of joint initiatives with public and trade industry stakeholders to open fruitful dialogue and identify areas of mutual cooperation. We actively participate in conferences and events to promote innovation and entrepreneurship, such as the T3 Business Forum in France (sponsored by Amadeus, Air France, Aéroports de Paris and Skyboard).

We collaborate with the French Tech Initiative to stimulate a start-up ecosystem (such as the OUI Innov event, aiming to establish synergetic relationships in the Franco-Spanish start-up landscape) as well as with SEGITTUR (the Spanish public entity that promotes innovation in tourism technology) to support and upskill travel entrepreneurs.

In South Africa, Amadeus is working closely with the Government of South Africa, both the Ministry of Tourism and the Department of Trade and Industry, and with industry stakeholders to improve the sustainability and the attractiveness of the South African travel and tourism industry. Particular focus in this is how to improve the skills and employability of young people, and how to integrate them effectively into the workforce of the industry.

Amadeus is a current member of the US Chamber of Commerce, the Spain-Turkey Chamber of Commerce and Industry, the Spanish Chambers of Commerce in both South Africa and Japan, the EU Chambers of Commerce in China, Taiwan and South Africa, and the Spanish Business Council in Dubai. We are also a member of the World Travel and Tourism Council (WTTC) and a member of the Global Travel and Tourism Partnership (GTTP).¹

¹ Amadeus' memberships in interest organisations or trade associations does not constitute support for policy positions or initiatives these may take.

8.6 Partnering with global industry organisations

Amadeus collaboration with United Nations agencies towards making the travel and tourism industry more sustainable and socially responsible



Innovative technology

United Nations World Tourism Organization (UNWTO)

- _ Sponsored UNWTO Ulysses Awards for Excellence and Innovation in Tourism.

United Nations Children's Fund (UNICEF)

- _ Click for Change™ and the Amadeus Donation Engine facilitates micro donations for UNICEF in partnership with the travel industry.

International Civil Aviation Organization (ICAO)

- _ Amadeus renewed and expanded the agreement with ICAO in order to ensure neutral, standardised emission calculators, whereby Amadeus uses the ICAO carbon calculator to display CO₂ emissions per passenger in Amadeus platforms.



Ethics and social responsibility

United Nations World Tourism Organization (UNWTO)

- _ Developed joint pilot project in Kenya to contribute to inclusive local economic growth through entrepreneurship and employment in travel and tourism.
- _ Explored concept of accessible travel and the potential opportunities in developing accessible travel solutions that enable travellers with disabilities to access a complete travel experience.
- _ Participated in the 2016 World Tourism Day organised around the theme of universal accessibility to tourism.
- _ Provided input for the Global Code of Ethics for Tourism review by UNWTO.



Education

United Nations World Tourism Organization (UNWTO)

- _ Joined initiative by UNWTO to foster talent development in the tourism sector through the provision of internships.



Environmental sustainability

United Nations World Tourism Organization (UNWTO)

- _ Provided expert support to UNWTO in the definition of standards to measure and report sustainability.
- _ Participated at COP22 and presented the Amadeus white paper *Carbon Reporting in Travel and Tourism*.

International Civil Aviation Organization (ICAO)

- _ Our agreement with ICAO has encouraged the development of local initiatives to foster the offsetting of travel-related emissions.

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8.7 Participation in industry initiatives and events

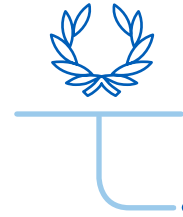
Amadeus actively participates in relevant public and private industry initiatives in order to:

- _ Raise Amadeus' profile as a leading innovative technology partner for the travel and tourism industry
- _ Increase the company's visibility and build relationships with government and industry representatives
- _ Position the company as a reliable adviser to public stakeholders
- _ Learn and exchange views on key trends affecting travel and tourism
- _ Stimulate an open debate around key industry issues

Examples of such initiatives that took place in 2016 are as follows:




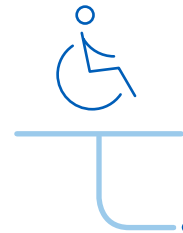
On the left, Luis Maroto, Amadeus' President & CEO, at the event organized by El Confidencial *Nuevos escenarios de inversión en Iberoamérica*.




Working together for sustainable tourism at the United Nations Climate Change Conference

The International Symposium on Sustainable Tourism held within the framework of the 22nd United Nations Conference of the Parties (COP22) was an impressive demonstration of how the fight against global warming has the power to summon a diverse group of international institutions. UNWTO and the United Nations Environment Programme (UNEP) organised a discussion panel on the topics researched by the study co-authored by Amadeus and Griffith University in Australia, *Proving the Case: Carbon Reporting in Travel and Tourism*.

During the Symposium, various speakers talked about this white paper as an example of how corporations can engage in multidisciplinary approaches to address climate change. Furthermore, the partnership with Griffith University was held up as an example of leadership in the industry. This helped to confirm Amadeus' position as a sustainability leader, complementing its sustainability credentials.  ¹



Raising awareness about the value of universal accessibility to tourism

The theme of the 2016 World Tourism Day was 'Tourism for All: Promoting Universal Accessibility'. As a leading global provider of technology solutions for the travel industry, Amadeus has a major role to play in helping this industry develop accessible travel solutions that enable travellers with disabilities and seniors to access a complete travel experience.  ²

 ¹ See 'Environmental sustainability', p. 100.

 ² See 'Social commitment', p. 114.



Supporting innovation and the Franco-Spanish start-up ecosystem

At OUI Innov, an event promoting innovation and visionary entrepreneurship, Amadeus presented the challenge of how to deploy multimodal smart travel solutions in Europe, and, together with a team composed of key travel players, to identify opportunities in this developing business segment. The presentation of Amadeus initiatives to develop door-to-door multimodal travel services helped to position Amadeus as a key reference in innovation in the travel sector.



Supporting small and medium-sized enterprises (SMEs) in tourism

Having signed up to the EU's Tourism for Growth and Jobs Manifesto, Amadeus is now a key ally in the European Parliament's strategy to facilitate entrepreneurship, SME growth and data-driven innovation. By participating in the Parliament's SME Working Group and SME Europe,² Amadeus has supported the nurturing of a European start-up ecosystem through public-private partnerships, skills transfers and an improved access to capital.




Amadeus – a qualified adviser to the European Commission and European Parliament in defining the European Union's aviation strategy

Amadeus participated in consultations and workshops organised by the European Commission, followed by an initiative report by the European Parliament, in order to articulate a European Aviation Strategy. Our input was included in an initial report and focused on two areas: the importance of guaranteeing transparency and neutrality in air distribution, and the need to concentrate EU funding support in projects that facilitate the deployment of a multimodal smart transport system.

² Small and Medium Entrepreneurs of Europe. Strategy working group of European People's Party that develops policies to support the growth and competitiveness of SMEs.



Supporting youth employment through travel and tourism

Capacity building and skills transfer have been key tools used to promote youth inclusion and local economic growth, and to improve the chances of young people finding employment in the travel sector. In collaboration with UNWTO, Amadeus has launched a pilot project in Kenya  to facilitate the access of women and youth from underserved communities to entrepreneurship and employment opportunities within this sector. Moreover, as founder and Board member of the Global Travel & Tourism Partnership (GTTP), we continue to support its global programme in order to inspire and enable young people to build careers in travel and tourism.



Amadeus sharing its views and stimulating the debate between public and private transport stakeholders at the European Commission's 2016 Trans-European Transport Network (TEN-T) Days on the seamless transports system.



Supporting the UNWTO dialogue on how to improve sustainability of tourism at Conference in Petra, Jordan, with the presence of HRH Princess Dana Firas.



Supporting innovation in the travel and tourism eco-system by sponsoring the Innovation category in the Tourism for Tomorrow Awards at the 2016 WTTC Summit in Dallas, Texas.



Amadeus' role in the travel industry

 See 'Social commitment', p. 114.