14 Social responsibility
Our strategy in social responsibility is to use our core strengths – our people, technology and global travel expertise – in programs and partnerships that can make a real difference. Our objective is to contribute to inclusive development of communities in the countries where we operate, improving how travel and tourism can make a positive impact.

Amadeus Social Responsibility is the global program through which we deliver this positive change, supporting economic development, education, entrepreneurship and employment in communities in 64 countries.

In 2017, the International Year of Sustainable Tourism for Development (IY 2017), we took special pride in supporting and driving many initiatives to shape an inclusive and sustainable future. We demonstrated in practical ways that by combining our skills and technology with the reach of global travel, we can help bring about real, positive change.

In 2017 we made good progress in the three pillars of our global Social Responsibility program:

**Technology for Good**
In partnership with our customers and global NGOs, we provide technology and data solutions that respond effectively to their commitments toward inclusive social development.

**Knowledge and Skills Transfer**
In collaboration with local governments, our customers and development organizations, we equip young people with skills that the digitalized travel and tourism industry requires.

**Community Support**
We engage in a wide array of community support programs around the world, supporting projects to reduce poverty and inequality.

Amadeus has 248 partnerships with intergovernmental and non-profit organizations, educational institutions and public and private sector leaders in the travel industry.
14. Social responsibility

14.2 Our achievements in 2017

Our ambition for 2017 was to improve on our 2016 level of social responsibility engagement and the impact and reach of our strategic projects, while more systematically leveraging our core strengths.

During the year we also focused on aligning our programs and activities with the United Nations Sustainable Development Goals (SDGs), and we achieved encouraging outcomes in all these cases. The number of Amadeus employees dedicating their time, talents and enthusiasm rose to 3,188.

Grow strategic impact

By connecting players, Amadeus occupies a unique position in the travel industry.

Commitment to society

Leveraging our strengths, we forge meaningful partnerships that drive social development.

Travel sellers

Travel providers

Customers

Our strengths
Expertise in the global travel industry
Technical capabilities
People and talent

Knowledge & Skills Transfer

Technology for Good

Community Support

Amadeus

Global advocacy for travel and tourism

Inclusive development in emerging and younger economies

Private and public sector partnership

Amadeus technology solutions

Social responsibility projects

Economic inclusion through travel and tourism

Drive social inclusion and development

Expertise and business resources

Amadeus people

Customers and non-profit partners

### Some highlights

<table>
<thead>
<tr>
<th>Issues addressed</th>
<th>Actions</th>
<th>Impact</th>
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<tbody>
<tr>
<td>Improving understanding and implications of accessibility in travel.</td>
<td>Amadeus released key findings and recommendations from its global research on accessibility in travel.</td>
<td>The research findings are opening dialog at international forums, e.g. the South Summit in Madrid and the European Day of Persons with Disabilities conference in Brussels (European Commission).</td>
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<td>Solutions to delivering an inclusive experience in travel reservations.</td>
<td>Amadeus continued to deliver innovative technology solutions, on demand, for its customers to serve travelers and travel professionals with accessibility needs.</td>
<td>More travelers with accessibility needs are now able to self-book online, on the ca. 100 airlines whose websites are powered by Amadeus e-Retail, our online booking engine whose user interface has been made accessible.</td>
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<td>Innovative travel tech solutions to improve efficiency and impact of social development projects of our customers and non-profit partners.</td>
<td>Social innovation pilot with UNICEF using travel data analysis to help manage spread of epidemics.</td>
<td>Developed and successfully tested a prototype for real-time predictive analytics, to improve responses in humanitarian crises.</td>
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<td></td>
<td>Expanding the reach of Click for Change, an online donation solution and campaign to source reliable funding for multi-market social development projects.</td>
<td>Avianca Holdings, a leading Latin America airline group, committed to joining Click for Change to fund education projects in Latin America.</td>
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<td></td>
<td>Media solutions: extending the reach of UNICEF’s global campaigns for children using global travel reservation communication channels.</td>
<td>3 pilot campaigns attracted significant attention from travelers.</td>
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<tr>
<td>Digital literacy: extending the benefits of affordable computer technology.</td>
<td>Phase 2 of global partnership with Computer Aid International to tackle the digital divide in Sierra Leone.</td>
<td>Project lead, Njala University, became the first accredited International Computer Driving License center in Sierra Leone able to provide a legacy of internationally certified teacher training for years to come.</td>
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<td></td>
<td>New partnership with Close the Gap to enhance our existing PC donations program with reach and efficiency and, separately, build a pilot innovation challenge in Ghana to deliver digital solutions to social problems.</td>
<td></td>
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<tr>
<td>Issues addressed</td>
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<tr>
<td>The skills gap in a fast-growing global travel and tourism industry.</td>
<td>3,245 young people trained in global reservations skills through our long-standing commitment to travel education.</td>
<td>18 out of 20 beneficiaries completed the foundation training successfully. Learnings from this pilot will be applied to future training phases.</td>
</tr>
<tr>
<td>Unemployment among youth who, though educated, lack specific skills that businesses need.</td>
<td>A pilot program to train and give work experience to young people, to enable them to earn a living through travel and tourism in their countries: Amadeus, the United Nations World Tourism Organization (UNWTO), the Ministry of Tourism in Kenya, a tourism training college, hotels and travel agencies in the country collaborated in the pilot.</td>
<td></td>
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<tr>
<td>Economic inclusion of people living with disabilities.</td>
<td>A second pilot program, to train young people with disabilities to work in travel reservations. Amadeus, the Argentinian travel agency association FAEVYT and Incluyeme, a non-profit focusing on people with disabilities, collaborated in the pilot.</td>
<td>9 people with disabilities completed the training successfully, to ease their inclusion in the workforce.</td>
</tr>
</tbody>
</table>
| Advocacy for travel and tourism’s potential to contribute to inclusive and sustainable economic progress. | Speaking at global forums, e.g.:  
- UNWTO-EU International Congress on Ethics & Tourism (Poland).  
- Toward an inclusive and innovative economy, balancing economic progress with social needs (Spain).  
- Indaba Ministerial Discussion: The Role of Technology in the Changing Face of Travel in Africa (South Africa).  
- AmCham Shanghai CSR and Sustainability Forum, CSR in the Digital Age.  
- Launch of pilot with UN Online Volunteering Service to bring pro bono skills from Amadeus professionals to development projects worldwide. |                                                                                                                                                                                                             |
| Alleviating effects of poverty among people in vulnerable situations in our local communities. | Amadeus offices participated in charitable projects in 42 countries, in partnership with 129 non-profit organizations.  
- The largest single initiative was the seventh edition of the Latin America Volunteer Day: over 300 staff members from 13 country offices and their customers went out to help people at risk of social exclusion in the local communities. | Support for people in need in our local communities.                                                                                                                                                                |
Amadeus’ social commitment in 2017: contributing to local development through technology, people and global travel

- **Technology for Good**
  - 4 projects

- **Knowledge & Skills Transfer**
  - 69 projects

- **Community Support**
  - 138 projects

**Total value of community investment**: €4.04m

- **Staff involved in projects**: 3,188
- **Partnerships with 129 non-profits, 81 education institutions and 38 industry stakeholders in 64 countries**: 248
- **Young people trained and mentored in travel reservation skills and basic IT use**: 3,245
- **Computers donated to support digital literacy in 13 countries**: 518
- **€770k raised through Click for Change Funds dedicated to UNICEF’s immunization programs, Schools for Asia program and Regular Resources**: €770k

**Regional Distribution**

- **Western Europe**: 54 projects
- **Rest of Europe**: 64 projects
- **Middle East**: 7 projects
- **Asia-Pacific**: 33 projects
- **Latin America**: 21 projects
- **North America**: 24 projects
- **Africa**: 8 projects

**By Region**

- **Western Europe**
  - 4 projects
  - 6 projects
  - 44 projects

- **Rest of Europe**
  - 3 projects
  - 23 projects

- **Latin America**
  - 3 projects
  - 8 projects
  - 16 projects

- **North America**
  - 5 projects
  - 16 projects
  - 21 projects

- **Africa**
  - 5 projects
  - 3 projects
  - 8 projects

- **Asia-Pacific**
  - 6 projects
  - 21 projects
14.3 Technology for Good

Sample of a risk map developed to predict spread of zika

<table>
<thead>
<tr>
<th>Predictions</th>
<th>Actual cases</th>
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<tbody>
<tr>
<td>And six months earlier</td>
<td></td>
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</table>

For us the Magic Box is a way to bring together partners like Amadeus and others who want to use their data as a global public good and to collaborate with them to build a product that allows us to have real-time insights and use that information for action."

Chris Fabian
UNICEF

During 2018, we plan to validate these risk maps in a range of UNICEF country office applications, and to further develop the models with the help of academic and private sector partners."

Clara Palau
UNICEF's Program Lead

Real-time predictive analytics to improve response to global emergencies

In collaboration with Amadeus, UNICEF’s innovation team developed a prototype for real-time predictive analytics to improve responses in humanitarian crises. This pioneering initiative, called “Magic Box,” aims to better understand the impact of serious emergencies at the time they happen. It provides a technology platform that can rapidly analyze many complex data sources to predict for example the spread of epidemics.

The prototype was tested successfully and its value was proven in the Zika epidemic. By the end of 2018, UNICEF aims to have in place an automated platform for real-time risk-predictive analytics at a global level.

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UNICEF Data Science Prediction. August, 2016
From: DirectRelief. Source: CDC. As of February, 2017

See video: Amadeus’ big data to support UNICEF’s new platform
Tapping into the global travel market for sustained funding for projects to empower young people

In 2017 Avianca Holdings, a leading group of nine airlines in Latin America, signed up to Click for Change, the global online donations campaign led by Amadeus and UNICEF. Starting in 2018, travelers making bookings on the group’s website avianca.com will be able to donate to support quality education and universal learning spaces for underprivileged children and adolescents in the region. The UNICEF Regional Education program for Latin America will receive the funds and manage the programs reaching beneficiaries.

Click for Change is powered by the Amadeus Donation Engine, which gathers donations from people buying travel online. Since 2013 almost USD 3 million has been donated by travelers on the websites of Iberia, Finnair and Norwegian. UNICEF channels these funds into multi-country programs that give thousands of children a fair start in life through education, health care and emergency response programs. In 2017 Amadeus’ contribution supported UNICEF’s Schools for Asia and Africa programs and financed the vaccination of 70,000 children against measles, mumps and rubella. The Click for Change funding improves UNICEF’s ability to deliver results for every child, especially those at greatest risk and in greatest need.

Our promise goes beyond providing exceptional service to travelers. Our corporate citizenship strategy, ‘Avianca Citizen,’ seeks to be an agent of transformation for the people and communities which we serve, with special focus on health and education programs for children and teenagers. Click for Change will help Avianca do this and so much more.”

John Karakatsianis
Corporate Citizenship Director, Avianca Holdings

Increasing the reach of humanitarian campaigns through global travel communication channels

Using Amadeus’ corporate and customer communication platforms we piloted three UNICEF global campaigns: #KIDSTAKEOVERBUSINESS, giving children a voice on World Children’s Day; UNICEF humanitarian response in Mexico and the Caribbean, to help children and families affected by the earthquakes; and “A Child is a Child”, a campaign aimed at protecting the rights of millions of refugee and migrant children uprooted from their homes by war, conflict and poverty.

In each case travelers responded, driving significant traffic to the UNICEF campaign pages.
Accessible travel and inclusion of people with disabilities

According to the World Health Organization, 15% of the world’s population lives with some form of disability. In some markets, as many as one in six airline passengers have some sort of accessibility need. This reality, together with increasing focus on the implementation of universal accessibility standards, led Amadeus to study in depth the issue of accessibility in travel.

During the year, Amadeus also delivered innovative solutions on request from our airline customers, both to ease work for their employees with disabilities and to better serve their customers with disabilities.

Voyage of Discovery
Working towards inclusive and accessible travel for all

Building on our success in making the user interface of Amadeus e-Retail airline internet booking engine accessible to the standards of the Web Content Accessibility Guidelines, we commissioned research on accessible travel and the potential business opportunity that this represents for the global travel industry. More than 800 travelers with accessibility needs were interviewed, along with industry experts from different transport modes and sectors.

In 2017 we published the findings of this global research to initiate an industry-wide dialog on the opportunities and implications of delivering an accessible experience in travel.

These were some of the key findings:

- Travelers with accessibility needs rate their overall travel experience 6.2 out of 10.
- 86% of travelers with accessibility needs would travel more if barriers to travel were removed.
- These travelers would increase their travel budget by 34% if the travel experience were more accessible.
- Mobile technology identified as a key enabler or reducing barriers, especially to neutral and transparent travel information and on accessible travel options.
- Universal accessibility standards are not sufficiently developed or implemented.
- More effective communications and personalized service will remove doubts and reduce uncertainty.
14.4 Knowledge & Skills Transfer

Shaping the future of talent to meet job market requirements

Amadeus’ Knowledge & Skills Transfer program brings skills building to young people in our local communities. We do this by providing industry-relevant training, and by facilitating access to affordable computer technology. We also engage with our industry partners and customers to identify skills and resource gaps, and to get their commitment to providing employment or on-the-job training opportunities to qualified candidates.

In 2017, 3,245 young people benefited from our long-standing education-related projects in 21 countries. They received training and mentoring in travel reservation, tourism and business skills. Overall, Amadeus offices have ongoing training partnerships with more than 80 education organizations – universities, vocational training centers, schools and educational non-profit organizations – in a total of 34 countries.

Public–private partnerships to ensure that training improves employability

In 2017 we completed two pilot projects with a new approach to public–private partnerships. The purpose of this new approach is to ensure that the training provided actually builds the skills that the travel industry needs, and improves the employability of the students and ultimately generates jobs for them.

In a pilot program in Kenya, Amadeus, UNWTO, the Ministry of Tourism in Kenya and a selection of stakeholders in the local tourism industry collaborated to train and give work experience to 20 young women and men. The goal was to qualify women and youth from underserved communities to work in travel and tourism or to continue with further education in the sector. With the commitment of local industry players, training can respond specifically to skill gaps and resource needs. This can dramatically increase the employability of candidates, and thus more of them are in a better position to achieve employment, contributing to economic empowerment and social inclusion.

Engaging with our partners and stakeholders in Latin America, we completed a training pilot in Argentina to equip people with disabilities with professional skills. We partnered with the Argentinian travel agency association FAEVYT and Incluyeme, a non-profit focusing on people with disabilities, and successfully trained nine people to professionally master a global reservations system.

Travel and tourism could be facing a shortfall of up to 14 million jobs over the next 10 years.”

Global Talent Trends & Issues research
World Travel & Tourism Council, 2017

We are convinced that the collaboration between FAEVYT and Amadeus will help disabled people to find more job opportunities as well as companies from our industry to better know the benefits of creating labor inclusion for them.”

Gabriel Marcolongo
CEO, Incluyeme.com

We believe that by training people with disabilities we are contributing with all the tourism industry. Through this program we are not only benefiting the companies involved but also their end users/customers, who receive the attention of a diverse and solidary community.”

Fabrizio Di Giambattista
FAEVYT
In partnership with the Spanish Foundation for the Blind (Fundacion ONCE), we also started discussions with the government of Morocco, the Union for the Mediterranean and Inserta, a disability specialist non-profit organization, to start a similar project in Morocco in 2018.

Amadeus believes that new and innovative models for public–private collaboration are needed to address the challenges of the future, and is engaging with governments and industry stakeholders in South Africa to build a new framework for collaboration that will accelerate the social and transformational benefits of travel and tourism.

**Continuing growth in the Global Travel and Tourism Partnership (GTTP) education program**

In 2017, 667,425 students from 13 countries\(^1\) completed the GTTP online curriculum. This is a unique education program that introduces secondary school students to the travel and tourism industry and the career possibilities in it. Since its launch in 1996, 2.9 million students have completed the GTTP program.

The GTTP annual students and teachers conference was again held at Amadeus Executive Briefing Center in Sophia Antipolis in France. Amadeus has a long-standing partnership with GTTP and is a founding board member of the organization.

**Recycling used PCs to support digital inclusion**

Used PCs and other computer equipment that are replaced in the Amadeus organization are put to good use around the world to help schools and training programs. Working with partners like Spanish airline Iberia and Computer Aid International to refurbish and ship the equipment to its destination, hundreds of Amadeus PCs every year help improve digital inclusion.

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\(^{1}\) Canada, China, Hong Kong, Hungary, India, Ireland, Jamaica, Kenya, the Philippines, Russia, South Africa, Tanzania and the United Kingdom.
Bridging the digital divide in Sierra Leone with Computer Aid International: becoming self-sufficient

In 2016 Amadeus donated 100 PCs, which were installed in 10 primary schools. These have provided more than 4,000 students with hands-on training in ICT, and Amadeus therefore continued financial support for further stages of the project. With our contributions in 2017, stage 2 of the project was closed as the project lead, Njala University, became the first accredited International Computer Driving License center in Sierra Leone able to provide internationally certified teacher training for years to come. With this new accreditation, in the project’s next stage, Njala University, which manages the project locally, will be able to train 30 teachers across 10 schools and impact over 5,000 students in 1 year. The long-term impact of this project is significant, as it contributes to a skilled workforce, which will play a big part in enhancing Sierra Leone’s ability to compete in the global economy.
14.5 Community Support

Partnering in our local communities to reduce poverty and inequality

Through Amadeus’ Community Support program, we support people in need in our local communities with a particular focus on children, youth and women. In 2017 we collaborated on 138 projects with more than 120 non-profit organizations and local authorities in 42 countries.

Sports for charity, local fundraising and cash donations are some of the creative ways our people find to help in their local communities. Amadeus staff also dedicated over 11,213 volunteer hours.

In addition, Amadeus business teams found ways to include a responsible component in their activities: volunteering in the local community as part of leadership development and team-building activities; using donations to incentivize survey and campaign responses; and rewarding competition winners with donations to one of the Amadeus Social Responsibility projects.

Examples of Amadeus’ Community Support projects

- Amadeus Loyalty in Istanbul partnered with INARA, a non-profit that supports children in conflict zones to access hospitals. As the first step of this collaboration, Amadeus volunteers provided their expertise to strengthen INARA’s online presence.
- In Dubai, Amadeus partnered with Dubai Cares, a local NGO that focuses on education projects. As a part of the local Amadeus 30th anniversary celebrations, staff and customers raised funds towards “Building a 30th Anniversary School” for a Dubai Cares school.
- Amadeus South Africa donated 100+ PCs to support a program by the National Applications Center and the Department of Correctional Services that helps young offenders in South Africa through education and skills development.
- Rural Literacy and Health Program for Children in India.
- Amadeus Bangkok CSR program supports educational inclusion among marginalized children and youth from early childhood education to university level. Four initiatives enlace this: child care for underserved families with Baan Dek, getting street children back to school with Friends International, helping displaced youth re-enter education by obtaining high school equivalency certificate with Colabora Birmania, and, finally, university scholarships with International Support Group Foundation (ISGF).
- Navitaire, an Amadeus company, sponsored a high school robotics team from Washburn High School, Minneapolis, Minnesota. With the support the students were able to compete in the robotics competition and dive deeper into the world of tech. With this initiative, Amadeus fostered the skills and knowledge of technology and engineering among high school student in an Amadeus community.
- During the seventh edition of the LATAM volunteer day, over 400 employees from 14 Amadeus offices in the region and customers went out in the local communities. Handiwork, coaching and materials were provided to centers for young and elderly people, shelters and support organizations for the homeless, women inclusion groups, animal protection and orphanages. In Mexico, the efforts focused on rebuilding after the earthquakes.

Amadeus employees’ “Hour of code” at Waltham High School to help students develop coding skills and learn about career paths in Computer Science.
14.6 Engaging with our external stakeholders to define the roadmap to 2020

2017 was an intense year of dialog with internal and external stakeholders of Amadeus Social Responsibility. With 2017 being declared International Year of Sustainable Development for Tourism, Amadeus took a leading sponsorship role, supporting UNWTO in driving dialog at seven global forums in Europe, Africa, the Middle East and Latin America. The core theme was that travel and tourism – the world’s third-largest economic sector – is uniquely able to contribute to inclusive and sustainable economic development, especially in less developed countries. We also engaged with our key partners like UNICEF and GTTP, where experts from all partners reviewed our strategy and jointly defined goals for 2020.

Through all of these engagements, Amadeus reinforced the message that technology will be instrumental in bringing about the necessary changes and improving the social and environmental impact of travel and tourism, and Amadeus will continue to engage with all travel and tourism industry stakeholders to build the public-private collaboration models required to solve our common challenges.
14.7 Engaging with our colleagues

We completed important steps in the evolution of the Amadeus Social Responsibility program, and initiated a global conversation to enhance awareness of our initiatives and to involve and engage our colleagues. To date this conversation has provided valuable insights:

- A global survey among Amadeus employees and selected external partners on their perceptions of social responsibility.
- A first global conference summit for Amadeus’ Global Coordinators of Social Responsibility.
- Regular internal communication activities to raise internal awareness of social responsibility initiatives and results, often authored by staff directly involved in these projects locally.

Conclusions from this global conversation have improved our understanding of the relevance and importance of the contribution Amadeus makes toward a global agenda for sustainable development, to all employees in Amadeus. We will continue this dialogue both internally and externally to gain more insight. This will continue to shape our commitment to social responsibility, by leveraging our people, our technology and our global position in the travel industry, in partnerships that make a real difference.

**Amadeus Social Responsibility Survey results and participation by region**

91% of the staff says that social responsibility is important or very important.

![Very important (54%), Important (37%)](image)

59% say that social responsibility can support their business objectives.

![Yes (59%), No (41%)](image)

56% see an opportunity to integrate social responsibility into their work.

![Yes (56%), No (44%)](image)

*Amadeus Social Responsibility Survey, 2016–17. 691 respondents from 37 countries. Employees value a company-led program and want to see more investment, co-creation and awareness-building.