



Annex 2
GRI Content
Index

A circular graphic with a blue outline and a grey inner ring. The text "Annex 2" is at the top, "GRI Content" is in the middle, and "Index" is at the bottom, all in a blue sans-serif font.

Annex 2

GRI Content Index

G4-EC1 – Distributed Economic Value*

(figures in € million)

	2016
Operating costs	1,482
Employee wages and benefits	1,280
Payments to providers of capital**	403
Payments to governments	301
Distributed Economic Value	3,465

* As defined by the Global Reporting Initiative (G4-EC1 indicator).

**All financial payments made to providers of the organisation's capital (interests and dividends paid).

Tables related to environmental sustainability¹

G4-EN1 - Paper consumption

	2012	2013	2014	2015	2016
Paper consumption (kg)	64,819	63,815	54,447	56,704	44,951
Number of employees	8,130	9,296	9,604	10,192	10,465
Paper consumption per employee (A4 sheets per working day)	7.25	6.24	5.15	5.06	3.90

G4-EN3 - Fossil fuels

	2012	2013	2014	2015	2016
Natural gas (GJ)	22,287	25,743	22,513	15,166	22,106
Natural gas trend	11.66%	15.51%	-12.55%	-32.63%	45.76%
Diesel oil (GJ)	1,239	1,716	2,578	2,704	4,438
Diesel oil trend	-28.92%	38.50%	50.23%	4.89%	64.13%

G4-EN8 - Water consumption

	2012	2013	2014	2015	2016
Water consumption (m ³)	191,799	189,987	205,506	272,288	250,233

G4-EN23 - Waste

	2012	2013	2014	2015	2016
Total estimated waste (kg)	177,357	235,821	306,369	320,476	235,970

¹ Scope: Top 11 Amadeus sites worldwide by number of employees. Amadeus Bangalore site included since 2013 as the 11th site.

G4-EN3, G4-EN5 - Electricity consumption

	2012	2013	2014	2015	2016
Electricity consumption top 11 Amadeus sites* (GJ)	105,086	121,235	116,033	134,594	129,596
Number of employees*	8,130	9,296	9,604	10,192	10,465
Electricity consumption per employee* (GJ)	12.9	13.0	12.1	13.2	12.4
Electricity consumption Amadeus data centre (GJ)**	140,113	141,825	161,351	173,899	193,041
Number of transactions processed at the data centre (millions)	1,091	1,174	1,288	1,386	1,510
Energy required per one million transactions (GJ)**	128.4	120.8	125.3	125.5	127.8
Total electricity consumption top 11 sites and data centre (GJ)	245,199	263,060	277,384	308,493	322,637

* Does not include Amadeus Data Centre.

** Data for 2014 was updated as compared to the 2015 report due to a more accurate figure obtained from electricity provider.

G4-EN15, G4-EN16, G4-EN17 - CO₂ emissions and fossil fuels*

	2012	2013	2014	2015	2016
Scope 1. Direct emissions (fossil fuels)	1,263	1,471	1,408	983	1,467
Scope 2. Indirect emissions from purchased electricity	26,568	28,844	30,821	33,188	35,389
Scope 3. Indirect emissions from other sources**	5,393	7,052	8,503	8,872	7,944
Natural gas (m ³)	583,221	670,173	586,083	394,822	575,488
Diesel oil (L)	32,087	44,454	66,771	70,043	114,949

* All figures in t of CO₂ unless otherwise indicated. Does not include the offset of CO₂ emissions: 2,364 t in 2015 and 5,050 t in 2016.

** Includes emissions from air travel (top 7 sites) and paper use (top 11 sites).

G4-EN3 - Electricity generation. Energy content per type of fuel used (GJ)

	Coal	Fuel oil	Natural gas	Biomass	Waste	Other*	Total
Top 11 Amadeus sites	70,142	2,976	25,943	5,176	5,176	84,429	193,840
Data Centre	276,167	4,827	49,796	36,973	11,518	69,766	449,048

* Other: Nuclear, hydropower, geothermal, photovoltaic, solar thermal, wind power and tidal power.

Tables related to human resources information

G4-HR2 - Code of Professional Behaviour Training (now CEBC)

	Online	Face to Face	Total
Number of employee trained in 2016	1,215	805	2,020
Percentage of employees trained in 2016	8%	5%	13%
Number of employee training hours in 2016	1,848	24	1,872

G4-S04 - Anti-fraud policy training*

	2016
Top management trained	11
Total number of top management	386
% of top management trained	3%

* Breakdown by region is as follows: 5 employees in Western Europe, 1 employee in Asia, 2 employees in Latam and 3 employees in Noram.
 Top management is not trained on yearly basis. Nevertheless the total amount of top management trained in the last three years represents almost the 100% of top management.

G4-LA12 - Number of employees by age range

	Number of employees	Rate
< 30	2,642	18.79%
Between 30 and 50 years old	9,114	64.82%
>50	2,304	16.39%
Total	14,060	

G4-11 - Percentage of employees covered by collective bargaining agreements*

	2014	2015**	2016
Total	52%	53%	52%

* Scope: 2014 and 2015 figures do not include acquisitions.

** Scope: permanent heads in all Amadeus Group companies, excluding 2014 and 2015 acquisitions, CESE and SSA and 61 employees with no gender declared.

G4-10 - G4-LA12 - Number of employees by professional category and gender*

	2014	2015**	2016	2016 (%)
VPs and directors	148	177	193	1.4%
Men	128	148	164	1.9%
Women	20	29	29	0.5%
Senior managers and managers	2,565	2,298	3,421	24.3%
Men	1,799	1,620	2,336	26.8%
Women	766	678	1,085	20.3%
Staff	8,532	8,651	10,446	74.3%
Men	5,143	5,267	6,216	71.3%
Women	3,389	3,384	4,230	79.2%
Total	11,245	11,126	14,060	

* Scope: 2014 and 2015 figures do not include acquisitions. All figures based in total headcount, unless otherwise indicated.

** Scope: permanent heads in all Amadeus Group companies, excluding 2014 and 2015 acquisitions, CESE and SSA and 61 employees with no gender declared.

G4-LA1-A - Employee hires by region*

	2015	2016
Europe	865	764
Asia	578	681
North America	155	288
South America	63	72
Middle East and Africa	38	49
Total	1,699	1,854

* Scope: 2015 figures do not include acquisitions.

G4-LA1-A - Employee hires by gender (2016)

	Employee hires	Rate
Male	1,148	62%
Female	706	38%
Total	1,854	

G4-LA1-A - Employee hires by age range (2016)

	Employee hires	Rate
< 30	871	47%
Between 30 and 50 years old	892	48%
>50	91	5%
Total	1,854	

G4-LA1-B - Employee turnover*

	2014	2015	2016
Employee turnover rate	7%	9%	9,51%
Employee turnover by gender			
Number of men who left Amadeus	484	665	792
Number of women who left Amadeus	264	378	523
Male rate	7%	9%	9%
Female rate	6%	9%	10%

* Scope: 2014 and 2015 figures do not include acquisitions.

G4-LA1-B - Turnover by region*

	2015	2016	Leavers (in 2016)
Europe**	7.03%	6.94%	569
Asia	13.10%	14.02%	410
North America	13.98%	12.56%	227
South America	16.15%	13.92%	70
Middle East and Africa	7.73%	9.65%	39

* Scope: 2014 and 2015 figures do not include acquisitions.

** Europe 2015 does not include Central & Southern Europe region because of lack of comparable data with the rest of the countries included

G4-LA1-B - Turnover by age range

	Employee turnover	Rate
< 30	421	17.15%
Between 30 and 50 years old	723	8.00%
>50	171	7.32%

G4-LA6* - Health and safety - 2016 rates by region

	APAC		EMEA		LATAM		NORAM	
	Male	Female	Male	Female	Male	Female	Male	Female
Total Injuries	4	0	47	37	1	3	9	5
Injury Rate	1.02	0.00	4.75	7.03	1.93	6.48	3.96	3.08
Occupational Diseases Rate	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Absentee Rate	1.85	7.14	1.42	2.76	0.39	0.24	0.28	0.29
Lost Day Rate	0.01	0.00	0.04	0.02	0.50	0.30	0.00	0.00

* In 2016, there were no fatal accidents registered.

G4-LA9 - Hours of training by employee category

Employee Category	Average hours of training	
	Male	Female
SVP / EVP / VP	4.06	0.00
Director	4.67	10.96
Associate Director	10.99	7.99
Senior Manager	19.33	20.36
Manager	18.53	16.99
Unit Manager	20.54	20.04
Staff	20.68	20.23

G4-LA12 - Number of employees with disabilities*

	2014	2015	2016
Total	79	129	147

* Scope: 2014 and 2015 figures do not include acquisitions

G4-LA6 - Health and safety rates*

	2014	2015	2016
Injury rate	2.14	1.01	4.14
Lost day rate	0.02	0.04	0.04
Absentee rate %	1.79	2.81	1.94
Occupational disease rate %	Not reported	Not reported	0.00

* Scope: 2014 and 2015 figures do not include acquisitions.

G4-LA12 - Board Composition

	2014	2015	2016
Women	10%	10%	10%
Other than Spanish	70%	70%	70%
<30 years old	0%	0%	0%
Between 30 and 50 years old	30%	20%	0%
>50 years old	70%	80%	100%

GRI Content Index



General standard disclosures

General Standard Disclosures	Page number (or link) (or direct answer)	Omission(s)
Strategy and analysis		
G4-1	2, 3	
G4-2	36, 42, 112-113, 127-128	
Organisational profile		
G4-3	Cover	
G4-4	30-32, 35, 40-41	
G4-5	9	
G4-6	8-9	
G4-7	7	
G4-8	30-32, 35, 40-41	
G4-9	6	
G4-10	79, 147	
G4-11	147	
G4-12	140	
G4-13	65, 80	
G4-14	128	
G4-15	86-87, 110-111, 120-125	
G4-16	94-96	

Identified material aspects and boundaries	
G4-17	Amadeus Consolidated Annual Accounts 2016 - pages 95-103
G4-18	138
G4-19	139-140
G4-20	The scope of the reporting for each material aspect includes the entire Amadeus Group unless otherwise indicated below graphs and tables.
G4-21	The scope of the reporting for each material aspect includes the entire Amadeus Group unless otherwise indicated below graphs and tables.
G4-22	There have not been any re-statements of information provided in earlier reports.
G4-23	There have not been any significant changes from previous reporting periods in the Scope and Aspect Boundaries.
Stakeholder engagement	
G4-24	142
G4-25	139-140, 142
G4-26	<p>Amadeus works with key stakeholders regularly (P. 142). The frequency of engagement varies, but for all cases it happens at least once a year, and the specific frequency depends on the nature and need of engagement in each instance. We include below a list of principal stakeholders and the way in which we normally engage with them:</p> <ul style="list-style-type: none"> - Employees: P. 90. - Shareholders: P. 130. - Customers: P. 70-77. - Suppliers: P. 140, 142. - Industry partners: P. 94-99. - Governments, authorities and regulatory bodies: P. 95. - Society and environment: direct engagement through our industry affairs team and various multistakeholder panels (P. 97).
G4-27	139-140, 142

Report profile	
G4-28	Cover
G4-29	Amadeus previous report was published in 2016.
G4-30	Annual
G4-31	Back cover
G4-32	138, 143
G4-33	138, 143
Governance	
G4-34	P. 14, 22-23/ The person with the highest level of responsibility over environmental and social impacts within Amadeus is Mr Tomas López Fernebrand, SVP Corporate Secretary and General Counsel and member of the Amadeus Executive Committee
G4-38	P. 15-22 / 2016 Corporate Governance Annual Report - C.1.12, page 19.
G4-39	The Chair of the Board of Directors is not an executive director.
G4-40	22
G4-42	14-15, 23
G4-46	15, 23, 127-129
G4-47	Amadeus reviews its sustainability performance once a year.
G4-48	141
G4-51	20
Ethics and integrity	
G4-56	10
G4-57	127, 142
G4-58	127, 142

DMA and Indicators

DMA and Indicators	Page number (or link) (or direct answer)	Omission(s)
Category: economic		
- Material aspect: economic performance -		
G4-DMA	6-7, 112-113	
G4-EC1	144	
G4-EC2	P. 112-113 / Amadeus estimates that the effort required to adapt and comply with current and future environmental legislation related particularly to emissions reporting globally and energy audits in the European Union will be in the range of 100,000 to 300,000 EUR within the next three years.	
- Material aspect: indirect economic impacts -		
G4-DMA	116-117	
G4-EC8	117	
Category: environmental		
- Material aspect: materials -		
G4-DMA	100-104, 106-108	
G4-EN1	106, 145	
- Material aspect: energy -		
G4-DMA	100-108	
G4-EN3	145-146	
G4-EN4	Energy consumption outside of the organisation is 107.10 GJ.	
G4-EN5	146	
G4-EN6	105	
G4-EN7	109	

- Material aspect: water -		
G4-DMA	100-104, 107	
G4-EN8	145	
- Material aspect: emissions -		
G4-DMA	100-107	
G4-EN15	146	
G4-EN16	146	
G4-EN17	106, 146	
G4-EN18	106	
G4-EN19	105	
- Material aspect: effluent and waste -		
G4-DMA	100-104, 107	
G4-EN23	145	Omission: Disposal method used to manage the waste. Explanation: Currently unavailable. This data is not available at the date of preparing this report due to the absence of a formal procedure for reporting the required information. Amadeus is analysing the availability of related data in the relevant locations and exploring different options for reporting this data in a homogeneous manner. Amadeus aims to report this data in 2018.
- Material aspect: compliance -		
G4-DMA	112	
G4-EN29*	Amadeus has not received any significant fines or sanctions for non-compliance with environmental laws and regulations.	
Category: social		
Sub-category: labour practices and decent work		
- Material aspect: employment -		
G4-DMA	78, 82	
G4-LA1	148	

* For clarification purposes, we are referring to incidents, breaches or a significant fine which have an impact higher than 50,000 euros, with a firm basis on which there is no possibility of appeal, and which was imposed directly due to behavior or acts of a significant nature performed by companies or employees of the Amadeus Group.

- Material aspect: occupational health and safety -		
G4-DMA	81	
G4-LA6	149	Omission: Information regarding independent contractors. Explanation: Currently unavailable. This data is not available at the date of preparing this report due to the absence of a formal procedure for reporting the required information. Amadeus is analysing the availability of related data in the relevant locations and exploring different options for reporting this data in a homogeneous manner. Amadeus aims to report this data in 2018.
- Material aspect: training and education -		
G4-DMA	89	
G4-LA9	149	
G4-LA10		P. 89, 120. / In addition to the Amadeus Leadership Program, we also provide different local development training such as the Junior Professional Program.
- Material aspect: diversity and equal opportunity -		
G4-DMA	82-83, 86	
G4-LA12	147, 149	Omission: In relation to minority groups, also breakdown by gender and percentage of minority group membership of the governance bodies. Explanation: Currently unavailable. This data is not available at the date of preparing this report due to the absence of a formal procedure for reporting the required information. Amadeus is analysing the availability of related data in the relevant locations and exploring different options for reporting this data in a homogeneous manner. Amadeus aims to report this data in 2018.
Sub-category: human rights		
- Material aspect: investment -		
G4-DMA	83, 127	
G4-HR2	147	
- Material aspect: child labour -		
G4-DMA	127	
G4-HR5		Amadeus is a leading provider of advanced technology solutions for the global travel industry, and thus has not identified any operations as having significant risk for incidents of child labor.
- Material aspect: forced or compulsory labour -		
G4-DMA	127	
G4-HR6		Amadeus is a leading provider of advanced technology solutions for the global travel industry, and thus has not identified any operations as having significant risk for incidents of forced or compulsory labor.
- Material aspect: supplier human rights assesment -		
G4-DMA	127	

G4-HR10

Omission: Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken. Explanation: Currently unavailable. During 2012 and 2013 Corporate Purchasing carried out a Social Responsibility and Environmental Questionnaire to its key providers. No major risks when it comes to human rights were identified at that time and, as no key providers have been changed since then, no additional questionnaires have been submitted. Just the regular communication has been taking place with them in order to ensure they keep Amadeus standards in all social and environmental matters. Additional questionnaires will be submitted, and information will therefore be available in future, when significant changes take place in our supply chain.

Sub-category: society

- Material aspect: local communities -

G4-DMA 116-117

G4-S01 117

- Material aspect: anti-corruption -

G4-DMA 127

G4-S03

P. 129./During 2016, Group Internal Audit completed 12 Internal Audit engagements (focusing on 6 Commercial Organisations, 1 Region and 6 transversal processes), and also tested the effectiveness of the Internal Controls over Financial Reporting 2016 at 4 main sites. The activities assessed represent about 80% of Amadeus' revenues, 93% of the total profit, and 68% of the total assets (including Amadeus Capital Markets, SA and Amadeus Finance BV). No significant risks of corruption were identified from the assessments performed in 2016 by Group Internal Audit. In 2016, Legal sent a self-assessment form (Amadeus Group Company Questionnaire) to all Amadeus Commercial Organisations and group companies worldwide to assist in assessing compliance of each company with core group policies and procedures. Each General Manager signs this form that to the best of his or her knowledge, the ACO/company's business is in compliance with the Amadeus' core group policies. Once Legal has compiled all the answers from the Amadeus Group Company Questionnaire, we identify potential red flags, share the results, and send a report to the regional VPs of and the different departments involved in the process.

G4-S04	147	Omission: Business partners and governance body members that the organization's anti-corruption policies and procedures have been communicated to. Explanation: Currently unavailable. Amadeus is in the process of defining a communication and awareness campaign on anti-corruption policies and procedures to governance body members and another communication and awareness campaign for business partners. Amadeus aims to report this information in 2018.
G4-S05	In 2016 Amadeus did not identify any incidents of corruption.	
- Material aspect: anti-competitive behaviour -		
G4-DMA	94, 96, 127	
G4-S07	In 2016, there were no legal actions for anticompetitive behavior, anti-trust and monopoly practices.	
- Material aspect: compliance -		
G4-DMA	127-129, 21-22	
G4-S08*	In 2016, Amadeus did not receive any significant fines or sanctions for noncompliance with laws and regulations.	
Sub-category: product responsibility		
- Material aspect: customer health and safety -		
G4-DMA	81	
G4-PR2	We are not aware of any incident of non-compliance with regulations and voluntary codes concerning the health and safety impacts of our services.	
- Material aspect: product and service labelling -		
G4-DMA	76	
G4-PR5	77	
- Material aspect: customer privacy -		
G4-DMA	127	
G4-PR8	In 2016 there were no complaints regarding breaches of customer privacy and losses of customer data.	
- Material aspect: compliance -		
G4-DMA	127-129, 21-22	
G4-PR9*	Amadeus did not receive any fines related to non compliance with laws and regulations concerning the provision and use of products and services.	

* For clarification purposes, we are referring to incidents, breaches or a significant fine which have an impact higher than 50,000 euros, with a firm basis on which there is no possibility of appeal, and which was imposed directly due to behavior or acts of a significant nature performed by companies or employees of the Amadeus Group.