5. Amadeus people and culture
The people at Amadeus are the company’s one true competitive advantage. It is their creativity, commitment, expertise and experience that have allowed us to build a leading position in our industry. They are critical to the successful delivery of our strategy and to maintaining our long-term business performance.

The role of the People, Culture, Communications and Brand (PCCB) team within Amadeus is to ensure that the company can attract, retain and develop the best talent so that we can deliver for our customers every day.

Our aim, therefore, is to create the conditions in which all of our people can thrive, to build an inclusive culture in which diversity is valued and celebrated. We provide a culture and environment that values each individual and gives them the best possible opportunity to have a productive, stimulating and enjoyable career. The encouraging results of our 2018 Employee Engagement Survey, as well as external recognition, suggests that we are on the right path to achieving these goals, but we are ambitious to do much more.

Our PCCB team provide a wide variety of services and processes that enable this, from imaginative rewards and benefits to tailored learning and development programs and international mobility opportunities. They also manage our brand and communications. Our brand comes alive in all we do, not just through our external website but also our progressive office design. A key element is also how we communicate externally and internally. Our social media channels enjoy one of the largest followings in the industry, and we keep employees abreast of what is happening in the company through relevant storytelling and live webcasts with senior management.

All of this makes a significant contribution to a vibrant and successful company.
Workforce by type of contract (FTEs)*

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent staff</td>
<td>13,623</td>
<td>14,543</td>
<td>16,227</td>
</tr>
<tr>
<td>External manpower</td>
<td>1,590</td>
<td>1,752</td>
<td>1,963</td>
</tr>
<tr>
<td>Temporary staff</td>
<td>167</td>
<td>490</td>
<td>483</td>
</tr>
<tr>
<td>Total</td>
<td>15,380</td>
<td>16,785</td>
<td>18,673</td>
</tr>
</tbody>
</table>

Workforce by region (FTEs)*

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>9,356</td>
<td>10,053</td>
<td>10,737</td>
</tr>
<tr>
<td>Asia-Pacific</td>
<td>3,167</td>
<td>3,688</td>
<td>3,959</td>
</tr>
<tr>
<td>North America</td>
<td>1,980</td>
<td>2,188</td>
<td>2,988</td>
</tr>
<tr>
<td>South America</td>
<td>555</td>
<td>548</td>
<td>549</td>
</tr>
<tr>
<td>Middle East and Africa</td>
<td>322</td>
<td>308</td>
<td>440</td>
</tr>
<tr>
<td>Total</td>
<td>15,380</td>
<td>16,785</td>
<td>18,673</td>
</tr>
</tbody>
</table>

5.1 Talent

Hires per geography in 2018

<table>
<thead>
<tr>
<th>Region</th>
<th>Hires</th>
</tr>
</thead>
<tbody>
<tr>
<td>America</td>
<td>42</td>
</tr>
<tr>
<td>Madrid</td>
<td>323</td>
</tr>
<tr>
<td>Erding</td>
<td>178</td>
</tr>
<tr>
<td>London</td>
<td>77</td>
</tr>
<tr>
<td>Nice</td>
<td>573</td>
</tr>
<tr>
<td>Rest of Europe</td>
<td>528</td>
</tr>
<tr>
<td>Bengaluru</td>
<td>455</td>
</tr>
<tr>
<td>Rest of Asia-Pacific</td>
<td>215</td>
</tr>
</tbody>
</table>

Talent attraction and recruitment

Talent acquisition is a key Amadeus strategic enabler, which ensures business sustainability and growth. As a technical company, we face additional pressure in ensuring we bring the right talent into Amadeus. Technologies and innovations reshape the workforce and we compete in a faster-paced, more competitive arena, year on year. We therefore ensure our approach to talent acquisition remains a step ahead by being agile, modern and digital, yet highly personalized in our approach to attracting talent to Amadeus.

We upskill our talent acquisition professionals and digitalize our recruitment process, which ensures a great candidate experience and excitement to join Amadeus. For this purpose, we created a Recruitment Academy, where we build capabilities not only in our recruitment professionals, but also in hiring managers, globally. This program further focuses on our employees being Amadeus talent brand ambassadors, thus strengthening our ability to attract the right talent.

We focus strongly on social media and employer branding, expanding our presence in top professional online boards, social media channels and job platforms. We consistently publish real

*Scope: All fully owned Amadeus companies. Figures in full-time equivalents (FTEs) as of December 31. 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.
### Amadeus’ scores on Glassdoor (2017 vs. 2018)*

<table>
<thead>
<tr>
<th>Score</th>
<th>2017</th>
<th>2018</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Would recommend to a friend</td>
<td>79%</td>
<td>83%</td>
<td>↑5%</td>
</tr>
<tr>
<td>Overall rating</td>
<td>3.7</td>
<td>3.8</td>
<td>↑3%</td>
</tr>
<tr>
<td>CEO approval</td>
<td>87%</td>
<td>90%</td>
<td>↑3%</td>
</tr>
<tr>
<td>Positive outlook</td>
<td>69%</td>
<td>73%</td>
<td>↑6%</td>
</tr>
<tr>
<td>Page views</td>
<td>649,774</td>
<td>727,189</td>
<td>↑12%</td>
</tr>
</tbody>
</table>

*Figures as of September 2018.

Learning and development

#### Talent management

Our people and culture are our strongest assets. Only by actively managing our talent are we able to guarantee our business continuity. Therefore, in 2018 we launched a new global talent review cycle covering all our mid-senior to senior leaders. Through this process we identify, assess, develop and retain leaders and highly qualified professionals who will continue to drive the future success of Amadeus.

This revamped talent review approach places special focus on talent assessment and talent development. This encourages line managers to deliver quality developmental feedback to employees, which in turn supports regular career conversations, aligning individuals’ career interests with available opportunities for growth and development.

More than 1,200 employees were formally reviewed following a robust, business-oriented and consistent approach. Our CEO and the Executive Committee are involved in these employee reviews, dedicating extensive quality time to calibrate and ensure the health of the organization’s leadership talent pipeline.
Internal development opportunities

Mentoring
The third edition of Amadeus’ global mentoring program was launched in January 2018. Sixty-four employees (mentors and mentees) from all businesses and regions participated in this well-established program to develop our leaders. In order to strengthen the value of the program, we provided training on behavioral fitness and positive leadership in collaboration with Madrid’s IE Business School. Areas such as leadership climate control, experience design and habit hacking were successfully addressed during the sessions, receiving exceptional feedback from attendees.

After the success of a pilot edition in 2017, we have also developed a functional mentoring template and toolkit, which we rolled out globally across the business. This template provides the basis for arranging and formalizing mentoring activities within functions. It benefits a broader audience, both junior and senior professionals, as well as providing autonomy to the functions to expand their mentoring offering as needed.

Leadership promotion processes and development
In 2018 we revised and revamped our leadership promotion processes to align more strongly with developmental methodologies and tools, e.g. including 360-degree feedback. Our promotion processes serve to acknowledge an individual’s capability to manage the responsibilities of a new position, from the perspective of thought leadership, people and results management. Having clear promotion processes that we apply consistently allows a steady and well-calibrated group of strong leaders with the technical and people skills necessary to deliver business results, while also being attractive and motivational in retaining more junior talent.

Directors Leadership Program
We strengthened our development opportunities for senior management through the creation of a Directors Leadership Program, attended by 28 directors. This was facilitated by the IMD business school (Lausanne, Switzerland) and tailored to

Amadeus’ needs, to empower our leaders to thrive and innovate in an environment of constant disruption and fast-paced change. Feedback from attendees and organizers was outstanding regarding its timeliness, mix of technical and leadership components, and value-add to our business.

General learning and development opportunities
Our employees benefit from over 1,300 blended learning opportunities including face-to-face, virtual and online training sessions on soft and hard skills, covering individual and business needs in a timely fashion. Development programs for employees at all levels are offered across the entire organization, spanning units and geographical locations. Some highlights include:

- The online Sales Learning Paths, which provide expert knowledge of our products to different groups of commercial executives across Latin America.
- Various learning journeys with a duration of around six months that have been designed for leaders in Bangalore. Depending on the participant profile, they include combinations of mentoring, coaching, workshops and individually crafted real-life assignments or challenges to complete.
- A worldwide learning program aimed at teams responsible for managing strategic accounts within our Retail segment.
- Within our Enterprise Agility initiative, employees benefit from structured training paths designed specifically for members and/or leaders of Agile development teams as well as employees and leaders across the rest of the organization.

5.2 Diversity and inclusion
Amadeus aims to ensure every employee shapes his or her own inclusive journey; we focus on creating value for customers, travelers and society through being diverse and inclusive. Our culture promotes respect, fairness, equal opportunity and dignity for everybody and allows our people to be the best version of themselves.
At Amadeus, we accept and respect differences between and within cultures and acknowledge and endorse differences based on gender, age, race, ethnicity, beliefs, sexual orientation and disabilities, as well as diversity of thoughts and experiences.

150+ nationalities

To make this commitment effective, we regularly review our progress in order to identify opportunities for improvement and to provide direction for our long-term diversity and inclusion strategy. Our activities this year aimed to promote diversity and inclusion within the company and also in a more granular way in the local communities where we operate. The key diversity dimensions we focused on were gender, LGBTI and people with disabilities.

As we continue working to build a workplace with equal opportunities for all employees, we regularly review our selection processes for bias and ensure our job offers are gender-neutral. We closely monitor remuneration processes for gender bias. Women at Amadeus are further empowered through cross-mentoring programs and the work of the employee-led Amadeus Women’s Networks.

We have also been focusing on encouraging girls and young women to pursue careers in STEM (science, technology, engineering and mathematics) fields through our support of Inspiring Girls in Spain and our sponsorship of the Code First: Girls conference in London. Inspiring Girls is an organization that provides female professional role models to girls aged 11 to 15. The girls have an opportunity to meet women in a variety of non-traditional professions so that they can expand their view of available professions, ask questions and see that the women who work in these fields are not outliers.

Amadeus was proud to show its commitment to the LGBTI community this year as the 150th company to support the UN Standards of Conduct for Business for tackling discrimination against lesbian, gay, bi, trans, and and intersex people. Amadeus
also joined other leading Spanish companies to create REDI (Red Empresarial por la Diversidad y la Inclusión LGBTI) to promote best practices in the workplace for LGBTI diversity and inclusion. In addition to our group in Bangkok, our LGBTI employee resource group, Amadeus Proud, opened a chapter at our Madrid headquarters, increasing visibility and expanding the LGBTI and ally network.

Our largest site, in Nice (France), took the lead on inclusion of people with disabilities, hosting training sessions and other activities in honor of the European Disability Employment Week. We constantly review accessibility to all our sites, ensure appropriate equipment is available, and offer diversity awareness training for managers. In addition, we engage with schools, universities and job fairs to promote the hiring of people with disabilities.

This year three Amadeus teams took part in Free Handi’se Trophy, which brings together teams of people with mixed abilities to promote understanding and inclusion.

Diversity and inclusion campaign: “Amadeus Made by You”

We believe our role in the travel industry helps break down barriers and allows people around the world to embrace new cultures. Every day, as a business, we are making the world a more inclusive place. We recognize that we can only be champions of inclusive thinking if we act in an inclusive way ourselves. For us, an inclusive culture is shaped by people and their passion for bringing the world together. It is shaped by their openness, thoughtfulness and respect for others. To put it simply, our employees make us who we are.

This was the central premise of the global “Amadeus Made by You” campaign to all staff, which aimed to visualize the diversity of our teams and to encourage all employees to embrace and nurture that diversity.
5.3 Engaging our people

Engage 2018

Our employee engagement survey:

- During 2018 we ran our fifth employee survey in 2018.
- Over 12,500 employees answered – an impressive 86% of the Amadeus population!
- We had our fifth consecutive year of improvement in overall company score (graph of five waves) with a 0.04 score increase since our last survey, which is in line with Gallup norms.
- The following areas showed the greatest improvements: progress, recognition and development.
- For the first time, we also introduced an employee Net Promoter Score, which produced the encouraging outcome of a score of +25.

This year we also measured some cultural questions to gain a better understanding of our culture.

We continued training new managers on engagement, with 300 managers trained for the survey.

Amadeus employee engagement scores from 2010 to 2018

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>Change since 2015</th>
<th>Change since 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>N= 12,585</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Growth</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grand mean</td>
<td>3.84</td>
<td>0.04</td>
<td>0.43</td>
</tr>
<tr>
<td>Overall satisfaction</td>
<td>3.97</td>
<td>0.05</td>
<td>0.24</td>
</tr>
<tr>
<td>Learn &amp; grow</td>
<td>3.94</td>
<td>0.03</td>
<td>0.44</td>
</tr>
<tr>
<td>Progress</td>
<td>3.79</td>
<td>0.10</td>
<td>0.77</td>
</tr>
<tr>
<td><strong>Teamwork</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Best friend</td>
<td>3.75</td>
<td>0.02</td>
<td>0.54</td>
</tr>
<tr>
<td>Quality</td>
<td>3.94</td>
<td>0.05</td>
<td>0.26</td>
</tr>
<tr>
<td>Mission</td>
<td>3.81</td>
<td>0.07</td>
<td>0.38</td>
</tr>
<tr>
<td>Opinions count</td>
<td>3.85</td>
<td>0.06</td>
<td>0.39</td>
</tr>
<tr>
<td><strong>Individual</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development</td>
<td>3.70</td>
<td>0.07</td>
<td>0.59</td>
</tr>
<tr>
<td>Cares</td>
<td>4.07</td>
<td>0.05</td>
<td>0.46</td>
</tr>
<tr>
<td>Recognition</td>
<td>3.49</td>
<td>-0.01</td>
<td>0.68</td>
</tr>
<tr>
<td>Do best</td>
<td>3.72</td>
<td>0.07</td>
<td>0.30</td>
</tr>
<tr>
<td><strong>Basic needs</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Materials</td>
<td>3.95</td>
<td>0.03</td>
<td>0.22</td>
</tr>
<tr>
<td>Expectations</td>
<td>4.08</td>
<td>-0.02</td>
<td>0.09</td>
</tr>
</tbody>
</table>

Top two highest-scoring items by grand mean
Top two lowest-scoring items by grand mean

Please note: change does not take in to account the 50% past data match rule.
Ladies enjoying the clothes swap at the “Swap till you drop” event at our Bangkok office.

Amadeus volunteers at the Habitat Build to Give event. More than 30 participants renovated two houses in the Nakorn Pathom province in Thailand.

Bangkok staff joining World Cleanup Day with eight sites in Asia-Pacific. Over 300 kilograms of waste were collected!

Amadeus Proud and Amadeus Women’s Network welcome an external speaker to talk about diversity, her inspiration and success stories.

Bangkok staff having fun at the first-ever Amadeus Colors Fun Run event. Was great fun and outcome of 240 runners!
Amadeus Global Report 2018
5. Amadeus people and culture

The Amadeus Team Playbook

Engagement has become everybody’s responsibility in the company.
To help employees and managers, we created the Amadeus Team Playbook. It is designed to help individuals take ownership of their productivity and learn what makes a great team.
The playbook is a collection of measurement tools, activities and conversation guides that anyone can use in their team meetings.
The goal is collective ownership of everyday engagement and meaningful conversations.
Since its launch, 2,800 employees have used it.

Amadeus Live

In 2018 we ran our very first company-wide broadcast, called Amadeus Live.
The purpose is to strengthen the sense of belonging and connect every single employee with the strategy of the company.
The format allows us to align the entire company on strategic topics in one single day, across the globe.
The topics vary from business to people to culture, and anything in between.
The results were impressive: more than 7,700 people registered, and there were more than 6,300 live connections throughout the day from 80 countries.

Strengthening our culture - The Amadeus Way

Amadeus’ culture is a very competitive asset and our foundation for sustainable success. We are guarding this fiercely and ensure that we continue be successful in a very volatile and ambiguous environment. To evolve our culture, we have developed six questions that guide our decisions every day – the big ones and the small ones.
The six questions work together as a whole and inspire us all together:
1. What would you say if you were our customer?
2. How do I show ownership of my decisions?
3. What’s the risk? Too big? Too small?
4. Can we do this faster, better, simpler?
5. How can I learn and share with my colleagues or others?
6. Is this good for Amadeus?

Remuneration

To be a successful company, we know we need to attract and retain the best people in the business. One of the ways we do
that is by offering competitive rewards to our employees around the world.

We benchmark salaries regularly to make sure we are competitive against the market. Most of our employees participate in an annual performance bonus, which is linked to both company performance, so that employees have a share in the business results, and individual performance, to show that extra effort does not go unnoticed.

In addition to typical benefits such as retirement plans and health insurance, we offer different stock-based incentives that help to align the interests of employees with the interests of shareholders and create a sense of ownership. In the Annual General Shareholders Meeting held in June 2018, the three stock-based incentive plans run by Amadeus received a majority of votes in favor (93% on average).

**BeSafe**

At Amadeus, we want to ensure the health, safety and well-being of all our employees worldwide. We have all witnessed in the past years that incidents can happen at any time. Managing a global workforce in today’s world requires timely and innovative solutions to overcome the challenges that may come our way and to keep our employees safe. For that reason, we have teamed up with Everbridge, the global leader of integrated critical event management solutions and automated crisis communications, and launched the BeSafe project at Amadeus.

The initiative brings together People & Culture, Crisis Management and Business Continuity teams to ensure that Amadeus is able to quickly respond to an emergency as and when it might occur, enabling us to contact and support employees during critical events (natural disasters, missing persons, evacuations of buildings, etc.) quickly and efficiently.

After the successful launch of BeSafe in Nice, our biggest site, in June 2018, 15 additional sites worldwide have been trained and incorporated into the IT solution during the second half of 2018, covering approximately 75% of the entire Amadeus community. During 2019 we are planning to launch the remaining sites, businesses and regions.

Following our acquisition of Navitaire in February 2016, the company has managed a detailed People & Culture integration plan. This initially targeted initially the most critical processes, such as talent acquisition and retention and the pensions assets migration from the seller, to ensure business continuity and a smooth transition. During this initial phase, a new P&C team was established in Manila in order to service a large and growing organization of more than 400 employees.

In the second phase, the company embarked on and delivered an ambitious project to completely revise the benefits offering of Amadeus and Navitaire in the Philippines. The objective was to determine the value perceived by employees and managers of the existing benefits offering, to benchmark this with the market practices in the high-tech sector and to introduce a new harmonized plan for the combined entities of Amadeus and Navitaire.

To achieve this, we engaged a specialist benefits consultant and conducted focus groups and interviews with employees and managers to obtain their feedback. This was followed by extensive benchmarking with the practices in the high-tech sector, and after this a new To Be plan that outlined our intentions was designed, taking into account all these previous inputs. Several iterations and options for a To Be plan were discussed, and in the end the company proposed to introduce an innovative flexible benefits offering.

The flexible benefits offering consists of the opportunity to convert personal leave and other leave entitlements into flex points. These flex points can be used to purchase benefits in a flexible manner from a range of benefits options. These include benefits like i) adding further dependents onto the health insurance plan, ii) gasoline reimbursement, iii) gym membership, and iv) optical and medicine reimbursement, to name just a few of the options.

Amadeus and Navitaire employees are moving into a new building in 2019 and will be working closely together. The harmonization of benefits, with its flexible philosophy, provides more choice for employees in electing the benefits that are most suitable to them individually, and it makes it something to look forward to in 2019 when everyone will be working under one single roof.
Amadeus Live and Learn

At Amadeus, we love to travel. Across the globe, we bring our customers innovative solutions to make their journey an enjoyable experience. Now, as Amadeus employees, we get to experience a great way to travel with Amadeus Live and Learn.

Launched in February 2018, this global benefit gives employees and their families the opportunity to live and experience unique travel experiences.

Amadeus Live and Learn is a sharing-based online platform with two modules:

- **Home Exchange** enables home swaps between Amadeus colleagues around the world to live like a local instead of visiting like a tourist, while saving money on accommodation costs.
- **Linguistic Exchange** provides a fantastic opportunity for Amadeus employees’ children to learn or improve a foreign language by staying with a fellow colleague and their family for a few weeks.

Hotel expenses can add up quickly, eating a big portion of any holiday budget. Colleagues swapping homes will not only save money, they will get to explore a new country with invaluable tips from a local, fellow Amadeus colleague.

When it comes to sending a child abroad, trusting their host family is essential. The bond colleagues will establish ensures both kids will have the experience of a lifetime developing their language skills and confidence in a safe and secure environment.

Driving collaboration, mutual trust and respect among co-workers, registering on Amadeus Live and Learn is voluntary and completely confidential. The website is a secure and private platform, available in three languages (English, Spanish and French), and is fully managed by our partner, Collaborative Perks.

Mobility

Our products and services create business requirements for employees to work internationally. We have developed international assignment policies to enable the delivery of these business requirements effectively and at the same time allow our employees to pursue exciting career opportunities.

Typically, business needs are temporary to support a customer project or to temporarily fill vacant positions in other geographies. In 2018 Amadeus had 145 employees on temporary international assignments, mainly in the US and Asia. We have also continued to see increased activities in the exchange of talent between the main European hubs.

Every so often, assignments may also be permanent to fill vacant positions where it may not be possible to source the required skills locally. Employees may also decide to settle permanently in their new host country. In 2018 more than 170 employees took permanent new positions in a country different from their country of hire.

Shadowing Navitaire

Amadeus’ success is based on the creativity, experience and passion of our people. They have delivered excellence across the board and continue to do so every year.

To achieve this, we constantly offer learning experiences and training programs that focus on sharing knowledge and best practices. A good example is a job-shadowing initiative that took place between Robert Booth, Head of Marketing, Airline Offer Suite, based in Nice, and Jason Coverston, Director Optimization Products, based in Salt Lake City.

In November 2018 Robert traveled to Salt Lake City and spent a month shadowing Jason. This initiative provided Robert with the opportunity to know his co-workers, meet new customers and gain valuable insights regarding the different ways of working.

This program is one of the many different learning initiatives to provide our employees with valuable and enriching learning experiences, further develop their knowledge, advance their professional careers and provide geographical mobility opportunities.

Committed to human rights

At Amadeus we are firmly committed to globally developing an organizational culture and structure based on the principles set forth in the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, the International Covenant on Economic, Social and Cultural Rights
and the International Labour Organization’s Declaration on Fundamental Principles and Rights at Work.

We seek to establish relationships with entities and organizations that share the same principles and values as ours. We expect our partners to respect and not infringe upon human rights. Our senior management is responsible for ensuring adherence to these commitments as well as overseeing their implementation and guaranteeing that any breaches are duly investigated.

Amadeus adheres to national laws and regulations in each market in which we operate. In situations where Amadeus faces conflicts between internationally recognized human rights and national regulations, the company will follow processes that seek ways to honor the principles of international human rights.

5.4 Brand and communications

Amadeus’ brand

2018 was a strong year for our brand. We established a global testimonial program to bring our customer success stories to the fore. We highlighted our technology leadership to share the latest accomplishments of our tech teams around the world. And we continued to evolve our understanding of travelers to anticipate their needs.

In addition, we finalized our visual identity, developed an Amadeus brand wheel and continued on our quest to refine and simplify our verbal identity, all in an effort to establish a consistent approach to our brand. Our goal is to empower teams across the business to convey Amadeus’ clear, human, dynamic and confident voice through their use of language, color, images and icons in all their communications.

These developments complement the investments we have made in a wide range of tools and resources for our Brand & Marketing Center. This platform gives employees and agencies access to all the guidelines, assets, photographs, templates and campaign toolkits they need to quickly and easily create innovative marketing and communications campaigns in a cost-efficient and consistent way.

Finally, in order to evaluate the success of our work, we measured customer perceptions of Amadeus’ brand strategy and messaging. We found that customers perceive Amadeus as an innovative company with close customer relationships and strong technology leadership; however, agility was identified as an area to focus on in the future.

With teams from more than 190 countries around the world working on solutions that tackle the entire door-to-door travel experience, Amadeus is a company with a nearly unmatched scope. Although our solutions come from many different parts of the organization, it is critical that we work as one company, with one culture, one mindset and one voice, to realize our full potential. This is why our brand vision, One Amadeus, led many of our efforts in 2018, and will continue to guide us well in the future.

External communications

Summary and overview

The Amadeus Global Corporate Communications team exists to promote and protect the company’s reputation externally. Using powerful storytelling techniques and ideas, it brings to life and simplifies the often complex world of B2B technology.

This year, the Global Corporate Communications team – historically designed to engage and interact with traditional media – was merged with the Amadeus Digital, Content & Social Media team. This will ensure that in a fast-paced and ever-changing communications landscape, the company’s communications are wholly aligned and fit for purpose regardless of the channel.

At Amadeus we believe that while content needs to be consistent, it must also be appropriate and relevant for different audiences who want news, information and opinions in different ways and by different means. The merging of the two teams means we now have an integrated resource that operates as one to tell Amadeus stories, whether on the blog, with journalists or across our social channels.

Our social media presence and channels in numbers

In 2018 the Amadeus blog attracted more than 1.3 million visits, while our social media followers grew to over 270,000, primarily on LinkedIn, Twitter, Instagram and Facebook. Find us online at www.amadeus.com/blog and on the main social networks as "Amadeus IT Group.”

Thought leadership

Delivering challenging and ground-breaking research that aims to better understand the future of our industry is something now synonymous with Amadeus. In 2018 Amadeus published a range of new research papers, including “Open the Door to Opportunity: Collaborating to Win in the Hotel Distribution Playing Field,” “6 Critical Success Factors for Airport Payments” and “Beyond the Wallet Wars: Towards a Holistic Mobile Payments Strategy.” All these papers and more can be found on www.amadeus.com.

Internal communications

We have a culture of open, transparent and inclusive employee communications. Our goal is to help our people connect what they do individually with the company vision and strategy, to be more engaged in their day-to-day work and to build a sense of belonging to one global team.

Good communications drive performance: we inform our employees about our business strategy, our customers, the market and technology landscape, and key events both external and internal. We work to make relevant resources and information accessible through a variety of channels. We build a sense of belonging by sharing stories that unite us as a global workforce with common values. And we work to empower our employees at all times by encouraging greater exchange, input and dialog.

Each and every employee makes a unique contribution to Amadeus’ goals. We take pride in delivering better journeys, helping our customers be successful, innovating, and giving back to our communities and society. This is brought to life by the personal experiences, perspectives and stories shared on a daily basis with colleagues around the world. In 2018 our most popular communications were “five-minute jabbers” with senior leaders, and stories on the following topics: diversity and gender equality, our employee home and language exchange program, General Data Protection Regulation (GDPR) readiness, employee relocation experiences, and customer-first stories from around the world.

↪ See “Amadeus research and thought leadership papers,” p. 61.
The internal communications team also played an important role in informing employees during key M&A developments and business transformation programs that took place across the company in 2018.

**Digital ecosystem**

Amadeus’ digital marketing ecosystem has transformed our B2B marketing capabilities by creating a new account-based marketing model. This model uses the right technology stack to offer increased business intelligence and produce quality leads that can then be tracked through the full sales pipeline.

We have managed this by looking at these three pillars:

_People_ – identifying the key issues: who owns the process, who is involved, what are their roles and whether they have the right level of competence to solve issues.

_Process_ – establishing a high-level view of the end-to-end digital marketing processes to identify the key digital touchpoints. We deep-dive into the various sub-processes involved and identify exceptions. We focus on the common requirements (Pareto principle or 80/20) to benefit from standardization of our processes.

_Technology_ – once people are aligned and the processes developed and clarified, we deploy new technologies to support consistency in the way we approach our customers and move them through the full sales pipeline. The goal is to make it easier to follow the process than not to do so.

And here you have some proof points on how we did it:

_We increased our customer targeting capabilities through automated segmentation, which allows us to personalize our content to specific audience needs._

_Our goal is to trigger a shift in organizational thinking away from traditional marketing channels toward digital media._

In 2018 Adobe and Amadeus announced their partnership: together they’ll deliver marketing technology solutions for the travel industry. In the picture, Jussi Wacklin, Vice President, Brand, Digital Marketing and Culture at Amadeus and Matt Thompson, Executive Vice President, Worldwide Field Operations at Adobe.
Journey of Me Insights

Amadeus’ Journey of Me Insights: What Asia Pacific Travelers Want is the most comprehensive Asia-Pacific traveler research ever produced. Spanning 14 markets, it takes a multi-faceted look at what travelers want, from when and how they plan and book their trips, to how and why they want to stay connected while traveling, and what new technologies they would be most interested in.

Many surveys that claim to cover Asia-Pacific in reality only involve six to eight markets. But in a region as diverse as Asia-Pacific, a truly representative research would need to be much broader. So, we partnered with the market research company YouGov to survey 6,870 respondents from 14 markets in Asia-Pacific (Australia, China, Hong Kong, India, Indonesia, Japan, Korea, Malaysia, New Zealand, Philippines, Singapore, Taiwan, Thailand and Vietnam), more than anyone has ever done.

Evolving the industry’s understanding of Asia-Pacific travelers

Asia-Pacific has moved to the forefront of travel. Journey of Me Insights gives the industry unique insights about the world’s largest travel market and at the same time cements Amadeus’ position as a thought leader in Asia-Pacific travel.

Support the business

How can we sell solutions that purport to address traveler needs if we cannot show that we know what travelers want? Our spokespeople, salespeople, product teams and account managers use a lot of data in their presentations – most of it from external sources. Journey of Me Insights gives them Amadeus-branded and -owned data to build their stories with customers and partners.

To build Journey of Me Insights, the travel industry must look at the six motivations, needs and wants of the traveler: Know Me, Inspire Me, Connect Me, Talk to Me, Delight Me, and Care for Me.
**Amadeus Global Report 2018**

5. Amadeus people and culture

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**Know Me...**

…and what I want, before I want it

Travelers will trade data for greater personalization

- **80%** of Indonesians are open
- **69%** of Japanese are not open

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**Inspire Me...**

…and about the endless possibilities around travel and technology

Travelers take their cue from other travelers. When planning trips, top sources of influence are:

- Online booking or travel sites
- Friends, family and colleagues
- Traveller reviews

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**Connect Me...**

…and so I can stay in touch with what’s important to me

Top 3 reasons why people stay connected when travelling:

- To access maps & location info
- Share pictures with family & friends
- Let people know they’re safe

Top 3 mobile apps used on trips:

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**Talk to Me...**

…and throughout the entire journey, but on my terms

Travelers want the right recommendations, through the right channels, at the right time:

- **41%** Chinese travelers prefer messaging services like WeChat
- **70%** New Zealanders prefer e-mail
- **47%** Thai travelers prefer social media

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**Delight Me...**

…and bring the magic back into travel

- **>65%** travelers use sharing economy apps like Uber and Airbnb
- **72%** of Indians use often
- **71%** of Japanese travelers never use

14% of travelers say that a travel service provider has never exceeded their expectations – it’s time to change that!

Hotels (24%) and booking sites (23%) are most likely to have exceeded expectations, while tour operators (11%) ranked lowest

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**Care for Me...**

…and keep me safe and secure

- **62%** of travelers would avoid a destination that has had a recent terror attack
- **78%** Filipinos
- **74%** South Koreans

Who should send me safety & security updates?

- Singaporeans (74%): Embassy/government
- Indonesians (63%): Friends and family
- South Koreans (57%): Travel agents

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New technology they want the most?

Augmented reality app that delivers digital overlays containing interactive information about the site

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No two travelers are the same, and even more so, no two journeys will be the same. Amadeus’ new Asia-Pacific study, “Journey of Me Insights: What Asia Pacific travelers want” moves the industry towards a closer understanding of travelers in the region.

Forget ‘one-size-fits-all’. It’s time to embrace ‘different strokes for different folks’.

Travelers will trade data for greater personalization
Amadeus employees in our Madrid headquarters.
## 2018

### People and Culture awards

**Caring Company**
- Hong Kong Council of Social Service
- Office: Hong Kong

**Best 2018 employers ranking by Glassdoor (France category)**
- Glassdoor
- Office: Nice

<table>
<thead>
<tr>
<th>Award</th>
<th>Description</th>
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<td>Best 2018 employers ranking by Glassdoor (France category)</td>
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<td>Nice</td>
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<tr>
<td>Caring Company</td>
<td>Hong Kong Council of Social Service</td>
<td>Hong Kong</td>
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</tbody>
</table>

**Glassdoor Office: Nice**

**Top Employer**
- Top Employer Institute
- Office: Australia

**Top Employer**
- Top Employer Institute
- Office: Singapore

**Top Employer**
- Top Employer Institute
- Office: Thailand

**Top Employer**
- Top Employer Institute
- Office: UK

**HRD Asia’s 2018 Top HR Teams**
- HRD
- Office: Singapore

**Lord of the Office**
- Best Employer – HR Practices, ranked 6th
- Capital
- Office: Nice

**Top 50 India’s Best Workplaces in IT & IT-BPM**
- Great Place to Work
- Office: Bengaluru

**Times Ascent Dream Companies to Work For, ranked 5th**
- World HRD Congress
- Office: Bengaluru

**Happy Candidates, ranked 9th in Over 1,000 Employees category**
- Meilleures Enterprises
- Office: Nice

**Linkedin**
- Finalist: among 3 Spanish companies short-listed for the Top Social Recruiter award
- Linkedin
- Office: Spain

**Most Effective Learning Organization**
- Zinnov
- Office: Bengaluru

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*Amadeus ranked 5 in Dream Companies to Work, presented by Times Ascent, a leading media house in India. Amadeus was competing against 2,000 organizations to be awarded the rank in 2018.*