





05

Our people

KEY FIGURES

An international company committed to its employees

- > Workforce of over 10,000 people
- > 41% women
- > A diverse team from 123 countries
- > 41 nationalities in our headquarters in Spain (42% of employees non-Spanish nationals)
- > 77% permanent active contracts

5.1 Amadeus: a people company

Amadeus' outstanding achievements are dependent on the contribution of every member of our staff. Since we published our previous report, we have continued to focus our efforts towards making Amadeus a great place to work, a place where talent, expertise and success are recognised, where we continue to focus on innovation and where Amadeus employees are empowered to achieve their professional goals.

In 2011, among many other, for example, we:

- > Created the Expert career path and nominated subject matter experts.
- > Attracted top industry talent from airport, rail & hotel to the newly created New Business division, bringing unrivalled experience in the Travel Industry.
- > Ranked second most attractive company in the South East of France where 30% of our employees are based.

Total workforce by type of employment contract	2009	2010	2011
Permanent staff	7,521	7,852	7,901
Temporary staff	108	108	87
External manpower (including contractors, and staff seconded from other firms)	1,759	2,310	2,234
Total	9,388	10,270	10,222

Scope: All Amadeus Group Companies. Figures in full-time-equivalent (FTEs).

Split by professional category	2009	2010	2011
VPs and Directors	2%	2%	2%
Senior Managers / Managers	23%	24%	25%
Staff	75%	74%	74%

Scope: All Amadeus Group Companies. Based on permanent heads.

Employee turnover	2009	2010	2011
Turnover rate	5.7%	5.3%	5.8%

Note: Only permanent employees included.

Our people, with their competencies, skills and attitudes, and our company culture are unique assets for Amadeus, differentiating us in what we deliver to our customers and how we relate to them. A robust, sustainable business model, coupled with continuity in leadership, managers and employees have allowed the company to continuously grow and succeed.

Our focus on people has enabled our company to see its solutions implemented in 195 countries. Our global presence has resulted in a special appreciation for diversity within the company and is a driver for greater innovation.

As we continue to invest in comprehensive practices regarding talent retention, we keep a low turnover rate of 5.8%, below the IT labour market rate, which according to the Corporate Leadership Council was 14.9%⁷ in 2010. Due to the growth pattern of the Company and prudent management through the economic downturn, there have been no large-scale employee redundancy programmes in recent years.

Employee diversity

Multiculturalism, respect and openness are at the heart of our culture. With employees from 123 countries speaking over 58 languages, the diversity of our staff enriches the company with their different experiences and backgrounds. We have over 80 nationalities represented in our central sites in Spain, France and Germany. In our headquarters based in Madrid, Spain, over 40% of our employees are non-Spanish nationals.

We explicitly outline a multicultural approach as the first of the primary core competencies required of our employees.

Equality among men and women is a key concern for Amadeus, whose efforts are focused on increasing awareness and reinforcing policies in this matter. Diversity, and with it equality among all employees, is the source of our incredible wealth in human assets, and the foundation for cohesion and constant progress within Amadeus.

With regards to gender diversity, 41% of our permanent employees in 2011 were women. Out of 2,022 management positions, 643 are currently held by women, representing 32% of the total. Furthermore, 15 women occupy executive management positions out of 136 total executive positions. At the Executive Committee level, we increased female representation to 33%. On our Board, the chair of our Nominations and Remunerations Committee is a woman.

Workforce by region	2009	2010	2011
Europe	7,255	7,998	7,824
North America	743	725	737
South America	485	508	532
Asia	752	873	947
Middle East and Africa	152	166	182
Total	9,388	10,270	10,222

Scope: All Amadeus group companies as of December. Figures for 2011 do not include divestment of Opodó in Europe and Vacation.com in North America.

⁷ Corporate Executive Board, CLC Human Resources, Turnover Benchmarking Database Version 4.0, September 2011.

Talent management

Most attractive company

In 2011, Amadeus ranked 2nd most attractive company in South East France. RegionsJob, one of the leading French training and recruitment sites, has announced the results of this year's poll to determine the top employers within the different regions in France. Amadeus came in second place among 1,000 companies located between Montpellier and Monaco. The internet survey was carried out from May to July 2011, in partnership with L'Express, l'Association Nationale des Directeurs des Ressources Humaines (ANDRH), le Journal des Entreprises and was audited by OpinionWay.

Companies were evaluated by a panel of nearly 1,000 participants – employees and job seekers – who were asked to rate 25 criteria on a scale of one to ten. Among the topics: respect for employees, quality of management, work atmosphere, potential to develop skills, recruitment of young talent and job stability.

Talent Sourcing

At Amadeus we seek highly skilled and high performing staff. In clear alignment with our philosophy, Amadeus' staffing strategy is based on growing talent within the company by supporting and promoting internal mobility. For that reason our vacancies are published internally prior going external.

When doing external searches, Amadeus uses a variety of channels to attract talent at different career stages. Entry level and interns are recruited actively from their universities, schools and student job boards. Experienced staff

and senior positions are generally recruited at country level to cover their local / regional business needs. We prefer local recruitment whenever possible. Headhunters are instructed to present diverse candidate slates.

In addition, Amadeus has invested in increasing the sourcing pool of talent in the industry by engaging in a social media network. The objective of this new initiative is to increase effectiveness by reaching a larger talent pool and decrease the time to fill positions, minimising the disruption of our business.

Able to attract top industry talent

In October 2011, we announced the appointment of a senior rail executive as Director of Rail, bringing a wide knowledge of the travel industry. In his most recent role, our new Director of Rail was Vice President of Sales at Deutsche Bahn, where he held commercial roles for the last eight years. Previously, he worked at Lufthansa in Online Sales, Lufthansa IT Services and also for two years at Start Amadeus (currently Amadeus Germany) in Corporate Development and Strategy.

In November 2011, we announced the key strategic appointment of an airport technology executive to lead our Airport IT business. Our new head of Airport IT was most recently the General Manager of EMS Aviation at EMS Technologies. Having started his career with Texas Instruments, he has held a number of high profile roles across the airport technology sector over many years, including Sales Director for Airport Systems at EDS, Senior Vice President responsible for Airport Services at SITA where he spent ten years, and General Manager of Air Traffic Systems at Sensis Corporation.

By attracting top industry talent to the newly created New Businesses division in Amadeus, we have completed the incorporation of industry heavyweights bringing unrivalled experience in the travel industry that will contribute to the company's effort in diversifying the business.

Building Engagement

Following the first Global Engagement Survey by Gallup that took place in November 2010 with a high participation rate of 80%, we trained managers about how to build engagement and our Human Resources teams gave adequate support. A total of 1,268 managers, Directors and VPs with team responsibilities were trained in 85 sessions during the month of February 2011.

One of the various activities that we put in place in 2011 to increase engagement was the redefining of the corporate values, starting with focus group sessions with employees and the definition of evolved Amadeus values & behaviours.

Training & Development

Amadeus continuously invests in the development and growth of our workforce. In 2011, we continued to consistently invest in training around 0.2% of our revenue.

A key area in the training function this year has been the deployment of content related to external factors the impact the way we work:

- › Global launch of the e-learning module "Working in a publicly traded company: your responsibilities".
- › We have trained specific groups on Data Security & Data Privacy legislation.

We put employees at the centre of the organisation by providing support and the work environment to help them perform and achieve their professional goals.

- › Employees received 155,057 hours of classroom training in 2011
- › € 6.3 million invested in training
- › Over 450 e-learning courses are available for employees on-line

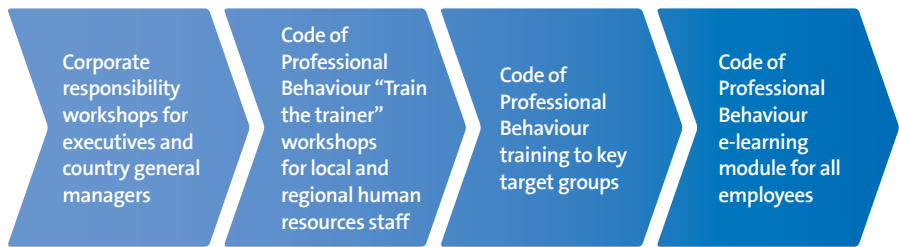


Ethical behaviour

Training for employees in ethics began in 2008 and since 2009 we have included the Amadeus Code of Professional Behaviour as part of our training programme to ensure that all employees understand the importance of our values, and how we should work together.

Training in ethics and the Code of Professional Behaviour has gradually been incorporated across the Company through four phases:

Four phases of ethic training



A e-learning module is currently available in English, Spanish and German and is mandatory for all employees at the time of the local launch. In addition, it is mandatory for all newcomers since the local launch.

In some subsidiaries, employees are also required to read and sign a copy of the Code of Professional Behaviour document which has been translated into the local language where this is not English, Spanish, German or French.

The Expert Career Path

The “Expert career path” is a new career development path for Amadeus employees in Sophia Antipolis (Software Development areas) who have demonstrated leadership in a given area of expertise. After “Professional Path” & “Management Path”, the “Expert Path” recognises an expertise in a very precise area, identified through our strategic and operational needs. It is an opportunity for staff with a very specialised area of expertise to make the most of their knowledge and use it as part of the career progression. It is also an opportunity for us to optimise our competitiveness and promote a favorable environment for innovation.

An expert is a person who has extensive experience and knowhow in a specific field, and who is motivated to share this knowledge with colleagues, customers and industry leaders.

An expert acts as a consultant, taking part in debates on strategic topics, and contributing to projects, but also playing a key role in sharing and transmitting information in their area, both throughout the company and externally.

Compensation and Benefits

At Amadeus we offer competitive benefits to our employees that are specific to market needs and comply with local legislation.

We seek to incentivise our employees through variable remuneration schemes linked to individual and company performance. We believe this comprehensive approach to reward reinforces our strong corporate culture and helps us maintain our sector leadership.

A competitive remuneration package is key to attract and retain the best talent, therefore Amadeus provides comprehensive benefits packages (aligned with the social security legislation, tax legislation and market practice in each location). The majority of our permanent employees are entitled to a defined contribution retirement plan, life and disability insurance, a medical plan and comprehensive travel insurance for business trips, plus all business travellers and employees on international assignments are covered by an emergency medical and security cover.

Employee well being

With relation to health and safety, our Company has a low injury and accident rate as a result of its activities taking place in an office environment. Nonetheless, we have proactively developed initiatives to improve employee health and well-being at work and considered the Company's "duty of care", which form part of our focus on employee welfare and satisfaction. In 2011, there were 80 accidents, of which 37 took place whilst employees were travelling to or from work.

	2011
Injury rate	1.73
Lost day rate	0.03
Common illness rate (%)	2.13
Absentee rate (%)	2.38

Note: Figures cover 90% of Amadeus staff, some subsidiaries are not included.

- › **Injury rate:** number of accidents resulting in lost days per million hours worked.
- › **Lost day rate:** number of days lost due to accidents per thousand hours worked.
- › **Common illness rate (%):** number of working hours lost due to common illness per theoretical total working hours in the year.
- › **Absentee rate (%):** number of absentee hours lost, expressed as a percentage of the theoretical total working hours in the year.

The purpose of our Health and Safety Policy is to ensure that all Amadeus companies fulfil local requirements regarding health and safety.