

The background of the slide is a photograph of an airport terminal. Large windows on the left show a bright sunset or sunrise with a large airplane in flight. The interior of the terminal is visible through the windows, showing silhouettes of people walking, standing, and sitting. A potted plant is also visible in the foreground. The overall color palette is dominated by warm oranges and yellows from the sun, transitioning to cooler blues and purples in the sky and interior shadows.

amadeus

**Amadeus IT Services UK Limited
Gender Pay Gap Report
2018**



“So, we know that diversity makes business sense. More importantly, I firmly believe that it makes human sense too. At Amadeus we build an environment where you can be who you are, and where there are fair and equal opportunities for professional as well as for personal growth.”

Sabine Hansen Peck
Senior Vice President,
People & Culture

Our Gender Pay Gap Report 2018

For more than 30 years Amadeus has sat at the crossroads of travel and technology. We have powered better journeys for billions of people worldwide – by connecting the travel industry; by developing new technologies and solutions and by finding new ways to make travel more rewarding for people and businesses all over the globe.

From the beginning, our success has been rooted in our ability to consistently innovate. We have that ability because of the diversity of our people. Study after study has shown that plurality and innovation go hand in hand. It is variety of experience, background, ability, and interest which each person brings to the company that nurtures the development of new ideas.

This is why Amadeus is committed to the Diversity & Inclusion agenda - it is of strategic importance to our company's present and future success.

Since 2017 UK law has required businesses with 250 or more employees to publish their Gender Pay Gap. Amadeus welcomes this. Like many companies in our industry, we know we have a lot of work to do before we achieve the true equality we want to see. We also know that this work will take time, and we need to keep focus.

At Amadeus we will keep that focus by abiding to these principles:

Firstly, the pursuit of equity must be a conscious effort. Success is not an accident; it is planned for.

Secondly, we must create an enabling environment that is conducive to the changes we want to see. We work to produce a work culture that is inclusive and welcoming of diversity; and more importantly, makes everyone feel that their contribution is valued and included.

Thirdly, we must find and remove structural impediments that may block any of our people from realising their full potential.

Finally, we will continue to work hard to attract more diversity in our culture and environment.

Amadeus was born as a multi-cultural and diverse company and will continue to pursue Diversity & Inclusion across the entire spectrum of our business.

Tim Brennan
General Manager
Heathrow

Liz Emmott
General Manager
Gatwick



What exactly is the Gender Pay Gap?

The gender pay gap is the difference between the average pay that men and women receive. It is a measurement of the average hourly pay of women in an organisation compared to the average hourly pay of men, and is expressed as a percentage of the average hourly pay of men.

The Gender Pay Gap is different from Equal Pay

Gender Pay is the difference between the average male and female pay rates in an organisation, irrespective of role or seniority. Equal Pay is the legal requirement for men and women to be paid the same for performing similar work. Many companies in the UK that are compliant with Equal Pay legislation may still have a Gender Pay Gap.

What is actually measured?

1. The gender pay gap

The difference between the mean & median hourly rate of pay of male and female employees. These calculations are based broadly on 'normal salary', but they also include any bonuses paid in the month of April.

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.

3. Who receives 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.

4. Number of men and women in each pay quartile

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

National Averages in Tech

25% - Median

25% - Mean

National Trends in Tech

49% - UK workers are women

30% - Tech company employees who are women

19% - Tech roles held by women in tech companies

70% - Women with STEM qualifications not working in a STEM industry



Amadeus IT Services UK Limited 2018 Gender Pay Gap Results

On the snapshot date of 5 April 2018, Amadeus had one legal entity operating at locations in Heathrow and Gatwick. Previously the two locations were separate entities, but they merged into one entity on 1 January 2018. Although one of the locations - Heathrow - reported in 2017, this is the first report of the new legal entity.

Difference in hourly pay between men and women

Difference in mean pay	Difference in median pay
17.10%	12.30%
Difference in mean bonus pay	Difference in median bonus pay
22.10%	17.50%

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

Quartile	Female	Male
Upper	23%	77%
Upper Middle	23%	77%
Lower Middle	37%	63%
Lower	54%	46%
Overall	34%	66%

Proportion of men and women who received a bonus in the tax year

Men	Women
88%	88%

Statutory Declaration

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



Timothy Brennan
General Manager



Liz Emmot
General Manager



Understanding Our Results

The merger between our Heathrow and Gatwick business in 2018 significantly altered our demographics, so these results are not directly comparable to those reported last year by Amadeus Heathrow.

Amadeus' gender pay gap is driven by two main factors- vertical segregation (more men at senior levels than women), and horizontal segregation (more men in Tech roles associated with higher rates of pay than women).

When we group our people according to corporate level we see that women proliferate at the junior levels but are less well represented at the most senior levels.

Similarly, we see that the women are more represented in Administrative and Central Functions, but are less represented in Software Development and Tech jobs.

Generally, senior roles and higher paying Tech roles tend to be held by more men than by women. It is this

central equation that leads to our Gender Pay Gap.

Ultimately, our ability to eliminate the pay gap is directly proportional to our ability to change this equation.

This pattern is not unique to us. It is replicated in many companies across our industry. There are many reasons for this, but the main reasons are societal.

Where men and women hold the same or similar jobs in Amadeus, we have not found a statistically significant pay gap.

Amadeus operates in the high technology sector which traditionally relies on STEM (Science, Technology, Engineering and Mathematics) skills. Historically, many more boys than girls have taken up STEM subjects in school. This means the professional STEM space is dominated by men.

One of our areas of focus must be to encourage more

young girls and women to take up STEM. While we

can, and are, making investments in this now it will take time before the benefits are realised in an improved gender pay gap.

There are more immediate actions that we have been taking at a corporate and local level to steadily improve the picture. They start with making sure we have the right processes and procedures in place; and we have the right culture and governance.

They also include targeted actions such as a focus on junior female talent education and inclusion, mentoring and progression panels, and the growth of active Employee Resource Groups.

We have seen these actions bear results. From 2012 to 2018 the proportion of women in our organisation has increased in absolute terms; but crucially, also in Leadership roles from 12% to 20%.

These figures are encouraging, but we are conscious there is still a long way to go.

Gender Pay Gap and the Market

While our figures are better than the Tech Sector averages (Mean 25%; Median 25%) we realise we must continue to improve in recruiting, progressing, and making Amadeus an employer of choice for women. We 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.



Tackling the Gender Pay Gap—2018



What have we done to close the pay gap at Amadeus in the UK ?

Strategy

What strategic planning do we have in the UK to tackle the pay gap?

- We have appointed a Diversity & Inclusion Lead to pursue a comprehensive and joined-up strategy for D&I in the UK and Ireland.
- We ensure our management are properly trained to manage a plural workforce especially when exercising discretion in Pay and Progression.

- In 2019 we are introducing Unconscious Bias and D&I eLearning across the whole company.
- We have also kept gender diversity high on the Agenda by making it a part of our local reporting framework; a part of Annual Global Report; and an area our Remuneration Committee reports to our Board of Directors.

Recruitment

How are we diversifying the pipelines?

- Code First: Girls

We partnered with Code First: Girls - an organisation that inspires and empowers young women to start careers in Tech and professionals to switch into Tech.

- Graduates & Interns

We have beefed up our programme by appointing a full-time Graduate Recruiter; and partnering with universities like Imperial College and University of York to bring more young talent into Amadeus. We will find our future women leaders here.

- Returners & Working Mothers

We are leveraging our family-friendly work environment, flexible working and culture to attract working mothers and women returners.

Progression & Retention

How are we enabling advancement?

- Careers Committee

The Careers Committee identifies High Potential women and promotes pathways to progress them more rapidly towards senior roles.

This includes identifying strengths and development needs; and actions to address them accordingly.

It also provides opportunities for them to gain critical leadership experiences.

- Mentoring Programme

Alongside this, we partner these women with mentors who can help them to achieve specific development goals and champion their personal and professional growth within Amadeus.

Work Life & Culture

How are we creating an inclusive culture?

- Family-friendly policies

We reviewed our People policies to make them more family-friendly. We significantly enhanced our maternity, paternity, adoption and shared parental pay, and added a new policy to support parents with school children.

We also promoted flexible working and increased family-friendly and wellbeing events in our offices.

- Employee Inclusivity Networks

2018 saw the rise of new employee-led networks to give voice and agency to employees, and provide a platform for them to challenge and encourage the organisation to positive change. Chief amongst these has been the Woman's Network and the Amadeus Proud LGBT+ networks.