



Amadeus IT Services UK Ltd
(London Heathrow)
Gender Pay Gap Report
2017

For Amadeus, Diversity & Inclusion makes Human Sense

At Amadeus all forms of diversity matter

Amadeus was born as a multi-cultural and diverse company. Our values, culture, leadership, and governance all have diversity and inclusion embedded in them to ensure no-one is left behind. We accept and respect differences between and within cultures and acknowledge and endorse differences based on gender, age, race, ethnicity, belief, sexual orientation and disabilities; as well as diversity of thought and experience.

People are vital to our success and our competitiveness depends on our ability to continue attracting and retaining the best talent. This is at the core of what we do: we work to make Amadeus a place where each and every one of our people wants to do their best, and we strive to create a working environment where they are able to do their best.

Skills and professional expertise are the backbone of Amadeus' recruitment policies, and we strive to be gender-neutral in our job offers, focusing on bias-free selection. In the workplace we have regularly reviewed processes and procedures designed to ensure fairness and remove any bias. Remuneration is closely controlled so it remains equitable and competitive.

Diversity makes business sense

In today's increasingly global and diverse workplace, there is a clear business case for Diversity and Inclusion. Plenty of research indicates that diversity has a direct and positive impact on the company's bottom-line; and the most successful companies are often the most diverse. The more diverse your pool of talent is; the more plural your streams of innovation. The more inclusive the workplace is; the more likely it is to receive the best efforts of its employees. Put simply, a diverse and inclusive environment will result in the generation of more sustainable profits.

....but more importantly, diversity makes human sense!

So, we know that diversity makes business sense. More importantly, we firmly believe that it makes human sense too. At Amadeus we aim to build an environment where everyone can be who they really are, where their potential can be realised, and where there are fair and equal opportunities for professional and personal growth.

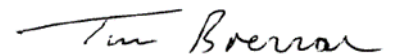
Ultimately, our ability to attract and enable a diverse group of people to achieve their potential will be the difference between success and failure – not only as a business, but also as human beings.

Gender is at the heart

Diversity and inclusion, as ever, remain a strategic imperative for our company's future success. Gender is at the heart of that strategy.

Amadeus Women's networks continue to thrive across the geographies, providing a platform for women to collaborate to enhance professional development, as well as to improve work-life balance. We are working on programs to raise awareness and encourage school girls and female university students to pursue IT studies. We celebrate International Women's day; the day of Women and Girls in Science; Girls in ICT day. We invite inspiring female and male IT leaders to provide testimonials and share their views

This is why we at Amadeus embrace the spirit of the gender pay gap. It is not only a way of increasing transparency, but a useful tool in understanding whether everyone is being properly valued so we can maximize individual potential. It is in exposing the structural impediments that waste potential, engaging in honest and critical debate, and taking concrete actions that we build the equitable world we so desire.



Timothy Brennan, General Manager, Amadeus IT Services UK Ltd - London Heathrow

What exactly is the Gender Pay Gap?

The Gender Pay Gap is a new equality measure which reflects the percentage difference between average hourly earnings for men and women. UK businesses with 250 or more employees are now required to publish a number of different key metrics of gender pay calculated on a snapshot date of 5th April each year. For 2017 this applies to Amadeus Services Limited, which is now known as Amadeus IT Services UK Limited – London Heathrow. The metrics stipulated under law are, the average pay gap and average bonus gap; together with the proportion of men and women receiving bonuses; and a summary of the organisation’s pay structure segmented by gender.

The Gender Pay Gap is different from Equal Pay

Equal pay is the right for men and women to be paid the same when doing the same or equivalent work; it is a legal requirement.

Gender pay gap is a measure of the difference between men and women’s average earnings across an organisation. All roles across the organisation are included in calculating the average earnings figure and it is expressed as a percentage of men’s earnings. So, in a business women and men could be paid similarly at every corporate level, but if the women are clustered in junior roles while men dominate the senior ranks, the business would still have a gender pay.

So what does the Gender Pay Gap Report actually report?

The law requires that businesses report on these specific metrics:

1. The gender pay gap

The difference between the mean & median hourly rate of pay of male and female employees - with women’s pay expressed as a percentage of men’s pay. These calculations are based on what we would broadly understand as ‘normal salary’, although they also include bonuses paid in the month of April.

3. Who gets bonuses

In addition to identifying the value of bonuses, employers have to show the proportion of men and women who receive bonuses during the tax year.

2. The gender bonus gap

The regulations also require similar data based only on bonuses paid over the full tax year. Again, this includes the difference between the mean & median bonus pay paid to male and female employees.

4. Numbers of men and women in each pay quartile

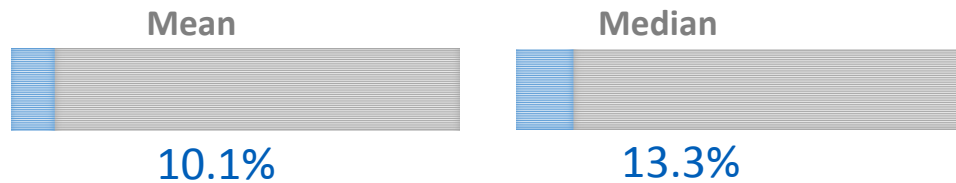
Finally, employers must publish the percentage of male and female employees falling into 4 pay quartiles; lower, lower middle, upper middle and upper quartiles; when employees are ranked from lowest to highest paid.

The legislation requires both median and mean gender pay gaps to be published. The mean is calculated by adding up all hourly rates and dividing them by the number of people. It is sensitive to both high and low pays, making it useful for showing the effect if women are under-represented in senior roles. The median is determined by ranking hourly rates from highest to lowest and identifying the man and woman at the middle of that ranking. The median gives a good indication of the ‘typical’ pay gap in the organisation.

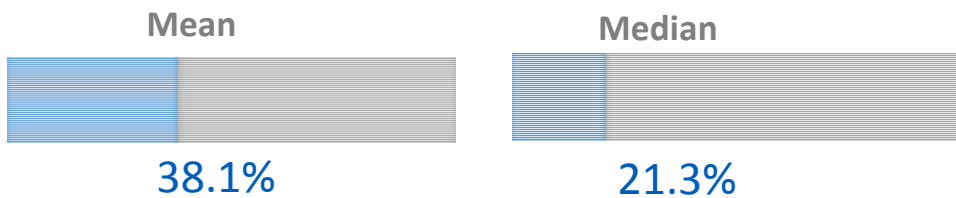
Amadeus Service Limited's 2017 Gender Pay Gap

On the snapshot date of 5 April 2017 Amadeus had 2 legal entities operating in the UK. Only one of them, Amadeus Services Limited (ASL) based at London Heathrow, is in scope of the legislation – The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. The figures below are ASL London Heathrow's gender pay gap report for 2017.

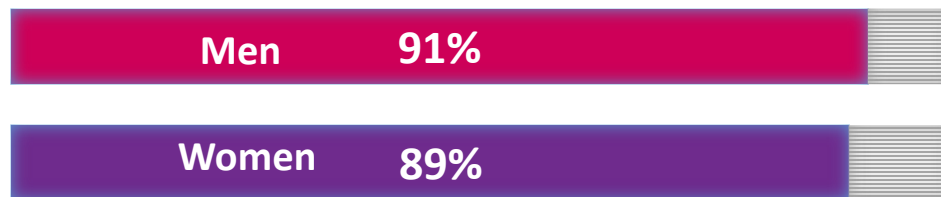
Difference in hourly pay between men and women



Difference in bonus pay between men and women



Proportion of men and women who received a bonus



Proportion of men and women in 4 evenly sized quartiles when ranked from highest to lowest hourly pay

| Quartile | Women | Men |
|--------------|-------|-----|
| Upper | 16% | 84% |
| Upper Middle | 22% | 78% |
| Lower Middle | 33% | 67% |
| Lower | 46% | 54% |

Understanding Our Gender Pay Gap Results

Our mean gender pay gap is 10.1% in favour of men, and our median gender pay gap is 13.3% in favour of men. This compares with the 2017 Office of National Statistics national mean of 17.4% and national median of 18.4%. Our figures are also lower than the averages of the technology sector which notoriously struggles with gender equity. However we derive no satisfaction from this, and we are committed to closing the gender pay gap.

Our gender pay gap is driven by a representation gap; we have proportionally fewer women in senior roles, and in the higher paying technical roles. Although women accounted for 29% of our workforce, 40% of them are in the lowest quartile, 68% are in the bottom half; and only 14% are in the highest paying quartile. The imbalance in representation across levels means women are under-represented in those roles with the highest pay and bonus; and this in turn causes the gender pay and bonus gap.

Amadeus operates in the high technology sector which traditionally relies on STEM (science, technology, engineering and mathematics) skills. STEM roles have historically attracted more males. In 2017 the UK's Information Technology female workforce was only 17%. Our female workforce is 29%, but we are dedicated to increasing this proportion. The STEM issue is one that affects our whole industry, and Amadeus is very active in trying to inspire more young females to take up STEM.

Tackling the Gender Pay Gap

We realise we have to continue to improve in recruiting, retaining, and unblocking any impediments to advancement for women. We also have to continue to work hard to create a work culture and environment that empowers and releases the potential of our female workforce. We are absolutely committed to accomplishing this.

Amadeus has a Chief Diversity Officer whose global responsibility is to ensure that Diversity & Inclusion - across the gender, culture, LGBT+ and differently-abled dimensions - is always at the top of our agenda and embedded in every step of our employee lifecycle. Diversity & Inclusion has its own section in the Amadeus Global Annual Report (page 97 of 2016).

Our commitment towards diversity and inclusion is reflected in our recruitment, promotion, retention, non-discrimination and other policies and practices. In addition to our formal procedures, we subscribe to many local actions including:

- **London Heathrow Women's Network** – Empowering women to be bold in the workplace to enable them to grow and progress, supported by the men and women of Amadeus.
- **Career Committee** – Focusing on high potentials career progression and growth in the workplace providing equal opportunities in all diversity aspects including gender.
- **Returners** – Amadeus is very encouraging and supportive of women returning to work after having children. Our flexible working policy encourage new parents to have a better work-life balance, and this is strongly supported by our managers.
- **Women in Tech Careers Fair** – Encouraging and recruiting women in IT.

Statutory Declaration

I confirm that the information and data reported are accurate and in line with the UK government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Timothy Brennan, General Manager, Amadeus IT Services UK Ltd - London Heathrow