

# Gender Pay Gap Report 2020

Amadeus IT Services UK Limited



# Travel connects us. It broadens the mind. It builds economies.

Travel moves the world forward. We are the world leader in travel technology.

## We are Amadeus.

As a travel technology company, we build the critical solutions that help airlines and airports, hotels and railways, search engines, travel agencies, tour operators and other travel players to run their operations and improve the travel experience, billions of times a year, all over the world.

Amadeus is one of the leaders in R&D investment across the travel industry and rank third largest R&D investor in the software industry in Europe.

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.

In 2020, the COVID-19 outbreak caused an unprecedented plunge in travel volumes and a high degree of uncertainty about when and how the industry would recover. Our priorities throughout this turbulent period were clear from the beginning: to ensure the safety and wellbeing of our employees, support our customers and protect our business.

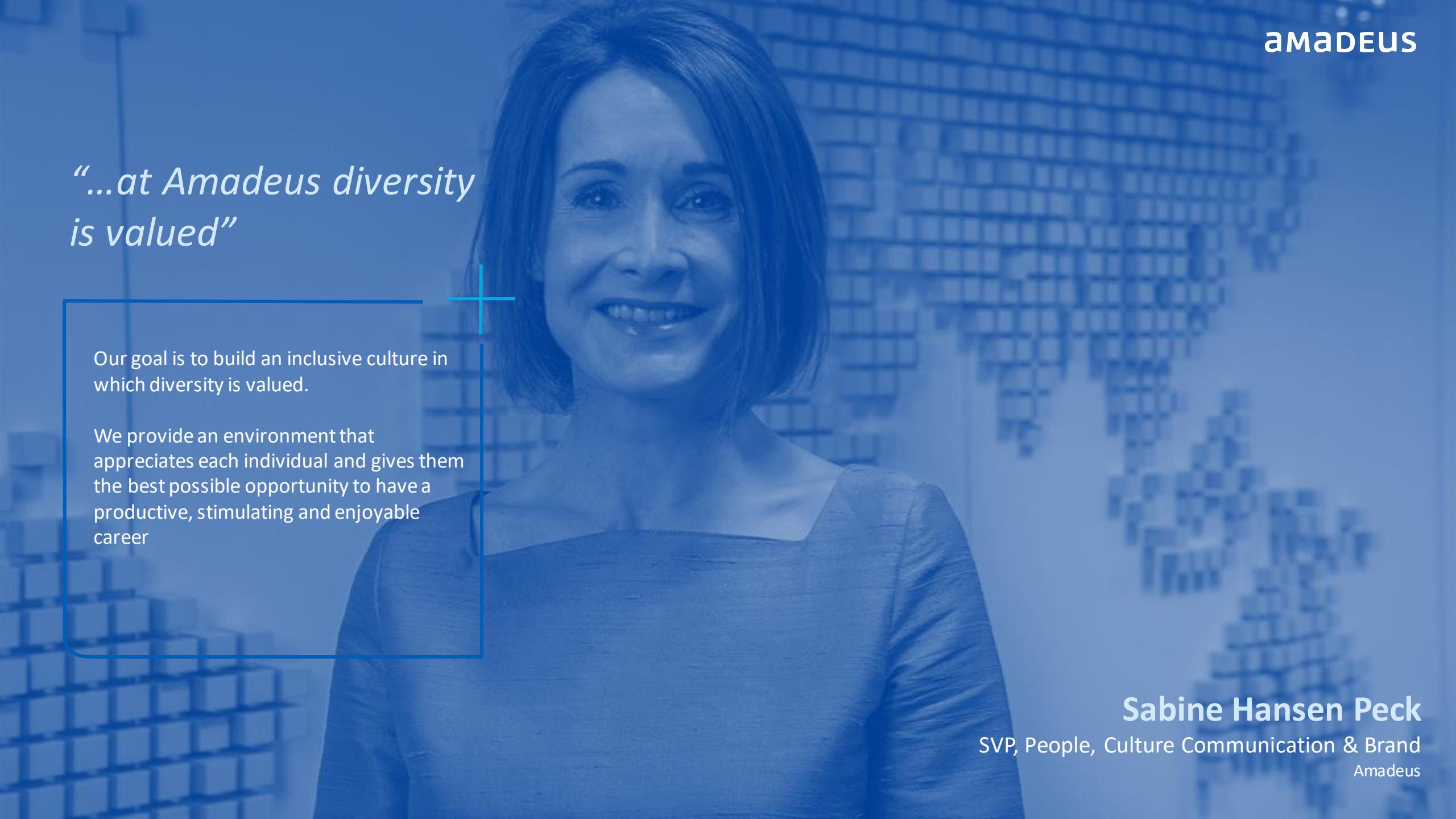
This was a challenging year for us, as it was for many of our customers and travel partners, however we were able to take advantage of this time to invest in new partnerships and explore innovative technologies.

There is no doubt that the travel industry will be rebuilt, and it will probably look different to how it was before. We believe it will take a community response to get the world traveling again and technology will play a vital role in regaining the confidence of travellers.

It is important that internally our community reflects the industry and travellers we service, which is why we are convinced that fairness and gender equity are fundamental to our future success.

<https://amadeus.com/en/insights/press-release/rebuild-travel-digital-health-survey>

*“...at Amadeus diversity  
is valued”*



Our goal is to build an inclusive culture in which diversity is valued.

We provide an environment that appreciates each individual and gives them the best possible opportunity to have a productive, stimulating and enjoyable career

**Sabine Hansen Peck**

SVP, People, Culture Communication & Brand  
Amadeus

*“...we are listening to  
turn intention into  
action”*

Real, sustainable change requires all of us to become full partners and allies in supporting gender equality.

At Amadeus we are taking steps to listen to our employees and to turn intention into action.

**Niko Samberger**

Director, Engineering

The London Heathrow office of Amadeus

*“...We are on a journey.”*

As Sponsor of the Amadeus Women's Network in the UK, I'm delighted to see that the company has continued to reduce the gender pay gap in both mean & median pay.

However, we are on a journey, and it has been great to see the company-wide engagement in our work with the Global Equality Collective.

This helps us to understand the ways we can improve to ensure gender equality and inclusion in our workplace.



**Clare de Bono**

General Manager

The London Gatwick 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.



# What is actually measured?

The gender pay gap

The gender bonus gap

Who receives bonuses?

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 2020

Difference in mean pay 2020	Difference in mean pay 2019
11.87%	15.12%

Difference in mean bonus pay 2020	Difference in mean bonus pay 2019
45.06%	35.59%

Difference in median pay 2020	Difference in median pay 2019
9.34%	12.46%

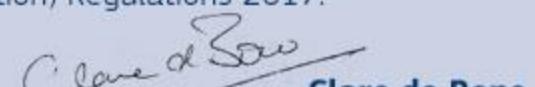
Difference in median bonus pay 2020	Difference in median bonus pay 2019
21.73%	19.49%

Proportion of men and women in four evenly sized quartiles when ranked from highest to lowest hourly pay		
Quartile	Female	Male
Upper	28%	72%
Upper Middle	29%	71%
Lower Middle	38%	62%
Lower	46%	54%
Overall	35%	65%

Proportion of men and women who received a bonus in the tax year	
Men	Women
86.85%	87.79%

### 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 and Head of Prime Retail Customer & Traveller Solutions at Amadeus

# Population by Gender

Gender pay gap reporting for 2020

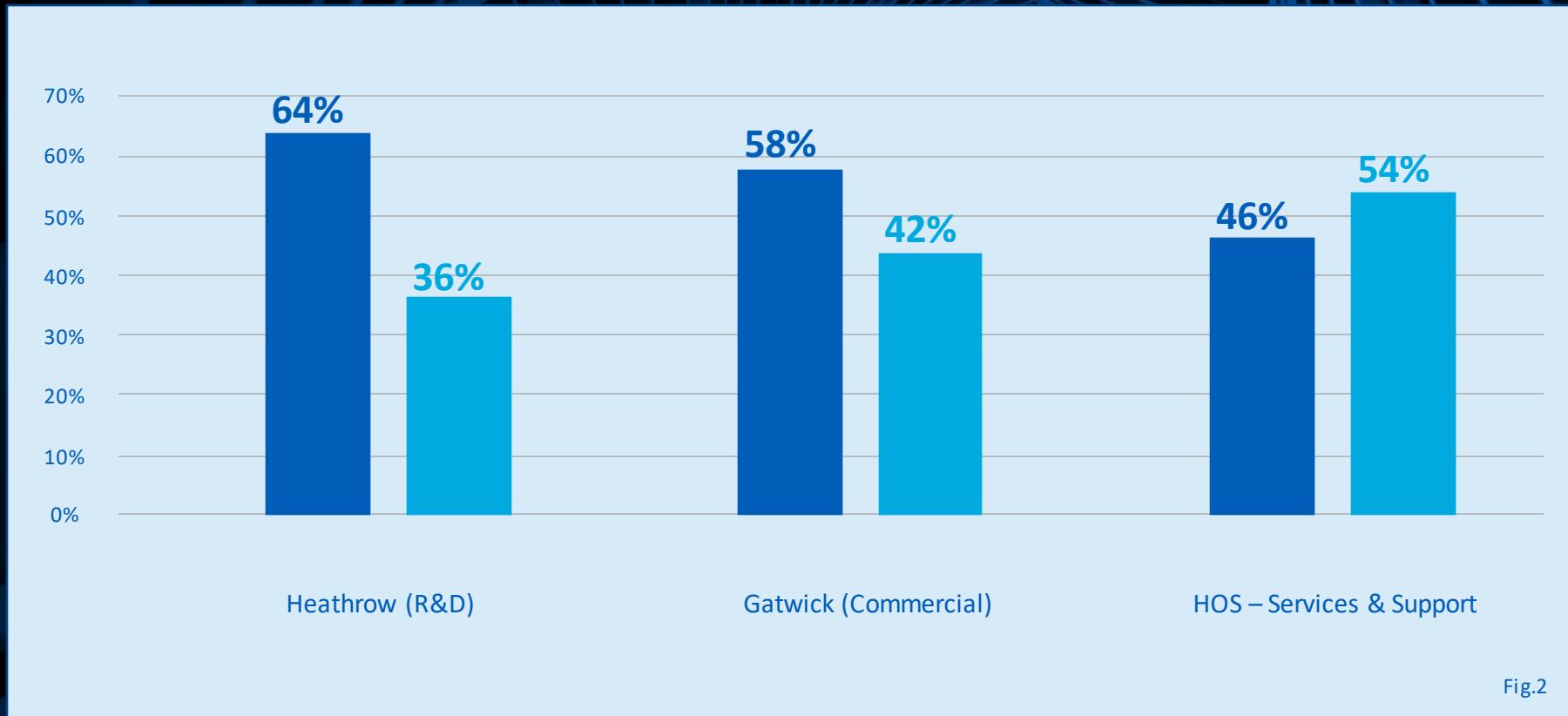


Fig.2

# Understanding our results

In the fourth year of reporting on our gender pay gap, we are pleased to see that the difference in both mean and median pay is shrinking.

As with many Tech organisations though, we have more men in senior roles than women. Our figures in respect of the bonus pay gap reflect the impact that small changes in the gender balance with our senior leadership can have on our reporting.

However, this is a gap we are determined to address by bringing more women into the organisation and by ensuring they have the right tools and support to make progress part of a successful career with us.

# 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*)

# Our 2020/21 focus

Our strategy remains focused on the three key pillars of Recruitment, Retention and Progression but this year we have also added Engagement.

## Why have we done this?

Because, change is a journey and to make change happen, we need to generate ownership at all levels. We have to come together as an organisation to understand the reasons for this pay gap and to identify the right solutions. To do this, we are working with employees at all levels to ensure we are aligned on the challenges ahead and the steps we need to overcome them.

In partnership with the Global Equality Collective, we have been asking our employees to tell us how we are doing on many aspects of gender equality and inclusion in the workplace.

Our next step is to take this information – and together with everyone from our senior leaders to our interns and graduates – build a roadmap to becoming a more inclusive workplace.

In this way, we hope to drive the long-lasting changes we want to see, the changes that everyone will benefit from.

Our Leadership teams in partnership with People and Culture are wholly committed to this journey.



# Our commitment

## Top Employer 2020

For the 6th year in a row, Amadeus has won the Top Employers accreditation and for the second time, the European accreditation as well.

As a UK organisation we are immensely proud of this achievement; our practices have been assessed through the analysis of 100 questions which covered 600 people practices across the following topics;

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



*“...feel confident to grow and develop”*

I am personally delighted that we have been recognised as a Top employer for the 6<sup>th</sup> year in succession.

I believe that it recognises the strength of our wellbeing programme, our diversity and inclusion practices and our Amadeus women network.

Amadeus is fully committed to providing a platform where women can feel confident to grow and develop both professionally and personally.



**Barry Egan**  
Director People & Culture – UK&I  
Amadeus

# The four pillars of action



# 1.Talent acquisition

Amadeus UK continues to evolve its gender inclusive talent acquisition strategy for which we scored 84% in the UK Top Employers Award for 2020.

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

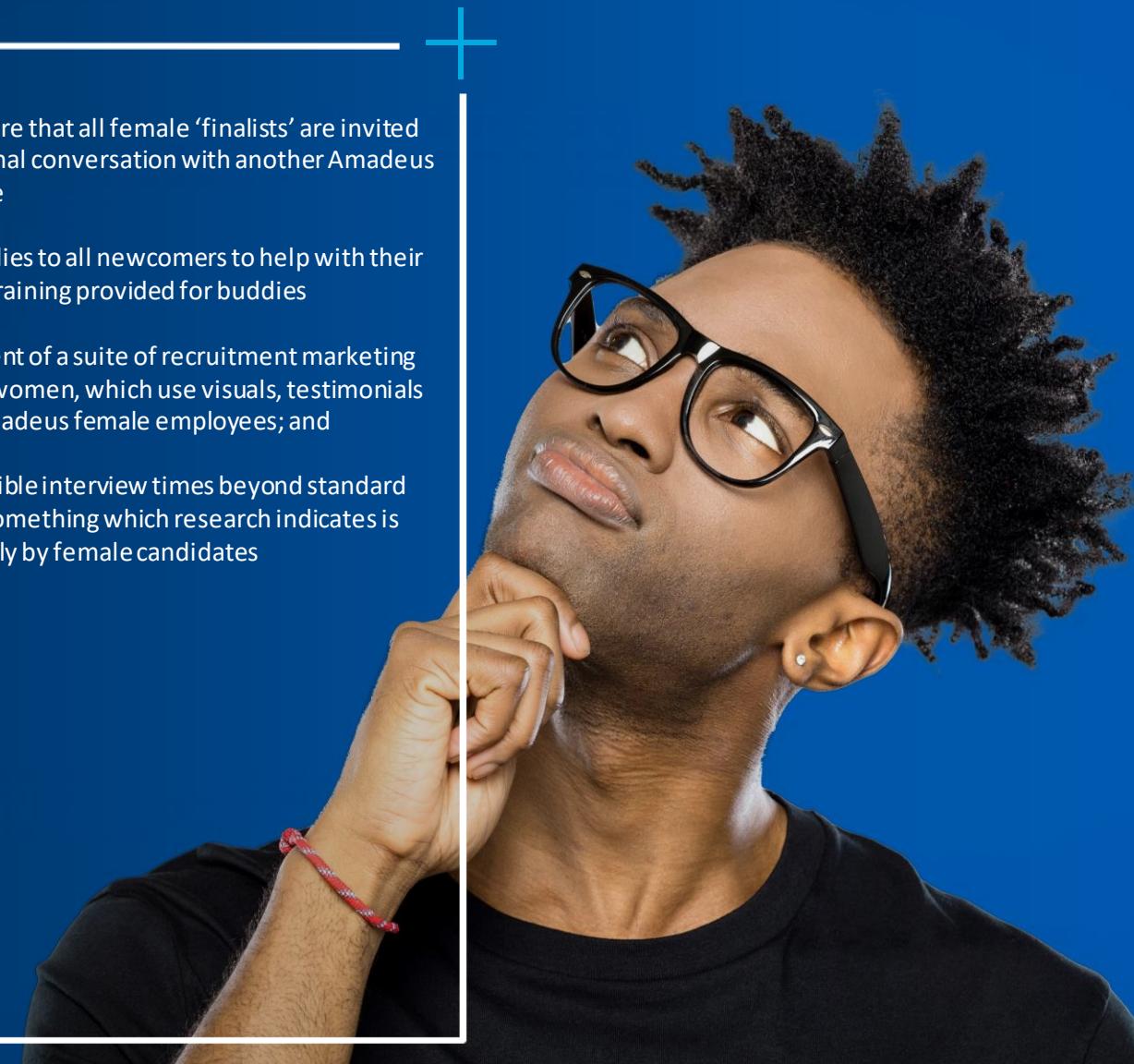
- Wherever possible, we continue to advertise on several diversity job boards including myGwork, Working Mums, Working Dads
- Using a gender decoder tool to ensure our job descriptions and job adverts are gender neutral
- Encouraging more female applicants by ensuring that our job adverts now; only list the essential skills required; and promote flexible working options, our excellent family friendly benefits, Amadeus Proud and our Women Network
- All interviewers are trained in competency-based interview skills, which includes a focus on unconscious bias, suspending judgement, equal opportunities and discrimination

We aim to ensure that all female 'finalists' are invited to have an informal conversation with another Amadeus female employee

Allocating buddies to all newcomers to help with their transition, with training provided for buddies

The development of a suite of recruitment marketing assets targeting women, which use visuals, testimonials and videos of Amadeus female employees; and

By offering flexible interview times beyond standard working hours, something which research indicates is received positively by female candidates



# 2. Retention

It is important that all our policies and practices are aimed at ensuring every employee is able to fulfil their career and personal aspirations. We aim to provide equal access to development opportunities and promotions in order for all employees to make the best of them.

This year we are focusing on;

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

2020 has shown us first-hand the benefits a more balanced home and office-based working arrangement can bring to the employee and the company and we aim to build on this going forward.

From 2021, the Company is launching a Hybrid Working policy under which our employees will be able to voluntarily work up to 50% of their time from home (up to 2 or 3 days in a 5-day week).

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.

Moreover, we are also able to offer employees the opportunity to work from anywhere for up to 4-weeks per rolling year.

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 recognises 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, furlough, or health related absences, they are supported in re-engaging with the business

And it doesn't stop there, a wellbeing strategy is only effective if employees engage with it. In 2020, Amadeus was shortlisted for the REBA Best Wellness Engagement Programme. An award that celebrates all of the great work being done to improve staff wellbeing and the culture of their organisation through reward and benefits.



# 3. Progression

In 2019 the Government Equalities Office published a report highlighting the fact that women are often disadvantaged by both a lack of formality and transparency with regards to the 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 leaders 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.

## Amadeus Women Network

Established in March 2018, the AWN now has over 100 members from a population of 500. In 2020 we welcomed a new Senior Sponsor, the General Manager of Gatwick. We have strengthened the UK community through the joining together of Amadeus Women Networks from many different countries.

This partnership has enabled a greater range of activities including the UK's participation in the first Global AWN broadcast [#eachforequal](#) celebrating International Women's Day. We also held our first virtual speaker session 'Oh man, what a woman!' with female coach Alena Huberova and in June, we created a new Virtual Networking initiative, Random Coffee enabling like-minded people to get connected whilst working from home.

We also know that career progression extends beyond life at Amadeus, so we have also established an Amadeus Women Network Alumni LinkedIn Group. This ensures we don't lose contact with friends leaving Amadeus and helps to broaden our network beyond our company's 'frontiers'.

The Amadeus Women Network is proud to be working in partnership with the Global Equality Collective, having successfully introduced the work they do to the UK leadership team at Amadeus. Taking a data driven approach to identifying the issues our employees really care about, we believe we can take a great leap forward to equality of rights, opportunity, pay parity, equity and inclusion for all people, regardless of sex, gender or other protected characteristics.



# 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.

As part of the work being done to engage with our employees and to emphasise both the business and human case for diversity and inclusion, we are creating pathways through which they can be active and valued contributors to the discussion.



Powering better  
journeys through  
travel technology