





# 05

## Our people

## KEY FIGURES

### An international company committed to its employees

- > Workforce of over 11,000 people
- > 39% women
- > A diverse team from 110 countries
- > 42 nationalities in our headquarters in Spain (42% of employees non-Spanish nationals)
- > 80% 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 2012, for example, we:

- > Completed second Global Employee Engagement Survey
- > Attracted top industry talent from the software industry to ensure excellence across our R&D and Operations Divisions
- > Our Headquarter office in Madrid was certified as a Top Employer in Spain

Total workforce by type of contract	2010	2011	2012
Permanent staff	7,852	7,901	8,883
Temporary staff	108	87	113
External manpower (including contractors, and staff seconded from other firms)	2,310	2,234	2,042
<b>Total</b>	<b>10,270</b>	<b>10,222</b>	<b>11,037</b>

Scope: All Amadeus Group Companies. Figures in full-time-equivalent (FTEs) which is the number of headcount converted to a full-time basis; for example, an employee working part-time covering 80% of a full-time schedule is considered 0.8 FTEs. Figures for 2010 and 2011 do not include Opodod and Vacation.com (divested in 2011).

Split by professional category	2010	2011	2012
VPs and Directors	2%	2%	2%
Senior Managers / Managers	23%	25%	23%
Staff	75%	74%	75%

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

Employee turnover	2010	2011	2012
Turnover rate	5.3%	5.8%	6.9%

Note: Only permanent heads 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 6.9%, below the IT labour market rate, which according to the Corporate Leadership Council was 14.9%<sup>(6)</sup> 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 110 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 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, 39% of our permanent employees in 2012 were women. Out of 2,091 management positions, 662 are currently held by women, representing 32% of the total. Furthermore, 17 women occupy executive management positions out of 141 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 in 2012 was a woman.



Photo by Joachim Raffin

Workforce by region	2010	2011	2012
Europe	7,998	7,824	7,974
North America	725	737	749
South America	508	532	539
Asia	873	947	1,581
Middle East and Africa	166	182	194
<b>Total</b>	<b>10,270</b>	<b>10,222</b>	<b>11,037</b>

Scope: All Amadeus group companies as of December. Figures for 2010 and 2011 do not include Opodo in Europe and Vacation.com in North America (divested in 2010).

<sup>6</sup> Corporate Executive Board, CLC Human Resources, Turnover Benchmarking Database Version 4.0, September 2011.

## Talent management

### Top employer

In November 2012, our headquarter offices in Madrid were certified as a Top Employer Spain, a certification by CRF Institute. Companies that want to be certified are subject to an audit, and are scored on 5 Dimensions: primary benefits, secondary benefits & working conditions, training & development, professional career, company culture.

A total of 49 Companies in Spain were certified as a Top Employer in 2012.



Photo by Carolina de Caso

## 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 to 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.

### Ability to attract top industry talent

In May 2012 we announced the appointment of a senior IT executive as the new EVP, Development. He has held various management positions in large IT companies such as SAP, Business Objects and XRT. He also serves as a Board member for SimCorp A/S, a Danish software company, and Areva plc, a British software company, and brings 25 years of international software development experience.

In September 2012, we announced the appointment of a software executive to our Operations Division. Our new Deputy Operations joins us from SAP where he was Senior Vice President, Global IT Infrastructure Services. Over ten years with SAP he held a variety of roles. Previously he spent six years with McKinsey and Co. and five years with Alcatel, where he was Head of Research and Development. By attracting top industry talent to the Operations and Development divisions, we ensure continued top-class leadership, in both our Mission Critical operations as well as our innovative Product Development.

### **Building engagement & company culture**

Following the evolution of Company Values in 2011, 85% of Amadeus employees participated in the Transformation workshops, where the newly evolved Company Values were presented and explained in detail. Additionally, our second Global Engagement Survey took place in June 2012. 89% of Amadeus employees took part in the survey, an increase of 9% vs. 2010.

### **Training & development**

Amadeus continuously invests in the development and growth of our workforce. In 2012, 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.**

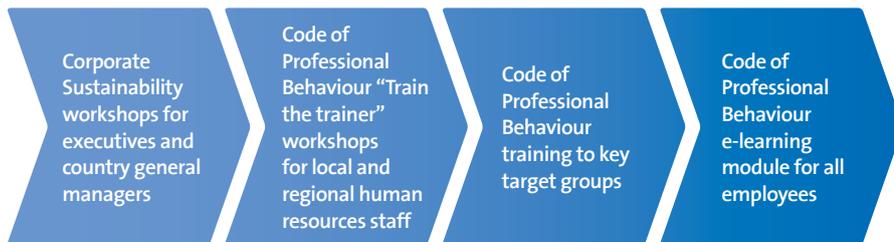
- > Employees received 163,472 hours of classroom training in 2012
- > € 6.7 million invested in training
- > Over 450 e-learning courses are available for employees on-line

### 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 ethics training



An 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 their career progression. It is also an opportunity for us to optimise our competitiveness and promote a favourable environment for innovation.

Based on our programme, 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 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 2012, there were 83 accidents, of which 50 took place whilst employees were travelling to or from work, and we saw an improvement in all relevant metrics, as can be seen in the table below:

	2011	2012
Injury rate	1.65	0.73
Lost day rate	0.03	0.01
Common illness rate (%)	2.13	2.04
Absentee rate (%)	2.38	2.30

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.