

Annex 05

Stakeholder engagement

Approach to stakeholder engagement

At Amadeus, we want to make sure that all our stakeholders have easy access to up-to-date information about the company. The following are the main publications reporting our activities, which help ensure clear communication and transparency:

- Amadeus Global Report.
- Consolidated Annual Accounts and Directors' Report (including the Nonfinancial Information Statement and sustainability information).
- Annual Report on Corporate Governance of Listed Stock Corporations.
- Annual Report on the Remuneration of Directors of Listed Companies.
- Quarterly financial results announcements.
- Social media updates on LinkedIn, Facebook, X, Instagram and YouTube.



In addition to these publications and the specific approaches to stakeholder engagement described throughout this report, we maintain dialogue with our stakeholders on a regular basis depending on need, and at least once a year. Below, we describe the main communication channels for each of our stakeholders.

See p. 25, “Air Distribution,” [↗](#) **p. 33, “Air IT Solutions,”** [↗](#) **p. 45, “Hospitality and Transversal Solutions,”** [↗](#) **p. 75, “Our people,”** [↗](#) **p. 89, “Driving social impact,”** [↗](#) **p. 101, “Fostering environmental sustainability,”** [↗](#) **p. 137, “Investors,”** [↗](#) and **p. 143, “Industry and government affairs.”** [↗](#)



Stakeholder engagement

Stakeholder	Communication channels	Engagement purpose	Outcomes
Employees and external candidates	<ul style="list-style-type: none"> · Engagement surveys · European Works Council · Speak Up Channel · Health and Safety Committee · Psychosocial risk assessment · Active listening—Employee mailbox 	<p>Foster a culture of open dialogue by actively listening to employee feedback and incorporating it. Maintain continuous engagement with employee representatives to strengthen social dialogue and enhance working conditions.</p> <p>Empower employees’ growth and development, with access to equal opportunity throughout their career journey.</p> <p>Uphold the highest standards of integrity, ethics, and compliance, ensuring a safe and respectful workplace.</p> <p>Ensure transparent communication on company performance, transformation, and sustainability initiatives. Attract, engage, and retain diverse talent of all backgrounds.</p> <p>Position Amadeus as an employer of choice in a competitive market.</p>	<p>Employees value Amadeus’ stable, reliable, and caring culture. Flexibility is a priority, supporting better work–life balance and overall well-being.</p> <p>Competitive compensation and benefits are essential for engagement and retention, regularly discussed with employee representatives.</p> <p>Gender equality, diversity, and inclusion remain central among employees.</p> <p>Continuous learning and career development opportunities are highly appreciated and contribute to long-term motivation and growth.</p>
Shareholders, investors, sustainability ratings	<ul style="list-style-type: none"> · Roadshows and conferences · Engagement roadshows · Annual general shareholders meeting · Investor Relations · Inbox 	<p>Align Amadeus’ goals with those of shareholders and investors.</p> <p>Understand their expectations and interests. Share detailed information about Amadeus’ performance. Address concerns and maintain open communication. Financial and ESG ratings Satisfaction of information needs of financial stakeholders for financial and sustainability data.</p> <p>Response to investors’ interests.</p> <p>Follow market regulations.</p>	<p>Financial and ESG ratings.</p> <p>Satisfaction of information needs of financial stakeholders for financial and sustainability data.</p> <p>Response to investors interests.</p>
Customers	<ul style="list-style-type: none"> · Customer Experience Program, including surveys, interviews, customer-focused events, etc. · Research and studies 	<p>Monitor customer experiences and understand their needs and expectations.</p> <p>Turn feedback into actionable improvements. Inform customers about trends and solutions, boosting Amadeus’ visibility. Identify market trends and anticipate customer needs, including sustainability.</p> <p>Explore how customers perceive the Amadeus brand.</p>	<p>Develop IT solutions to help customers with sustainability. Ensure solutions are accessible.</p> <p>Help small and medium-sized businesses grow and make a local impact. Strengthen partnerships to address traveler challenges. Adopt new technologies and use AI more.</p>
Suppliers and vendors	<ul style="list-style-type: none"> · Coupa Supplier Portal Risk Assessments · Sustainability (ESG) · Third-Party Risk Management · Speak Up Channel Supplier mandatory questionnaire 	<p>Identify strategic partners, communicate with potential vendors, and ensure new suppliers meet quality, management, and safety standards.</p> <p>Ensure third parties comply with Amadeus’ principles and promote integrity and ethical business conduct among suppliers Assess and improve suppliers’ practices in sustainability topics and identify potential risks in the value chain.</p>	<p>Amadeus checks if suppliers follow sustainability practices by evaluating working conditions, community impacts, accessibility, compliance, corruption, complaint mechanisms, privacy, and cybersecurity.</p> <p>Recognizing these risks helps identify possible negative impacts in the supply chain.</p> <p>Sustainability procedures for suppliers promote positive changes in their sustainable practices.</p>

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Stakeholder	Communication channels	Engagement purpose	Outcomes
Travel and Tourism SMEs, industry professionals	<ul style="list-style-type: none"> · Direct engagement through participation in main industry associations, networking activities, etc. · Blog posts, bylines and other media engagements through which Amadeus offers its views on trending industry matters · Surveys · Voice of customers 	Foster sustainable travel and tourism by supporting startups, empowering entrepreneurs, and investing in new technologies. Promote digital skills for current and future professionals. Represent the sector's interests and share knowledge. Monitor key trends and understand their impact on Amadeus.	Monitor and adapt to tourism challenges in key destinations. Support SMEs by building capacity, developing skills, and providing technology access to benefit local communities and offer innovative digital solutions. Develop inclusive solutions for those with limited digital access. Promote Amadeus Learning Services to enhance the pipeline of digitally skilled talent. Focus on cybersecurity.
Governments, authorities and regulatory bodies	<ul style="list-style-type: none"> · Direct engagement through participation in main industry associations. Participation in meetings, events and initiatives (think tanks, etc.) · Participation in public hearings and regulatory bodies 	Engage in public consultations and legislative processes. Gain early insights into regulatory trends. Build thought leadership and credibility with key institutions. Advocate for Amadeus' interests and promote its initiatives to ensure fair competition and a level playing field.	Public and private exposure to topics such as digital markets, cybersecurity, personal data, AI, etc. Strengthen Amadeus market position and proactively address compliance requirements. Amadeus is currently engaged in regulations related to AI, cloud, data governance, cybersecurity, and multimodal mobility, among others.
Local communities and environment	<ul style="list-style-type: none"> · Direct engagement and partnerships with NGOs through participation in community impact and sustainability activities · Participation in meetings, events and initiatives · Speak Up channel 	<p>Foster local community development through travel and tourism. Support local communities during humanitarian crises. Promote digital access and inclusion. Minimize travel's environmental impact.</p> <p>Communicate Amadeus' social and environmental efforts.</p> <p>Address community complaints and concerns.</p>	Promote economic and social development for vulnerable groups. Provide humanitarian aid during crises like natural disasters and conflicts. Encourage digital inclusion and digitalization in local communities. Reduce Amadeus' environmental impact. Support a more sustainable travel industry.
Travelers	<ul style="list-style-type: none"> · Indirect sources of information 	Enhance traveler experiences with a connected and sustainable ecosystem. Help travelers make sustainable choices. Create solutions that are inclusive and accessible. Identify traveler needs for Amadeus' clients. Monitor emerging trends in travel.	Climate change offers Amadeus a chance to create related solutions. Improving content accessibility. Travelers are more worried about privacy and data security when sharing information with companies.

Appropriate engagement with our stakeholders allows us to understand their chief concerns and what they expect from us.

Some examples of Amadeus' engagement with our stakeholders include:

- Active collaboration with the private sector and trade industry stakeholders in travel, tourism and the digital sector.
- Involvement in community impact activities in 50 countries.
- In 2025, over 230 institutions empowered and supported through our Community Impact Program.
- Over 7,200 employees watching Amadeus Live, which had two annual global editions in 2025.
- The Investor Relations team attending 24 conferences and roadshows during 2025.

Relationship with vendors



Medium-low impact



Most of our external vendors fall under the following categories:

- **Consulting and marketing services**
- **Hardware vendors**
- **Software vendors**
- **Data communication vendors**

From a supply chain perspective, our principal activity is related to online transaction processing and technology development. In this context, Amadeus' exposure to third-party vendors that may not comply with minimal social or environmental requirements is relatively low.

The majority of our spend is concentrated on a limited number of vendors, mainly public cloud providers, software and IT external

services companies. With 50 key vendors accounting for more than 64% of our global spend, Amadeus has a fairly stable situation in terms of vendor concentration.

The Amadeus Corporate Purchasing Policy aims to ensure that all employees involved in the procurement of goods and services factor in social and environmental responsibility in their purchasing decisions. An organization of local, regional and global purchasing teams oversees the operations on the supply chain side and deals with both internal stakeholders and vendors. As part of our commitment to promoting sustainability principles into our supply chain, Amadeus has been awarded the ISO 20400 certification by the International Federation of Purchasing and Supply Management (IFPSM) and the Spanish Association of Purchasing, Contracting and Procurement Professionals (AERCE).

Linked to this, the training of our buyers on social and environmental issues achieved an 82% completion rate in 2025. All vendors must be fully committed to complying with all appropriate laws and regulations in all countries and jurisdictions in which they operate. The scope of these laws and regulations includes health and safety, labor relations, human rights and non-discrimination, insider trading, taxation, data privacy, competition and anti-trust, the environment, public tenders and anti-bribery.

We expect vendors to be guided by the highest ethical standards and to be firmly committed to excellence in the fields of corporate governance, social responsibility and environmental sustainability. In order to verify vendors' commitment to sustainability, we apply the following measures:

Any strategic vendor for all Amadeus companies must agree in writing to adhere to the Amadeus Code of Ethics and Business Conduct for Third Parties. If any vendor has their own documented code for third parties (which Amadeus has the right to ask for and/or audit), and it's demonstrated to be at least as strict as Amadeus', they may adhere to their own, with confirmation in writing. If the vendor isn't in agreement with this wording, it's the vendor's responsibility to explicitly state if they're not adhering to the Amadeus code and why. In this case our Purchasing team, together with our Risk and Compliance team, will decide how to move forward in each specific case.

We favor vendors that are committed to environmental and social responsibility practices, such as having an environmental policy in place, demonstrating compliance with environmental regulations and prioritizing goods aligned with circular economy principles.

We avoid relationships with vendors that don't comply with the following principles:

- Respect for human rights
- Prevention of forced and child labor
- Non-discrimination in recruitment practices
- Prevention of unfair or low-wage labor
- Respect for employees' rights to freedom of association
- Healthy and safe working conditions for employees
- Observation of all related local and international laws and regulations, ensuring fair transactions and preventing corruption

GRI 2-6 GRI 2-29

GRI 3-3 (Management of relationships with suppliers)

GRI 308-2 GRI 403-7 GRI 414-2

We actively work on actions to promote diversity in our supply chain. Since 2016, in France we've worked with an IT company employing neurodiverse contributors and female IT contractors, and as part of our external services category, we've included preferred vendor women-owned businesses, which are invited to our sourcing events. As part of Amadeus' corporate evaluation process for vendors and partners (Third Party Risk Governance), we incorporate digital accessibility questions into our overall risk-scoring methodology. The questionnaire covers various categories, including hardware infrastructure, operating systems, software, telephony, and IT services. It ensures that products conform to standards like Web Content Accessibility Guidelines (WCAG) and EN301549.

The Amadeus Data Center in Erding has been our flagship facility for almost 40 years and the heart of our operations, as well as a key enabler of Amadeus' growth over the past decades. However, because of our move to the cloud, we're decommissioning the Data Center in 2026. To give it a proper send-off, we're looking for a vendor¹ that will be able to ensure a high refurbishment rate for the hardware. For the components that will have to be disposed of, we'll ensure that they're properly recycled in line with EU Directive 2012/19 related to Waste Electrical and Electronic Equipment (WEEE). We also want to select a vendor that entrusts disabled people to erase data according to ISO 27040 standards.

1. A supplier specialized in ITAD (Information Technology Asset Disposal).

GRI 2-6 **GRI 2-29**

GRI 3-3 (Management of relationships with suppliers)

GRI 308-1 **GRI 308-2** **GRI 403-7**

GRI 414-1 **GRI 414-2**

Vendor qualification process

The Amadeus vendor qualification process helps identify candidates for strategic relationships, facilitates communication with potential vendors and ensures that new suppliers meet wide quality, management and safety standards.

Amadeus' vendor qualification procedure provides a holistic view of our entire global supply base by:

- Identifying approved and preferred vendors for the products and services we want to buy.
- Assessing the potential risks of buying products or services in all geographies.
- Encouraging improvements in supplier standards.

There's a two-step qualification process applied to Amadeus vendors:

- 1 Any new vendor created in our database is assessed through the Dow Jones Risk & Compliance screening tools.
- 2 Any new engagement is assessed through the Archer Third-Party Risk Management solution.

In 2021 our Corporate Compliance and Purchasing teams integrated automated compliance due diligence tools into our vendor creation process. A compliance due diligence check is performed on eligible vendors before the business relationship is entered into so that risks can be appropriately mitigated during contractual negotiations.

In 2025 Amadeus deployed the Archer solution for the risk assessment of our engagements with vendors in several different risk areas (e.g. security, data privacy and business continuity).

Sustainability criteria are part of both our internal risk assessments for outsourced products/services and our external due-diligence assessments sent to vendors.

See p. 134, "Corporate Compliance Program." [↗](#)

Supervision systems and audits: results

The evaluation of our vendors' supervision systems is carried out by audits, both internal (by Amadeus' Group Internal Audit) and external (by third parties).

The selection of activities to be reviewed by Group Internal Audit is mostly risk based and has to be formally approved by the Audit Committee of the Group. Through these engagements, the adequacy and effectiveness of internal controls are assessed within the Amadeus organization. This includes, whenever deemed relevant, the effectiveness of controls over outsourced activities.

In addition, and on an ad hoc basis according to our risk-based approach, Group Internal Audit can also directly assess activities at selected vendors, both at the Group and entity level.

Amadeus' vendor risk management approach is multidisciplinary and includes areas such as privacy, cybersecurity, business continuity, IT controls, compliance and legal. This allows us to evaluate and monitor vendor performance and risk. In relation to climate change, we ask

our vendors to provide their sustainability strategy or to comply with the requirements of Amadeus' Environmental Policy. We believe that the systematic implementation of this approach helps to increasingly raise awareness in the industry about the importance of reducing greenhouse gas emissions overall, and it also helps us identify potential risks and areas for improvement.

As part of Amadeus' vendor creation process, a mandatory questionnaire must be completed by all new vendors (excluding one-off vendors with expected expenses below €10,000). The questionnaire includes issues related to human rights, non-discrimination and environmental policies. Vendors must also either confirm adherence to our Code of Ethics and Business Conduct for Third Parties/Environmental Policy or confirm that they have similar policies. If the vendor response is inadequate, they don't move forward in the process and Amadeus declines to work with them.

In 2025, 97% of new vendors that went through Amadeus procurement process agreed to the Code of Ethics and Business Conduct for Third Parties. This process is effective in most Amadeus entities, covering more than 95% of our relationships with vendors (vendors that represent 51% of our turnover have signed our code).

The evaluation of vendors' sustainability risks is one of our targets. This year, 56%² of our vendors by spend have been evaluated. In 2025 we didn't identify any significant environmental or social impact in the supply chain.

2. This number includes the total vendors spend using the Engagement Risk Assessment tool. When including vendors evaluated outside the tool, the percentage increases to 67%.