

Amadeus IT Services UK Limited

# Gender Pay Gap Report 2021



*“...embrace and celebrate differences”*

Our aim is to embrace and celebrate differences.

Only through a variety of opinions, perspectives and backgrounds can we develop and thrive as a business and as individuals.



**Sabine Hansen Peck**

SVP, People, Culture Communication & Brand  
Amadeus

# Amadeus, moving travel forward.



**Travel broadens horizons, creates connections and builds economies.**

**Travel powers progress. And Amadeus powers travel.**

We build the critical solutions that help airlines and airports, hotels and railways, search engines, travel agencies, tour operations and improve the travel experience, billions of times a year, all over the world.

We've been doing it for more than 30 years, and we're just getting started. Innovating. Moving fast. Working with customers and partners to power better, more rewarding journeys. Leading the industry forward to shape a better future of travel.

[learn more here >>](#)

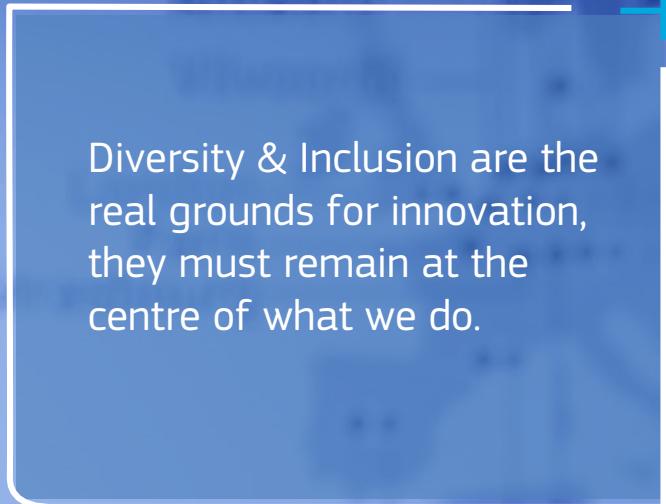
In the UK, we are primarily a R&D function with over 70% of our 500+ workforce employed in technology roles and the balance engaged in the commercial and support sectors e.g. sales, implementation and customer service activities.

COVID-19 has transformed the traveller experience and throughout 2021, our priority was to continue adapting and delivering creative and innovative ways to support our employees and the travel/hospitality industry as a whole. Our employees responded by adapting to the fast moving and changing environments with hard work, passion, and positivity.

We believe this spirit was best reflected when we again won the "The Beat" Readers' Choice Award for the Most Admired Travel Technology Company, and for the 7th consecutive year, the UK Top Employers award.

As we move into 2022, we recognise that the workplace is changing. We are committed to working with our employees to ensure that we create a culture that enables us to maintain a sense of community whilst ensuring that everyone is able to decide where and when they do their best work.

*“ ...real grounds for innovation..”*



Diversity & Inclusion are the real grounds for innovation, they must remain at the centre of what we do.



**Ghaleb Rostom**

General Manager  
The London Heathrow Office of Amadeus

# What is the gender pay gap?

The gender pay gap is the average difference between hourly wages for men and women. The gender pay gap isn't the same as equal pay.

Equal pay refers to a legal requirement that within an organisation, male and female staff members who are engaged in equal or similar work or work of equal value must receive equal pay and other workplace benefits. We are confident that our talent strategy alongside our policies and processes ensure we are compliant with this requirement.

The gender pay gap is a broader measure of the difference in the average earnings of men and women, regardless of the nature of their work.



*“....a richness of perspective.”*



We truly believe in diversity at Amadeus as it leads to a richness of perspective.

Everybody brings something unique and valuable to the table and we relish contributions from everyone.

## Clare de Bono

General Manager  
The London Gatwick Office of Amadeus

# What is actually measured?

**The gender pay gap**

**The gender bonus gap**

**Who receives bonus?**

**Number of men & women in each quartile**

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.

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.

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

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.



# Amadeus IT Services UK Limited

## Gender pay gap reporting for 2021



Fig.1

Difference in mean pay 2021	Difference in mean pay 2020
<b>16.2%</b>	11.87%

Difference in mean bonus pay 2021	Difference in mean bonus pay 2020
<b>26.95%</b>	45.06%

Difference in median pay 2021	Difference in median pay 2020
<b>11.05%</b>	9.34%

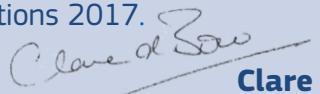
Difference in median bonus pay 2021	Difference in median bonus pay 2020
<b>10.67%</b>	21.73%

Proportion of men and women in four evenly sized quartiles when ranked from highest to lowest hourly pay		
Quartile	Female	Male
Upper	25%	75%
Upper Middle	26%	74%
Lower Middle	40%	60%
Lower	49%	51%
<b>Overall</b>	<b>35%</b>	<b>65%</b>

Proportion of men and women who received a bonus in the tax year	
Men	Women
93.55%	93.37%

### Statutory Disclaimer

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

  
**Clare de Bono**  
 General Manager, The London Gatwick Office of Amadeus

# Understanding our results

In the fifth year of reporting on our gender pay gap, it is disappointing to note that both the mean and median pay gap have moved in the opposite direction. There are however a number of 'one-off' factors which we believe have influenced this.

As part of this reporting process, we have undertaken analysis of comparable roles and are confident that men and women are paid equally for doing equivalent jobs across our business. The percentage gaps we are seeing therefore continue to be driven by there being fewer women in senior leadership or long-tenured roles or in engineering/technical roles.

It's also difficult to compare 2020 to 2021 because 2020 was such an exceptional year in terms of the impact of Covid on our industry. As noted in our previous report, we undertook some restructuring and offered a voluntary reduced hours programme.

The latter was designed as part of a support package aimed at providing flexibility to both employees and their families, whilst enabling the company to make savings without reducing our headcount. Whilst the Voluntary Reduced Hours programme was made available to all employees to support them and their families, our data shows that more women took advantage of this than men. The impact of this can also be seen in our figures.

Finally, we have also seen a higher level of attrition compared to the previous year which has led to a change in our senior leadership numbers. With the ratio of headcount being 3:1 in favour of men, this continues to mean that small changes created by women leaving the organisation, has a material difference in the female averages.

These same economic impacts however also influenced the sharp decline in the mean and median bonus pay gap that we see for 2021. Throughout the pandemic, Amadeus continued to pay bonus awards however the data used here includes Equity awards, the value of which would have fallen steeply in that climate.

# Our demographics

On a positive note, whilst our overall headcount is still more male than female, approximately 62% across the company, this compares favourably with the tech sector as a whole; quoted at 81% male in Tech Nation.

(Diversity and Inclusion in UK Tech Companies, 2020)

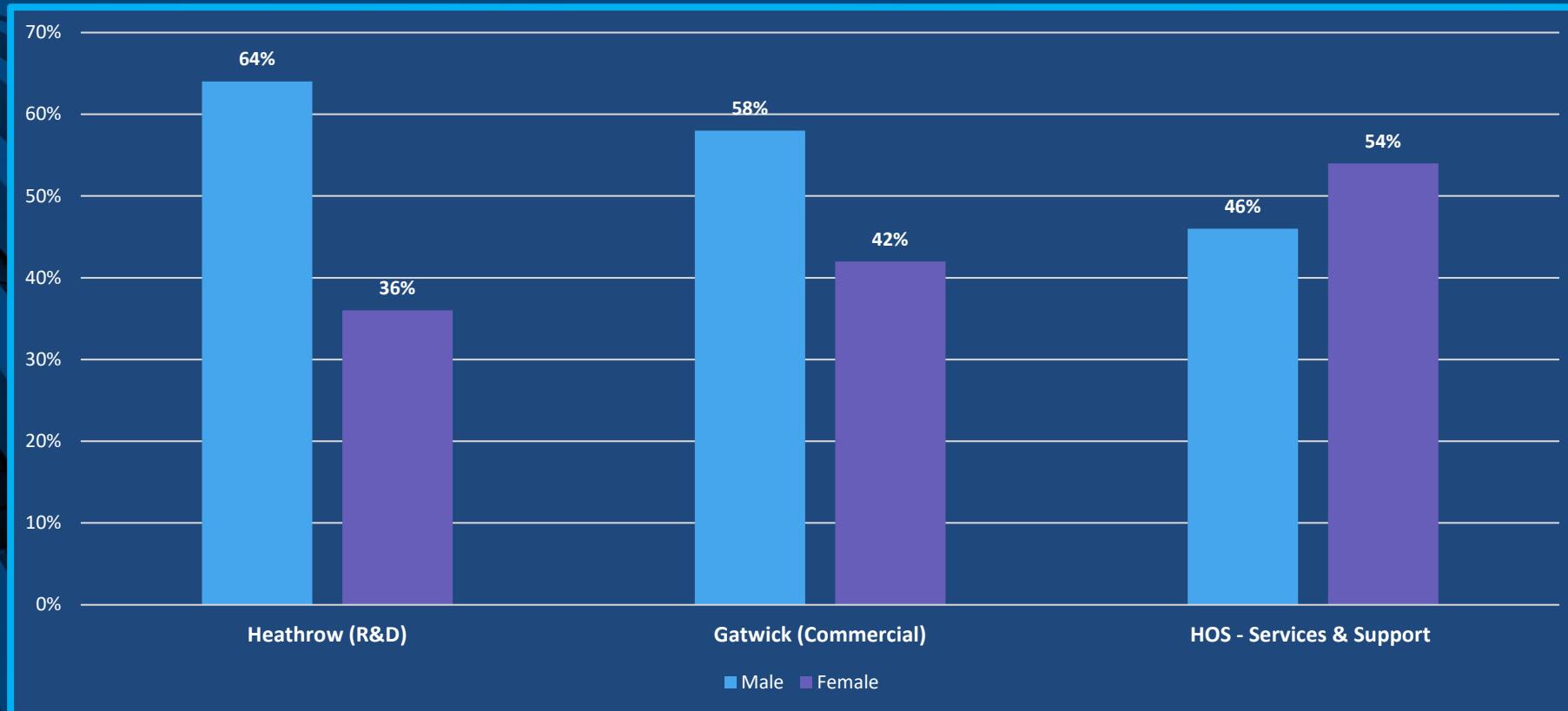


# Population by gender

Gender pay gap reporting for 2021



Fig.2



# Our 2021/22 focus

Our strategy continues to focus on four key areas: Recruitment, Retention, Progression and Engagement.

We understand that change is a journey and to make change happen, we need to generate ownership at all levels. In 2020 we partnered with the Global Equality Collective to conduct a company-wide survey on many aspects of diversity and inclusion in our workplace.

Over 50% of our workforce participated and on analysing the results, our action plans will address the following questions:

- **Advancement:** what do we need to do to understand and encourage career progression?
- **Bias:** what are inclusive or exclusive behaviours and how do we recognise and/or challenge them?
- **Commitment:** what do our senior management and our colleagues need to do to be role models and champions?
- **Diversity:** how can we make our workplace practices inclusive?
- **Education:** how can we raise awareness of the support available and improve accessibility?



# Our commitment

## Top Employer 2022

For the 7th year in a row, Amadeus has been awarded the Top Employers accreditation.

Against a backdrop of so much change and uncertainty, we are again immensely proud of this achievement. The Top Employers Institute's Certification Programme is an objective, fact-based and independently audited process that examines each of the following P&C policies and people practices:

- \_ Talent Strategy
- \_ Talent Acquisition
- \_ On-Boarding
- \_ Career & Succession Management
- \_ Learning & Development
- \_ Leadership & Development
- \_ Compensation & Benefits
- \_ Performance Management
- \_ Culture



*“Creating a culture of trust and openness.”*

We have a truly diverse environment and a very inclusive culture, and those characteristics have helped us to continue delivering on our commitments during what has been a challenging business environment.

Alongside this, by quickly implementing a flexible workplace, we have been able to empower our employees to choose where and when they do their best work, creating a culture of trust and openness.



**Barry Egan**

Director People & Culture – UK&I  
Amadeus

# The four pillars of action

Talent  
Acquisition

Retention

Progression

Engagement



# 1.Talent acquisition

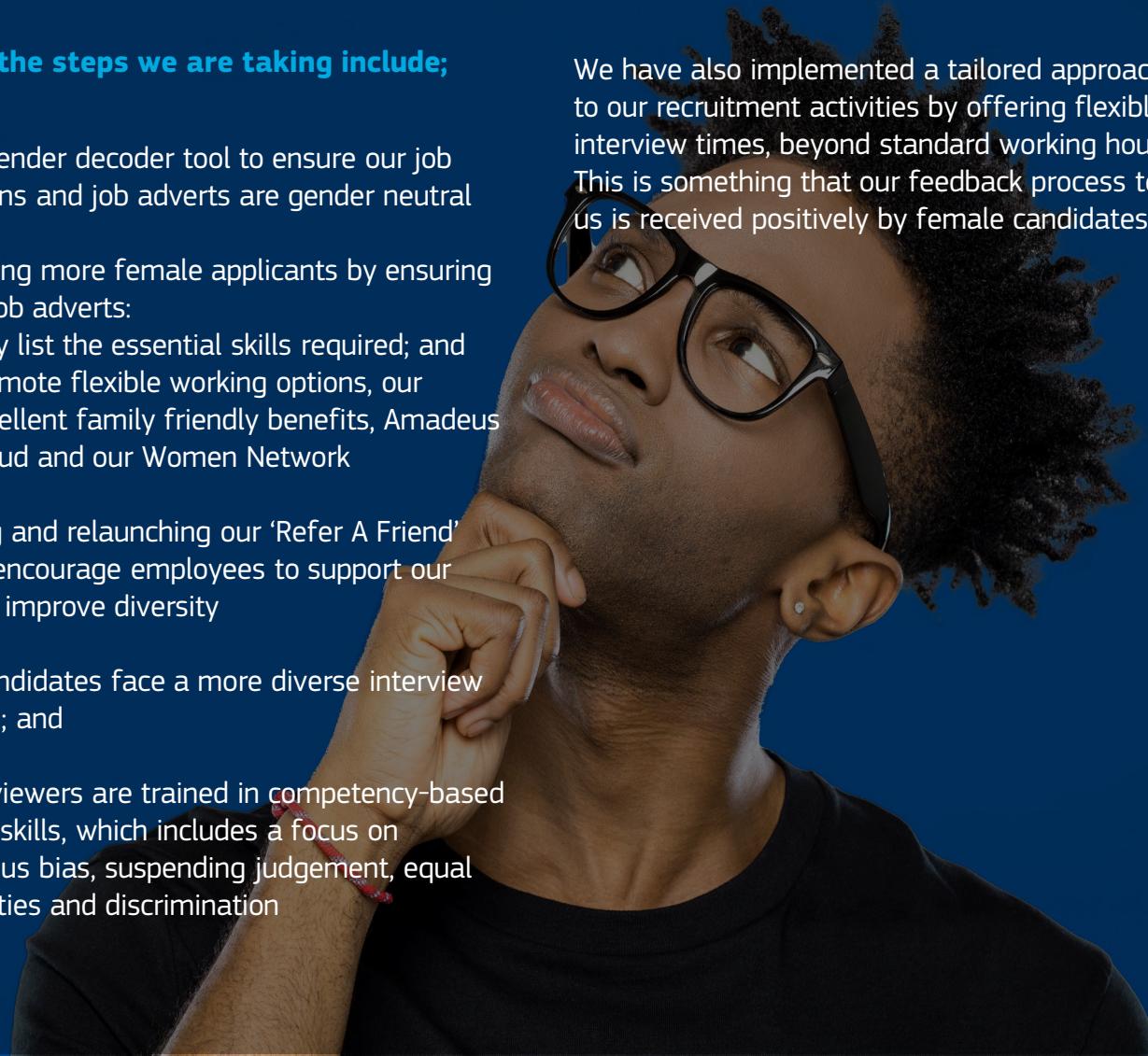
Amadeus in the UK continues to evolve its gender inclusive talent acquisition strategy, benchmarking higher than our peers in the Top Employers summary for 2021.

Whilst recruitment activities were low, just over half of our new joiners were female and the majority came into Tech roles. We had one Senior Manager hire, a female who came in to head up a new business function.

## **Some of the steps we are taking include;**

- Using a gender decoder tool to ensure our job descriptions and job adverts are gender neutral
- Encouraging more female applicants by ensuring that our job adverts:
  - only list the essential skills required; and
  - promote flexible working options, our excellent family friendly benefits, Amadeus Proud and our Women Network
- Improving and relaunching our 'Refer A Friend' policy to encourage employees to support our efforts to improve diversity
- All our candidates face a more diverse interview processes; and
- Our interviewers are trained in competency-based interview skills, which includes a focus on unconscious bias, suspending judgement, equal opportunities and discrimination

We have also implemented a tailored approach to our recruitment activities by offering flexible interview times, beyond standard working hours. This is something that our feedback process tells us is received positively by female candidates.



# 2. Retention

Fundamental to ensuring that female talent can progress is making certain that all our policies and practices are aimed at enabling everyone to fulfil their career and personal aspirations.

This year we are focusing on;

## **Our working environment and flexible working**

In 2021, we launched the Amadeus Hybrid Working policy in the UK. Our employees have begun returning to work a minimum of 2 days in the office and the balance from home. We also offer the opportunity for employees to work from anywhere for up to 4-weeks of the year. However, we are aware that research shows more women than men will choose to work from home, so it's important that we create an environment where everyone can be seen and heard.

The office space will always be central to our culture. We have a vibrant and active community of people who enjoy spending time together, sharing ideas, socialising and growing together but we also understand that working from home provides a quiet space and enables those same activities to happen on a more individual level.

By offering greater flexibility whilst ensuring a balance of both options, we aim to drive a culture that supports individual choice and promotes authenticity.

## **Our policies and procedures**

At Amadeus we understand that everyone is an individual and that we each have diverse needs based on the different challenges we face.

Creating an inclusive environment is important to us and we support this wherever possible. Some examples are: (1) ensuring our policies are gender neutral; (2) reviewing our family friendly policies to ensure they are clear and

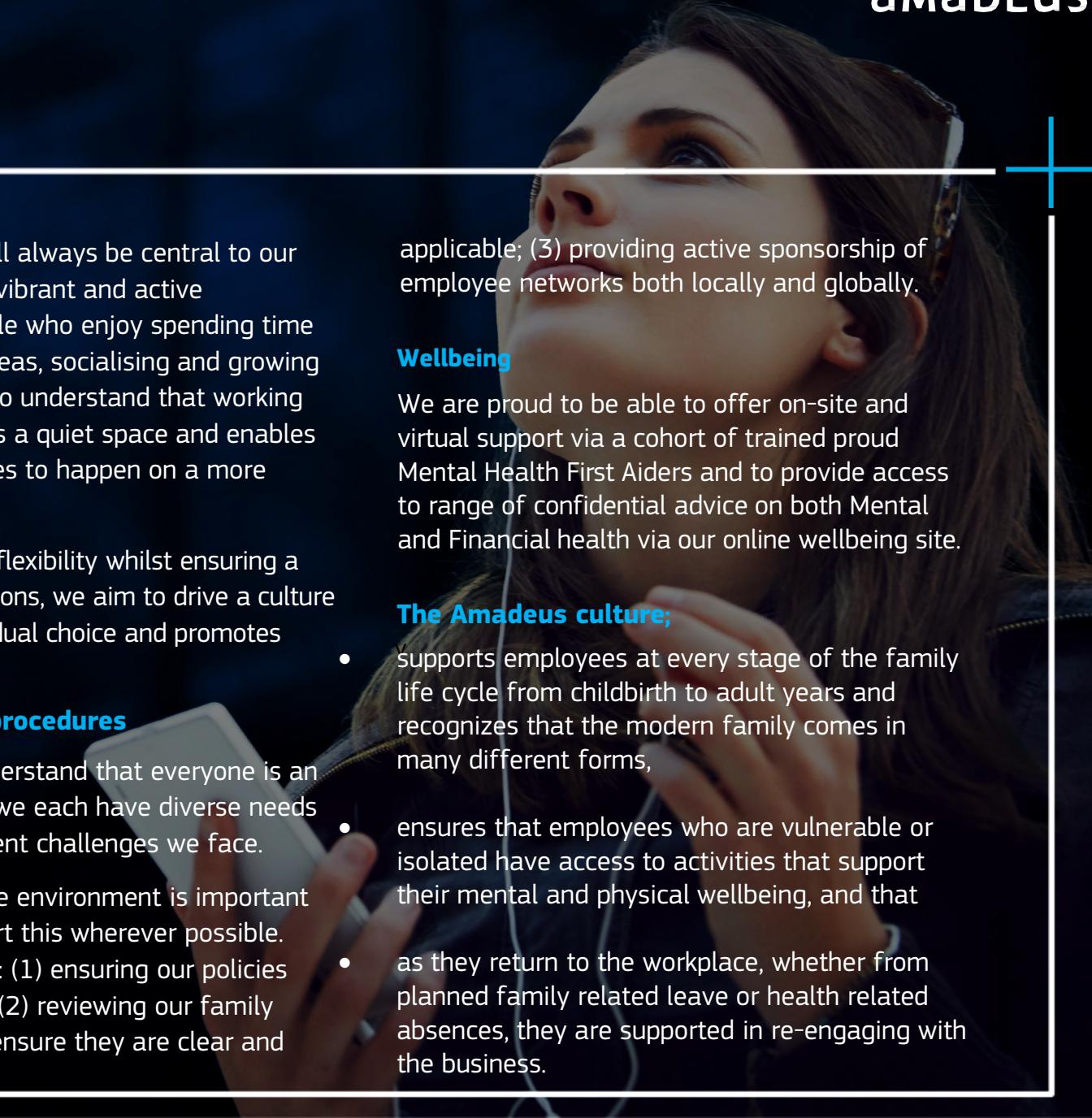
applicable; (3) providing active sponsorship of employee networks both locally and globally.

## **Wellbeing**

We are proud to be able to offer on-site and virtual support via a cohort of trained proud Mental Health First Aiders and to provide access to range of confidential advice on both Mental and Financial health via our online wellbeing site.

## **The Amadeus culture;**

- supports employees at every stage of the family life cycle from childbirth to adult years and recognizes that the modern family comes in many different forms,
- ensures that employees who are vulnerable or isolated have access to activities that support their mental and physical wellbeing, and that as they return to the workplace, whether from planned family related leave or health related absences, they are supported in re-engaging with the business.



# 3. Progression

In 2019 the Government qualities Office published a report highlighting the fact that women are often disadvantaged by both a lack of formal and transparent criteria for promotion, and where promotions happen via a process of social cloning (i.e. where those in positions of authority either consciously or unconsciously seek to champion and promote those who are similar to themselves).

At Amadeus, we are opening up the discussion with our managers and employees to understand what this means for our organisation and to identify measures we can actively take to prevent this from happening. In line with this, we are also intent on refreshing our career committee process, our mentoring programmes and improving opportunities for social and informal learning

## Sponsorship

For any programme of change to be successful, there must be senior sponsorship and engagement from all employees.

In 2021 we launched Project Parity. We are proud of our diverse population but being inclusive means different things to different people. Genuinely inclusive workplace practices rely on management support and grassroots energy and how it comes to life varies from one person to the next.

Aimed at understanding more about this, we launched Project Parity, an initiative underpinned by both internal and external data. From this we were able to identify the five key areas noted previously but we needed to know more about how our employees interpreted the five areas. Our next step was to host a townhall where a diverse group of employees, from senior management to graduate interns, were asked to share their thoughts and start the discussion.

## Amadeus Women Network

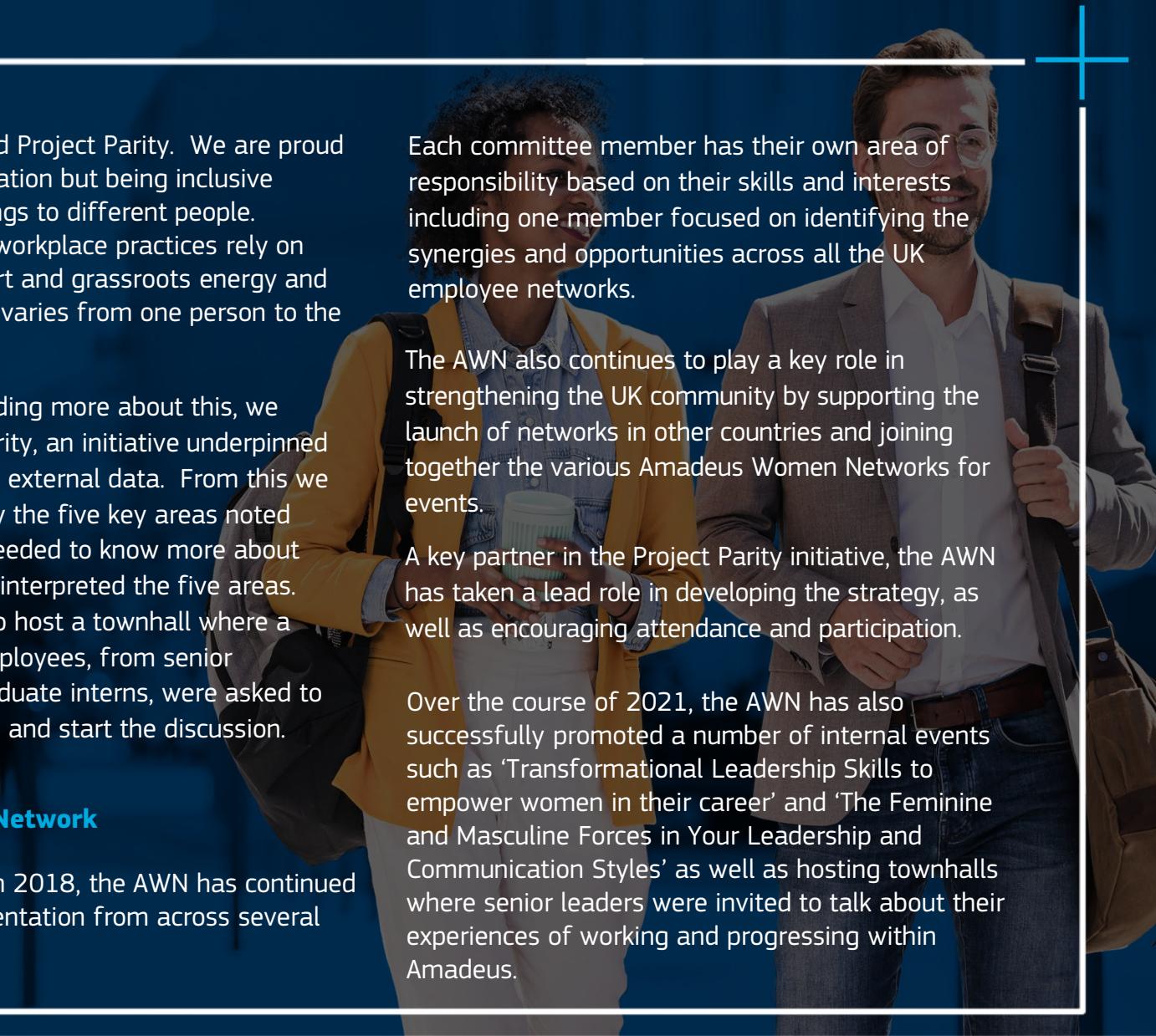
Established in March 2018, the AWN has continued to grow with representation from across several lines of business.

Each committee member has their own area of responsibility based on their skills and interests including one member focused on identifying the synergies and opportunities across all the UK employee networks.

The AWN also continues to play a key role in strengthening the UK community by supporting the launch of networks in other countries and joining together the various Amadeus Women Networks for events.

A key partner in the Project Parity initiative, the AWN has taken a lead role in developing the strategy, as well as encouraging attendance and participation.

Over the course of 2021, the AWN has also successfully promoted a number of internal events such as 'Transformational Leadership Skills to empower women in their career' and 'The Feminine and Masculine Forces in Your Leadership and Communication Styles' as well as hosting townhalls where senior leaders were invited to talk about their experiences of working and progressing within Amadeus.



# 4. Engagement

We know that our best work happens when our workforce reflects the world around us and that our employees perform best in a culture where everyone feels they belong.

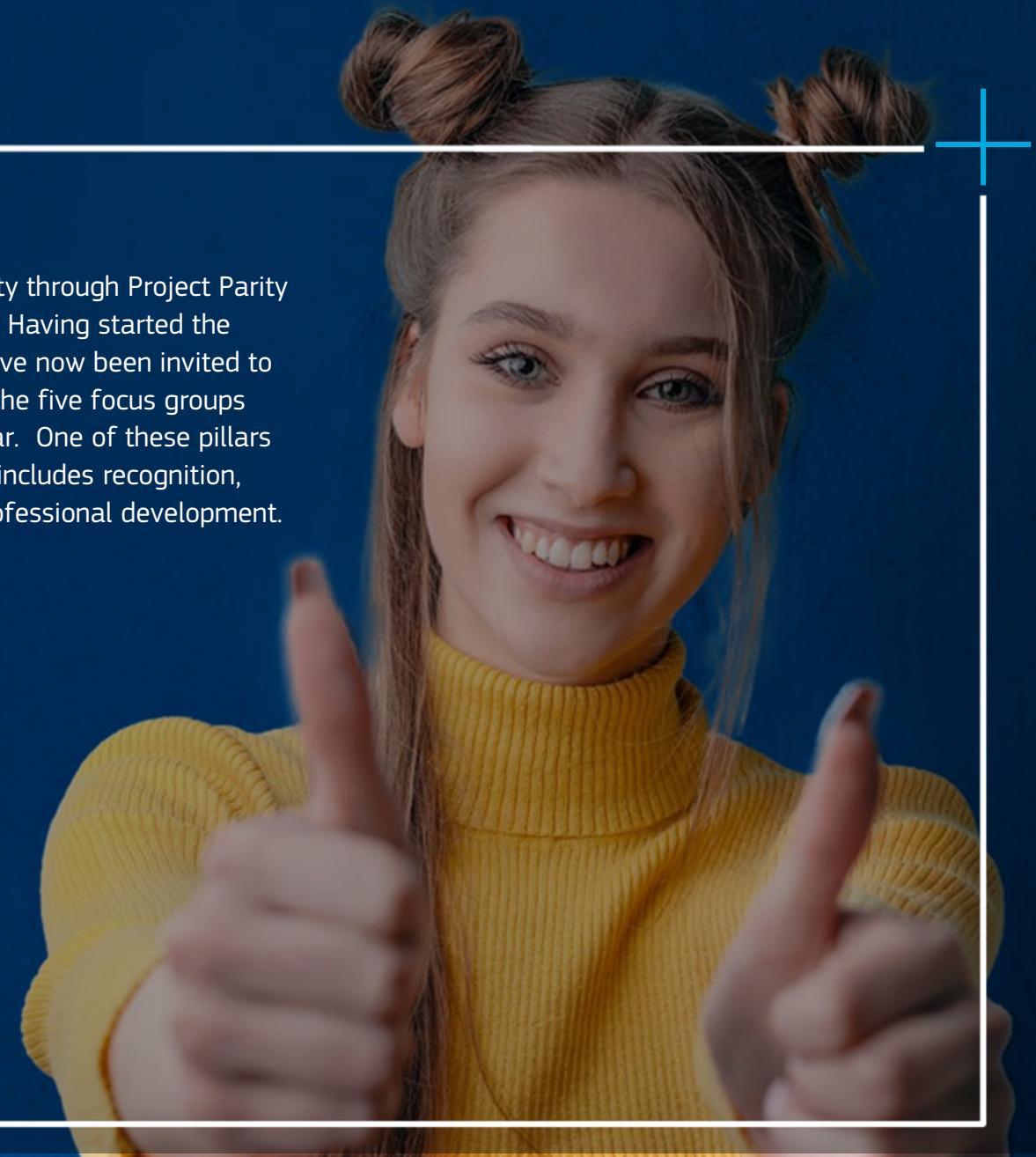
## Net Promoter Score

In our most recent employee survey (Wave 2, 2021), both males and females scored the company highly on inclusive dimensions such as feeling able to speak up and having someone they could trust in the workplace. Our opportunities, however, vary by gender and we need to explore further why our male population have a higher net promotor score than our female population.

These differences are most apparent in dimensions such as receiving recognition and receiving feedback and it is clear that more work needs to be done to understand the context of these responses.

## Project Parity

We have a unique opportunity through Project Parity to follow up on this context. Having started the discussion, all employees have now been invited to take part in one or more of the five focus groups aimed at exploring each pillar. One of these pillars is Career Advancement and includes recognition, feedback, mentoring and professional development.



Powering better  
journeys  
through travel  
technology

