

Chapter 07

## Our people



# Introduction

At Amadeus our people are our greatest asset and the driving force behind our success.

In 2025 we continued to strengthen a culture that makes Amadeus a great place to work, empowering our 20,000+ colleagues from more than 145 nationalities to thrive.

We've reinvented our People & Culture strategy, backed by our Employee Value Proposition (EVP), around three pillars—Proximity, Agility and Talent:

1. **Proximity** strengthens connectivity across our teams, company and communities.
2. **Agility** focuses on how we operate so we can deliver solutions faster and work smarter.
3. **Talent** ensures we attract, grow and engage the people who create exceptional value for our customers.

In 2025, we refreshed our sustainability strategy and roadmap for 2026–2027, maintaining a key focus on our people, and aligning with our People & Culture strategy and our EVP. We also want to be a leading example of how diversity and inclusion (D&I) and employee well-being fuel both growth and long-term sustainability. We actively promote fair treatment, strengthen inclusive practices and attract talent from all backgrounds. This commitment is anchored in our governance frameworks, including

**GRI 3-3 (Equal treatment and opportunities for all)**

**GRI 3-3 (Working conditions)**

our People Policy, Sustainability Policy and Human Rights Policy.

We continue to strengthen how we attract, develop and engage talent, ensuring Amadeus remains the dream destination for diverse, high-potential professionals. Our flexible working model, competitive rewards and robust learning ecosystem drive growth while supporting work/life balance.

In 2025 we:

- Introduced a strategic well-being framework
- Expanded our mental health advocacy training
- Raised awareness on mental health
- Enhanced support for employees with health conditions

We also advanced initiatives to boost organizational health and agility. This included unifying our legal entities in Germany to foster a cohesive culture and streamline operations; progressing with the integration of newly acquired companies; and harmonizing global processes such as promotions—all while maintaining strong audit and data protection standards.

Our commitment to continuous improvement remained strong. We reinforced organizational health programs, launched an upskilling initiative for our People & Culture teams, and delivered our second global Amadeus Career Week—empowering

employees to embrace continuous learning, self-development and adaptability.

As we look ahead, we remain committed to:

- **Empowering our people**
- **Fostering an engaging and inclusive culture**
- **Supporting Amadeus' sustainability agenda**
- **Driving innovation that brings the world closer**

Together, we'll continue to make travel work better for everyone, everywhere.



# Demographics

## Workforce by type of contract (headcount)\*

Permanent employees	20,542	99.7%
Temporary employees	63	0.3%
<b>Total</b>	<b>20,605</b>	<b>100%</b>

## Workforce by region (headcount)\*

Europe	10,597	51.4%
Asia-Pacific	6,334	30.7%
North America	2,083	10.1%
Central and South America	1,169	5.7%
Middle East and Africa	422	2.0%
<b>Total</b>	<b>20,605</b>	<b>100%</b>

## Workforce by gender (headcount)\*

Male	12,703	61.7%
Female	7,900	38.3%
Other	2	0.0%
<b>Total</b>	<b>20,605</b>	<b>100%</b>

\*Headcount as of December 31, 2025. Including all permanent and temporary employees of Amadeus IT Group in controlled companies.

GRI 2-7

GRI 3-3 (Equal treatment and opportunities for all)

GRI 3-3 (Working conditions)

# Amadeus: dream destination

## Joining Amadeus

Back in 2023 we reinvented our global recruitment process to deliver a consistent, fair and candidate-centric experience for both candidates and hiring managers. This approach is supported by global standards and tools that ensure transparency and consistency across all locations. We continue to develop our practices through intelligent dashboards, providing real-time insights and continuous improvement to deliver better outcomes and ensure inclusiveness.

The Amadeus Recruitment Academy remains a cornerstone of capability building. In 2025 our Recruitment teams dedicated over 140 hours to learning and development, covering AI and automation, data analytics, candidate relationship management, and inclusive recruitment practices. Recruiters used Includjobs, an AI agent that makes the language in our job ads more inclusive and less biased. This has helped us reach a broader and more diverse talent pool.

Our employee referral program empowers colleagues to act as ambassadors for Amadeus, reinforcing our global culture and focusing on skills and experience. In 2025 employees submitted more than 10,250 referrals, demonstrating the program's strong engagement and impact.



### Medium-low impact



In 2025 gender balance and under-represented groups in the industry remained key priorities for Amadeus. We promoted girls and women pursuing tech studies through Amadeus programs such as Women in Tech, STEM scholarships (in Colombia, India and the Philippines), our Anokhee D&I initiative in India, and our Future Travelers internship initiative in Türkiye. Early outreach initiatives, like our Girls' Day in Germany, Spain and the UK, also helped inspire younger generations and build a more diverse, gender-balanced pipeline. This year, we're proud to have achieved a 42% female and 58% male engineer ratio at Amadeus Türkiye.

The Amadeus Women's Network Singapore partnered with Women in Aviation International (WAI) Singapore to organize and sponsor an impactful career guidance event, with over 800 attendees. The aim was to inspire girls to pursue careers in aviation and to contribute to the training of future industry leaders.

The results of these efforts on Amadeus' talent pipeline were clear: 52% of tech interns hired in 2025 were women.

Amadeus collaborates with leading associations and collective commitments across aviation, travel and technology, including:

- The International Air Transport Association (IATA)'s 25by25 initiative<sup>1</sup>
- ADAPT<sup>2</sup>
- Reaching Equality in Diversity (REDI)<sup>3</sup>
- The International LGBTQ+ Travel Association (IGLTA)<sup>4</sup>

These partnerships amplify our voice on gender balance, LGBTQIA+ inclusion, and diversity in innovation, enabling us to share best practices and contribute to shaping industry standards.

## Life at Amadeus

Our culture is rooted in exploration, collaboration and making a positive impact on our industry and the world.

At Amadeus we cultivate an environment where everyone feels inspired to embrace challenges with curiosity and an open mind.

By providing the right support and opportunities for our people, we create a workplace where every individual can unlock their full potential and contribute to our shared success.

1. A voluntary commitment to increase female representation in senior leadership and under-represented roles by 25% by 2025.
2. Aviation industry initiative focused on disability inclusion and accessibility, promoting better employment practices and more accessible travel for people with disabilities across the air transport ecosystem.
3. Cross-industry diversity and inclusion initiative, originally established in the UK, that brings together organizations to advance equality across gender, ethnicity, disability and other under-represented groups.
4. Global trade association that supports LGBTQ+ inclusion in travel and tourism through advocacy, education and industry collaboration.

**GRI 3-3 (Equal treatment and opportunities for all)**

**GRI 3-3 (Working conditions)**

## Positive working environment

### Strengthening culture through integration and engagement

In 2025 we improved our M&A integration process to better understand the cultures of new companies joining Amadeus. We want to nurture the best of both worlds and continuously enrich our culture.

To promote regional engagement, we also launched the Amadeus Hospitality Ambassador Program, where employees across our regions and sites act as culture carriers, bridging global priorities with local realities. They listen, amplify voices and transform feedback into action. This network creates a living fabric of engagement—where every region feels heard, and our vision becomes tangible everywhere we operate.

### Building trust and connections with our integrated communications

We believe that effective communication is key to fostering trust, belonging and a positive work environment.

Our internal channels, including leadership briefings, town halls, Neo Insider bulletins, mailings and intranet keep employees informed about our strategy, business performance, policies and opportunities across all sites worldwide, with full accessibility for everyone.

In 2025 we prioritized transparent People & Culture communications, highlighting our inclusive culture, employee engagement and growth mindset through initiatives like our Global Career Week, Global Mental Health Day and year-round seminars on well-being.

Our internal communications also supported key transformations, including onboarding teams from recent acquisitions such as Voxel, Vision-Box and ForwardKeys. They helped guide colleagues through unexpected or disruptive events with empathy and timeliness.

Highlights included company-wide Amadeus Live broadcasts connecting roughly 7,200 employees globally, and the promotion of community impact initiatives such as our Tech4Impact skills-based volunteering hackathon, where 365 colleagues supported 22 nonprofits worldwide.

See p. 89, “Driving social impact.” ↗

## Employee engagement for sustained progress

Listening to our people remains a priority to ensure they feel heard, involved and empowered. Continuous feedback drives a resilient, adaptable organization, and our structured engagement surveys provide actionable insights for improvement.

In 2025 we ran three feedback waves covering topics such as employee experience, sustainability, D&I, well-being, cross-team collaboration, AI, internal mobility, and innovation. This approach allows us to identify best practices and address what matters most to our teams.

Participation in the latest survey reached 81%, with an employee Net Promoter Score (eNPS) of 46, reflecting strong satisfaction and willingness to recommend Amadeus. Notably, our cross-collaboration score increased by 0.2 points, demonstrating meaningful progress.

### Engagement survey (average of 3 waves)

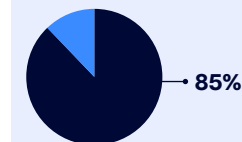


### Amadeus' scores on Glassdoor in 2025

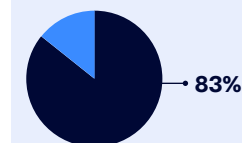
Total reviews → 5.3k+



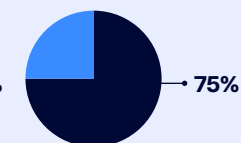
CEO approval:



Would recommend to a friend:



Positive business outlook:



## Flexible working environment

Since 2020, our flexible working model has allowed employees to work from home for up to 50% of their time, balancing individual focus with team collaboration.

Offices serve as central hubs for socialization, creativity and community, while working remotely supports work/life balance, family time and caring responsibilities. Supported by advanced technology, employees can remain productive in any setting.



GRI 3-3 (Equal treatment and opportunities for all)

GRI 3-3 (Working conditions)

To enhance this flexibility, we're renovating offices to create collaborative, adaptable and ergonomic workspaces with natural lighting, unassigned desks and a variety of settings to support diverse working styles.

Our digital workplace solutions complement these efforts, providing smart, secure tools for project management, organization and collaboration across geographies. Meeting rooms are equipped with advanced videoconferencing, interactive displays and superior audio technology to support seamless hybrid work.

## Total rewards

Amadeus maintains a zero-tolerance approach to discrimination in all aspects of pay and reward.

We follow a global pay equity philosophy, supported by regular data analysis and governance oversight, and monitor the adjusted gender pay gap and benchmark salaries internally and externally to ensure fairness and competitiveness.

Since 2024, all compensation planners have completed mandatory pay equity training to ensure fair and consistent decision making. By 2025, participation reached 100%.

We continue to invest significantly in both fixed and variable compensation, and we're committed to remunerating employees in line with market standards and local legislation.

We also offer attractive local benefit packages, which typically include health and medical insurance, retirement plans, life and disability insurance, and physical and mental well-being offerings.

## Key global employee benefits

Amadeus' global employee benefits are designed to support the diverse needs of our international workforce, combining flexibility, financial participation and recognition of performance, and include the following:

### → Work from anywhere (workcation):

Amadeus embraces flexibility by allowing employees to work from other countries for up to 30 working days per year. This supports a better work/life balance, connects to our purpose of making travel better for everyone everywhere, and caters to the needs of our highly global and international workforce.

The following infographic shows the results of this approach in 2025.

### Total working days employees worked from anywhere:

45,385

### Approved trips:

5,912

Top 5 countries that submit requests for workcation

- France
- Spain
- Germany
- UK
- USA

Top 5 preferred locations to work from

- Italy
- India
- France
- Spain
- Morocco

### → Annual bonus:

Our annual bonus scheme is designed to reward individual performance and align with Amadeus' financial and strategic success. It includes both individual and company performance components. Company performance objectives include financial goals, with a weighting of 88%, and sustainability goals, with a weighting of 12%. The latter consist of metrics related to our environmental, social and governance (ESG) goals, in line with our sustainability strategy.

### → Amadeus share match plan:

Launched in 2013, this company-wide share purchase plan offers employees the opportunity to invest in Amadeus shares with a 2:1 match. This plan encourages employee investment and provides additional free shares. It has one of the best participation rates in the industry, with a 40.5% enrollment of eligible employees in 2025. We've recently extended this benefit to our employees in Portugal and Slovenia.

## Amadeus for All

At Amadeus we want every employee to be able to reach their full potential by working in an environment where they're treated fairly, feel they belong and have equal opportunities to grow.

Our D&I and well-being priorities are brought together under Amadeus for All, a core part of our internal social sustainability framework and our global Employer Value Proposition pillar, "Dream Destination."

Amadeus for All connects our People Policy, Sustainability Policy and Human Rights Policy.

## Attracting talent from all backgrounds

At Amadeus we strive to attract talent from all backgrounds by embedding inclusion and equal opportunity throughout our talent attraction and recruitment practices.

## Enabling growth

Inclusion thrives when everyone has access to meaningful growth and development.

All Amadeus employees benefit from a wide range of dedicated D&I learning opportunities, including mandatory and voluntary e-learning on topics such as:

- Inclusion
- Non-discrimination
- Anti-harassment
- Allyship
- Disability
- LGBTQIA+ inclusion
- Unconscious bias

In 2025 more than 4,500 employees completed D&I courses, with voluntary feedback surveys helping us assess impact and refine future offerings.

We also run targeted leadership and talent programs to support under-represented groups. Talent-building skills, visibility and sponsorship are bolstered through regional mentorship initiatives, women-in-leadership programs, and communities such as the Amadeus Women's Network and Women in Tech.

Our leadership capability programs expanded in 2025. SHINE enhanced the inclusive and emotional leadership skills of senior managers, while #IAMRemarkable workshops reached hundreds of colleagues, helping them recognize their value and speak confidently about their contributions.

Associate directors took part in our inclusive leadership training, and global mentorship grew significantly across regions, connecting people at different stages of their careers.

## A culture of belonging and well-being for everyone

Employee Resource Groups (ERGs) are a vital part of Amadeus for All. Some of these include:

- Amadeus Women's Network.
- Amadeus Women in Tech.
- Amadeus Proud, for LGBTQIA+ employees and allies.
- Fenix, for people with long-term illnesses or caring responsibilities.
- ENABLE, a new ERG for employees with visible/invisible disabilities and neurodiversity.

These groups provide safe spaces to connect, share experiences and co-create actions that enhance the broader employee experience.

New ERG chapters also emerged in 2025, reflecting both regional energy and the organic growth of D&I communities. The Women's Network connects over 2,500 members across 17 chapters, hosting global events with senior leaders. Poland launched the Empowerment Women Trailblazers chapter, and Central Europe launched a new Pride chapter, serving Austria, Germany and Switzerland. The Proud Network connects 500 active members through 11 local chapters, and Fenix grew to 13 countries, 158 members and 37 ambassadors.

Disability inclusion is integrated into all D&I training for people managers and our People & Culture team.

During the year, our disability inclusion efforts continued to mature.

In 2025 we advanced accessibility through:

- Dedicated accessibility activities in Madrid and Nice.
- Partnerships with disability inclusion organizations.
- More accessible premises.
- Regular audits of digital channels against Web Content Accessibility Guidelines (WCAG) standards.

In France, Amadeus, through a formal disability agreement and established workplace accommodation procedures supports the inclusion of people with disabilities. These inclusive practices are being gradually extended to offices in other countries.

In 2025 accessibility reviews were conducted across Amadeus' internal tools, branding and communications, while local policies in France and Spain were strengthened to better support employees with disabilities.

Disability inclusion is integrated into all inclusion training for people managers.

Our Global Disability Inclusion Week of events and workshops and our Digital Accessibility Forum event further raised awareness and understanding across sites thanks to colleagues sharing firsthand insight into the barriers faced by people with disabilities.

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GRI 3-3 (Working conditions)

In France we achieved Leader status for the first time in La Financière Responsable's annual survey on workplace disability inclusion.<sup>5</sup>

This recognition reflects our broader efforts to promote disability inclusion, including encouraging openness about disabilities, providing disability inclusion training for hiring managers, and developing local policies such as our Workplace Inclusion Agreement in Nice and Madrid's Health & Safety prevention and emergency plans.<sup>6</sup>

This milestone marks an important step in our ongoing journey toward a more inclusive workplace.

5. La Financière Responsable is a French asset management firm that conducts annual assessments of companies' workplace disability inclusion practices as part of its responsible investment and engagement activities.

6. These plans in Madrid ensure there are mechanisms in place to help disabled people get help to leave the building during an evacuation, adapted to their needs.

7. An Employee Assistance Program (EAP) is a confidential, employer-provided support service that gives employees access to counselling, mental health resources and advice on personal or work-related issues, typically delivered by third-party providers.

**GRI 3-3 (Equal treatment and opportunities for all)**

**GRI 3-3 (Working conditions)**

## Supporting employee well-being

Well-being is a core dimension of our Amadeus for All strategy.

In 2025 we defined a holistic well-being framework covering:

- Physical and workspace well-being
- Mental and emotional well-being
- Social and professional well-being
- Financial well-being

Key initiatives during the year included:

- Amadeus World Mental Health Day.
- Quarterly global well-being live and interactive webinars.
- Training of workplace mental health aiders.
- Local programs like Healthy Leaders in Spain and Portugal, helping managers prioritize mental health.
- Extended caregiver and parental leave in several countries.

In 2025 we hosted our second global virtual World Mental Health Day, delivering 18 live streamed and interactive sessions designed to support employees' mental health, covering a wide array of topics. There were 1,169 unique Amadeus participants (to at least 1 session) from 36 countries, 1,645 sessions viewed and high satisfaction from participants, with an average rating of 4.7 out of 5 for the quality of content and presenters.

Well-being initiatives across regions remained vibrant. In Spain and Portugal, the Healthy Leaders Program helped senior managers prioritize mental health and translate it into their own leadership.

Amadeus CEO Luis Maroto received the Premio DUX por el Bienestar, a Spanish award recognizing leadership in workplace well-being. Amadeus was also named one of Spain's Top LGBT+ Inclusive Companies by REDI, a national business network for D&I, in collaboration with *Actualidad Económica*, the business magazine of Spain's national newspaper *El Mundo*.

Amadeus' medical benefits across Asia-Pacific remained inclusive, with comprehensive health insurance in New Zealand and maternity and medical coverage in India, Indonesia, the Philippines and Thailand, including gender realignment surgery where applicable. India continued its above-market practice for paid paternity leave. All Asia-Pacific countries now have Employee Assistance Program (EAP)<sup>7</sup> coverage. Colombia and Türkiye continued offering inclusive medical benefits for non-traditional families. Bulgaria introduced the opportunity to donate annual leave to colleagues that suffer from illness and need extended time off, and the UK enhanced maternity/adoption leave for 26 weeks of full pay. France introduced a benefit pilot for paid menstrual leave up to 13 days a year, and over 35 people used the benefit.

## Governance, compliance and accountability

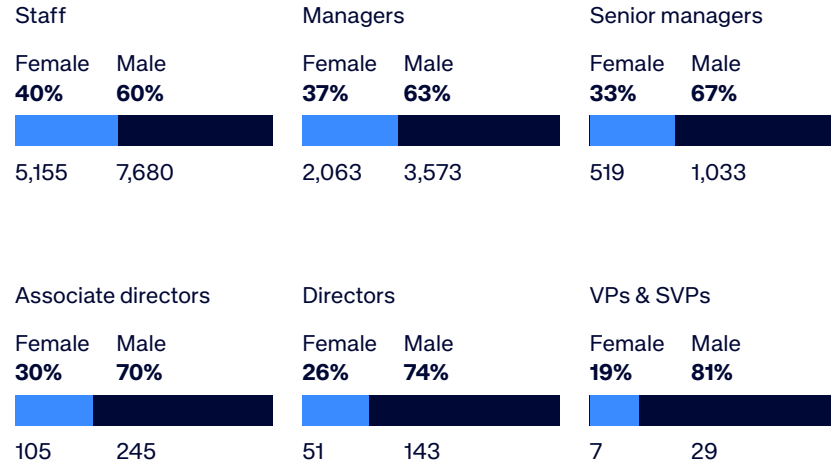
Amadeus' regional D&I leaders drive adoption and adapt initiatives to local contexts, while a transversal working group oversees the Amadeus Gender Equality Plan and monitors D&I metrics.

In support of the aviation industry's efforts, including the broader movement reflected in IATA's 25by2025 initiative, Amadeus continued to make meaningful progress in representation, reaching 26.11% women in engineering and 32% women in senior leadership (senior managers and above) at the end of 2025.

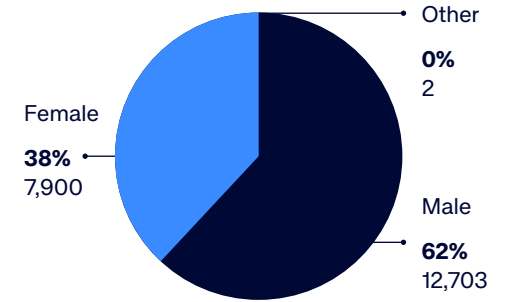
We maintain a zero-tolerance approach to harassment, discrimination and retaliation. All employees complete mandatory anti-harassment and discrimination training, and managers receive specialized modules on addressing misconduct and supporting employees in reporting concerns. Our Speak Up platform provides a confidential, safe channel for reporting, and updated procedures in 2025 ensure alignment with our global Human Rights Policy.



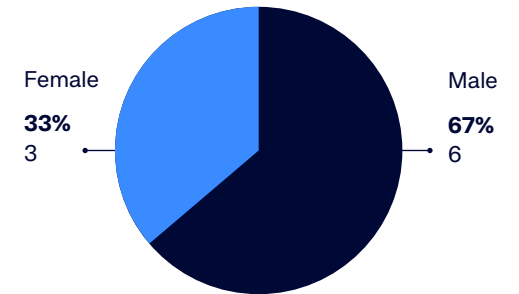
**Gender distribution by employee level**



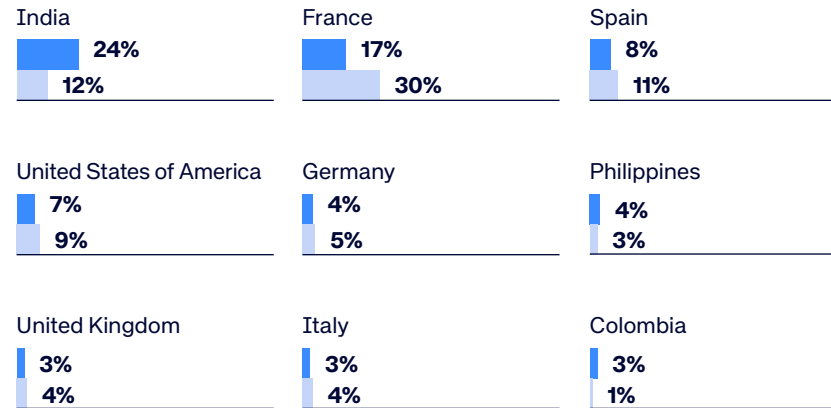
**Total workforce by gender**



**Gender distribution in Executive Committee**



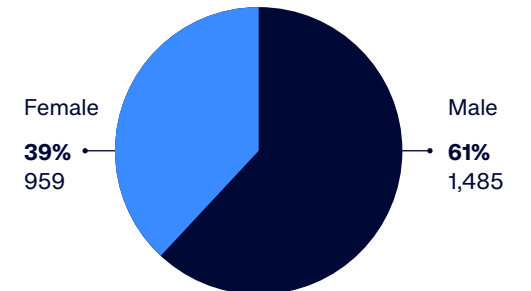
**Workforce breakdown by nationality and management level\***



\*Top 10 most common nationalities.

- Share of total workforce (% over total workforce)
- Share in all management positions including managers and above (% over total management workforce)

**Gender distribution in total promotions**



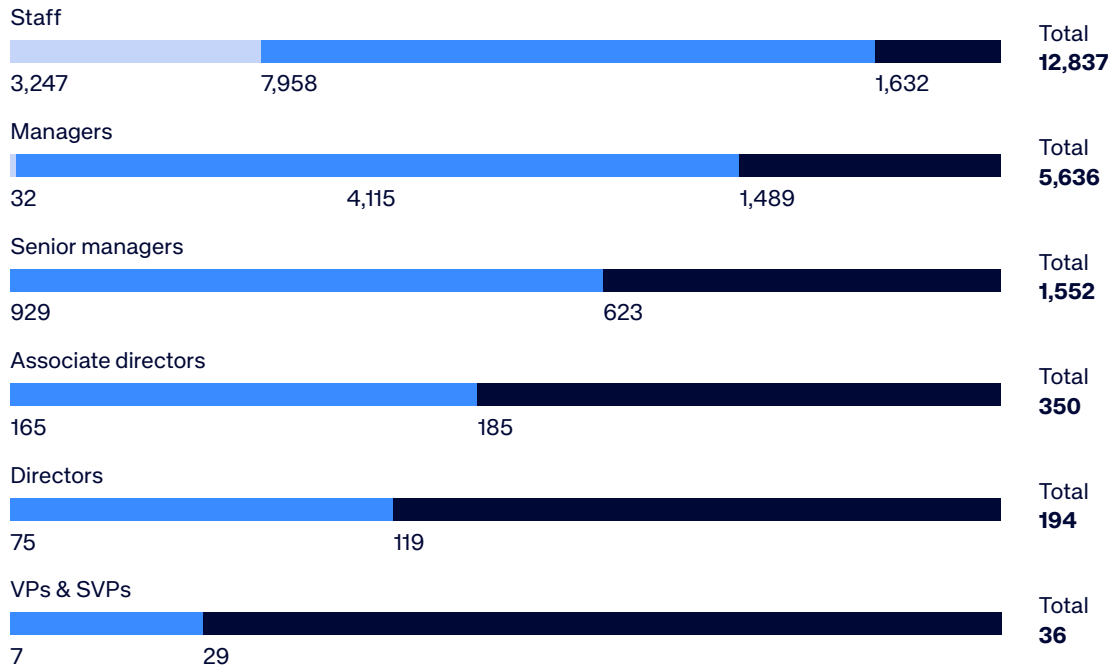
Figures in headcounts as of December 31, 2025. Scope: all employees in Amadeus IT Group SA and subsidiaries. Figures regarding the gender "Other" (2 employees) have not been included in gender distribution graphs unless otherwise stated.

- GRI 2-7
- GRI 3-3 (Equal treatment and opportunities for all)
- GRI 3-3 (Working conditions) GRI 405-1



**Age by employee level**

● Under 30 years old ● 30-50 years old ● Over 50 years old



**Employees with declared disabilities**

**309**

**Maternity leave retention**

**94.6%**

**Gender distribution in management positions\***

● Female ● Male



\*Considering managers and above (including VPs & SVPs, directors, associate directors, senior managers and managers)

**Gender distribution in junior managers\***

● Female ● Male



\*First-level managers.

**Gender distribution in senior managers and above**

● Female ● Male



**Gender distribution in revenue-generating functions\***

● Female ● Male



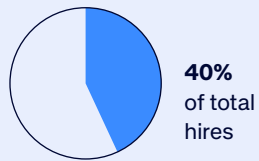
\*E.g. sales and excluding support functions such as HR, IT, Legal, etc.

**Gender distribution in engineering community**

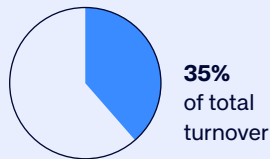
● Female ● Male



**701**  
Female employee hires



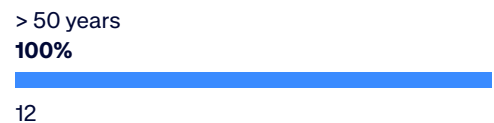
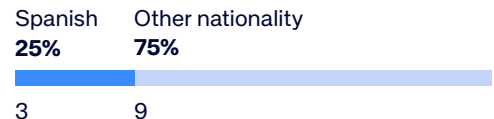
**597**  
Female employee turnover



GRI 2-7 GRI 3-3 (Equal treatment and opportunities for all)

GRI 3-3 (Working conditions) GRI 405-1

**Board of Directors**



**Gender balance in board leadership:**  
50% of the Board of Directors' committee meetings are chaired or co-chaired by a woman.

## Amadeus Community Impact Program

With the Amadeus Community Impact Program, we seek to spark change across local communities worldwide and address social or environmental challenges through corporate time and resources.

In 2025 we continued implementing the enhancements introduced in 2024 to facilitate employee participation, such as increased company volunteering time from 8 to 16 hours annually per employee. We also focused on advancing digital inclusion, building skills for jobs in travel and tourism, and supporting destinations as strategic themes for all our volunteering initiatives.

We prioritized long-term social projects and partnerships, while improving our operational model to strengthen our global community impact network with more than 100 champions.

Our focus during the year has been on providing our employees with various skills-based volunteering opportunities to contribute to the local communities where we operate and improve job-related skills in those communities.

We launched the first global edition of Tech4Impact, matching our people’s engineering expertise and know-how with the needs of non-governmental organizations (NGOs) around the world to help them overcome some of their technical challenges. Overall, 365 volunteers leveraged their personal and professional skills in support of 22 NGOs worldwide.

**4,400+**  
staff took part in activities

**29,500+**  
hours dedicated by staff

**€5.07M+\***  
total value of community investment

\*Amadeus follows the B4SI (Business for Societal Impact) methodology for community investment calculation.

See p. 90, “Local communities: our Community Impact Program.” [↗](#)



## Dare to grow



### Learning opportunities

At Amadeus, learning is the foundation of innovation and progress. Continuous development empowers our people to shape a better future for themselves, our company and the travel industry.

In 2025 we supported lifelong learning for our employees through a wide range of tailored and general training opportunities. Employees completed an average of 25.81 training hours, strengthening their skills for current and future roles.

Learning at Amadeus takes many forms: on the job, through formal programs, and through collaboration with colleagues.

In 2025 we delivered more than 102,000 learning opportunities through a mix of in-person sessions, live virtual classes, online self-paced learning, and blended formats.

Amadeus employees had access to world-class resources to support their continuous learning, including platforms such as Workday Learning, LinkedIn Learning, Pluralsight, Coursera, O’Reilly, the Amadeus Learning Universe, ServiceNow, Microsoft Learn and Seismic.

GRI 3-3 (Equal treatment and opportunities for all)

GRI 3-3 (Working conditions) GRI 404-1 GRI 404-2

In 2025 we delivered a strong portfolio of learning initiatives to build the skills, leadership capabilities and digital readiness of our teams, including:

**Customer Success Advanced Program:**

183 customer success managers in the Travel unit advanced their expertise through deeper framework training, practical application and peer learning.

**Hospitality sales kickoff:** 359 Hospitality Sales team members aligned themselves on strategy, strengthened their skills and explored new products through workshops and training.

**SAFe training:** 1,466+ employees trained to support our transformation toward greater business agility and improved customer and business outcomes.

**Compliance and policy training:**

Company-wide training was delivered on anti-bribery and anti-corruption, speaking up, AI governance and regulatory readiness, and ESG fundamentals to help employees navigate regulatory, ethical and sustainability expectations.

**Brand training:** All employees received updated guidance on how to apply the Amadeus brand effectively in their work.

**Leadership development:**

**Amadeus Leadership Development Program:** Strengthened the capabilities of 37 associate directors (32% women), in collaboration with IESE Business School.

**SHINE:** Our first global standardized program for senior managers, with 7 cohorts and 239 graduates (45% women).

**Commercial excellence programs:** The customer life cycle and DNA programs<sup>8</sup> upskilled commercial teams in customer success, product knowledge, and the customer ecosystem.

8. The DNA program is the Travel Distribution learning portfolio, comprising a series of learning paths designed to build employees' knowledge of Travel Distribution products.

## Talent development and mobility

At Amadeus we foster a culture of internal growth, where employees are encouraged to explore various career paths, roles and locations.

Our talent development approach empowers people to build meaningful careers supported by continuous learning and mobility opportunities.

### Talent reviews

Amadeus' talent review process aims to identify employee strengths, development areas, career aspirations and potential internal moves—while maintaining a strong emphasis on improving gender balance and addressing age dynamics in succession planning. Its core purpose is to spot potential talent at an early stage.

In 2025 we strengthened the global process simultaneously for manager and senior manager and above roles, which increased the reviewed population by 25% compared to the previous year, covering more than 7,600 managers and above across regions.

To ensure consistency and quality across our stakeholders, we implemented a structured methodology that includes high-quality talent assessments through e-learning paths, workshops and dedicated calibration sessions with business leaders.

## Mentoring, Gigs and the Amadeus Career Hub

The Amadeus Career Hub helps employees discover opportunities aligned with their skills, interests and development goals, strengthening both collaboration and internal mobility.

Our mentoring offering includes tailored training for mentors and a range of programs to support different development needs. In 2025 we introduced a self-service mentoring tool in the Amadeus Career Hub, enabling employees across sites to connect and collaborate globally.

This year we also launched Gigs—short-term, project-based assignments that promote cross-team cooperation and hands-on upskilling.

Together, mentoring and Gigs are integrated with the Amadeus Career Hub, helping employees discover opportunities aligned with their skills, interests and development goals, and strengthening both collaboration and internal mobility.

## Internal mobility and career growth

We continued to nurture internal mobility through the second edition of our Global Career Week, bringing together more than 4,300 participants to explore opportunities, hear career stories and strengthen a growth mindset. The event was complemented by practical workshops and local career days across regions.

**537,940**

Total learning hours completed by Amadeus employees

**25.81**

Average hours per average headcount

**102,000+**

Total learning opportunities provided to employees

## Leadership development

The Amadeus Leadership Journey provides a consistent development framework centered on three success profiles:

1. Technical leadership
2. Delivery leadership
3. Growth leadership

These dynamic, skills-based profiles outline the competencies and behaviors needed today while preparing leaders for tomorrow's challenges.

## Promotion process

Promotions now follow a readiness-driven model supported by ongoing feedback, including 360-degree input.

More than 110 employees advanced through this approach in 2025.

The promotion process is tightly aligned with the Leadership Journey's success profiles to ensure clarity and fairness.

As promotion plays a key role in employee advancement, related topics such as the employee life cycle, equal opportunities and bias mitigation are emphasized in our inclusive recruitment and inclusive leadership training for managers.

GRI 3-3 (Equal treatment and opportunities for all)

GRI 3-3 (Working conditions) GRI 404-2

## Driving innovation

Medium-low impact



At Amadeus, innovation is powered by people. It's how more than 20,000 colleagues translate curiosity into better traveler experiences, smarter operations and new growth for our customers.

In 2025 we doubled down on giving employees the programs, skills, platforms and partnerships to turn ideas into measurable outcomes.

## Inventor diversity above tech/engineering sectors

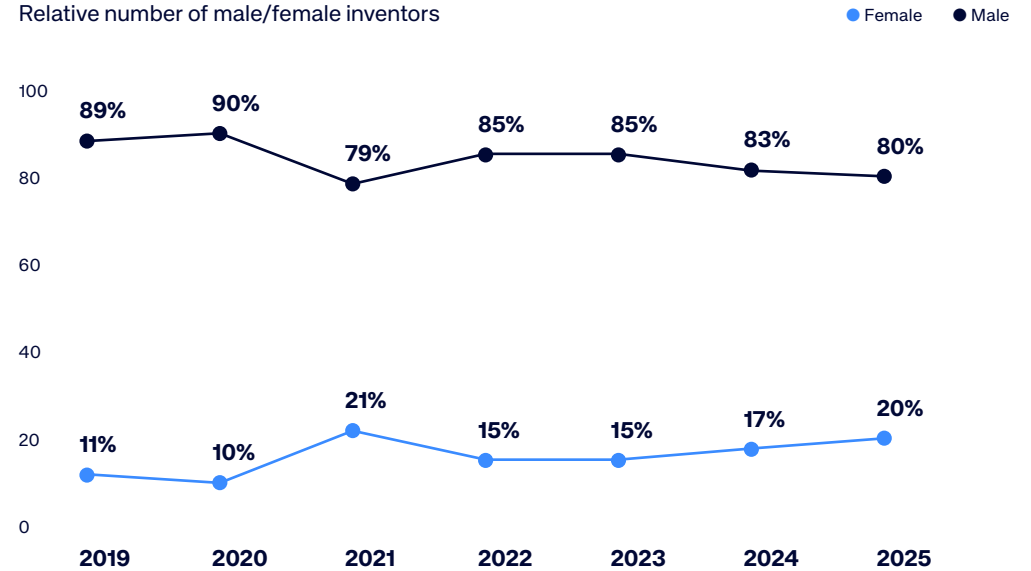
While the share of women among inventors worldwide remains low (typically 13–17.7% in recent years, and even 5–11% in the engineering/tech sectors), Amadeus performs significantly higher than this.

In 2025 women represented 20% of Amadeus' inventors, up from 11% in 2019, marking a steady and substantial increase.

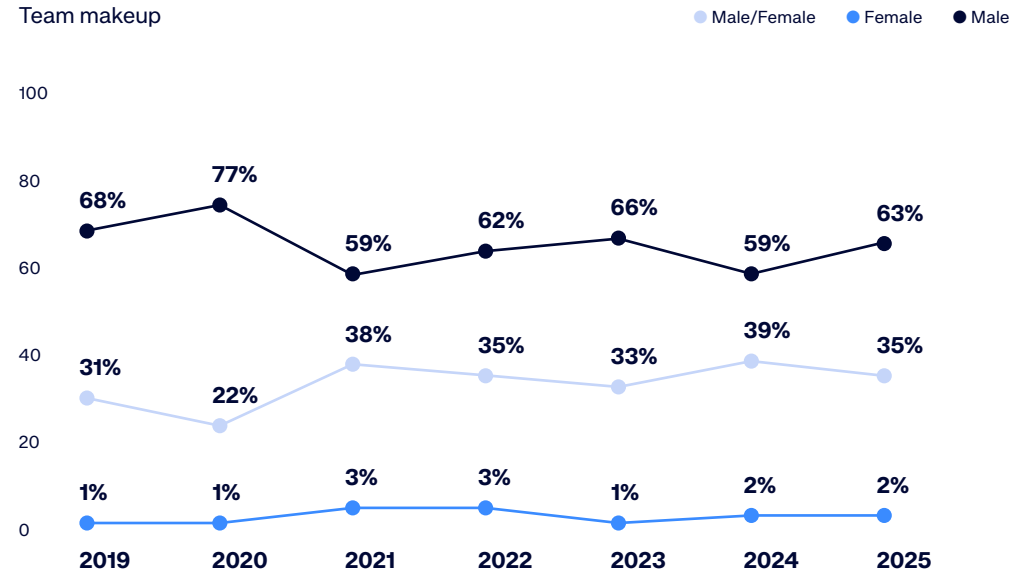
Amadeus demonstrates a notable rise in mixed inventor teams, reflecting a more collaborative and inclusive innovation culture.

We're progressing faster than global benchmarks, particularly in IT- and engineering-driven innovation, positioning the company as an industry leader in fostering diverse inventor participation.

Relative number of male/female inventors



Team makeup



## Ideas from everyone: bottom-up programs that scale

Through Lift, our intrapreneurship program, employees pitch, prototype and incubate ideas that either leverage Amadeus' assets or explore new technologies, including in the area of sustainability.

Since 2022, over two-thirds of explored Lift ideas have been handed over to Amadeus business lines for roadmap integration, signaling that colleague creativity is translating into tangible business value.

In parallel, Futurize—our internal innovation program—energizes local innovation at scale. The 2025 edition in Bengaluru generated around 380 ideas through hands-on ideation and prototyping sprints, feeding the pipelines of both Lift and Nexwave.

See p. 72, “Empowering employees to shape our future.” [↗](#)

## From concept to product: top-down incubation with Nexwave

Nexwave, our corporate incubator, takes validated problem–solution propositions and steers them with clear governance toward business impact.

11. A Minimal Lovable Product (MLP) is an early version of a product designed to deliver enough polished functionality for users to find it valuable and engaging, going beyond a basic Minimum Viable Product (MVP).

GRI 3-3 (Equal treatment and opportunities for all)

GRI 3-3 (Working conditions)

In 2025 this resulted in:

- **Amadeus Hey!**, our traveler engagement solution, reaching around 30 customers (10 going live this year) and expanding to airport use cases.
- **Amadeus Travel Storefront**, an airline retailing front end, signing its first contract, with a Minimal Lovable Product<sup>11</sup> approach designed to accelerate learning and scale.

Guided by Amadeus' Executive Incubation Board and a Lean Scaleup methodology, Nexwave ensures desirability, feasibility and viability before handing solutions over to product portfolios.

See p. 71, “Nexwave: the Amadeus business incubator.” [↗](#)

## Building the skills to innovate, every day

Innovative outcomes rely on widespread, modern capabilities.

In 2025 we continued to equip colleagues to work smarter and ship faster through:

- **AI and digital upskilling:** More than 10,000 employees used Microsoft 365 Copilot and nearly 7,000 developers used GitHub Copilot to improve code quality and documentation.
- **Engineering communities:** Our global engineering community ran dozens of talks, workshops and conferences enabling more than 1,400 colleagues to share best practices, accelerate cross-functional projects and raise the bar on excellence in engineering.



See p. 64, “Strengthening our technological leadership.” [↗](#)

## Co-innovation with partners: learning at the speed of the ecosystem

Our people innovate faster when they co-create with leaders across cloud, data and AI.

In 2025 we partnered with the following leaders:

- **Microsoft:** Joint programs advanced AI in our products and productivity (e.g. Cytric Easy, our online travel and expense booking tool, in Microsoft Teams and Copilot), giving employees hands-on experience with enterprise AI patterns.
- **Google:** We collaborated on multicloud and AI, including migrating components to Google Cloud; enhancing flight search with Amadeus MetaConnect, our airline metasearch connectivity solution; and exploring generative AI for more personalized experiences.
- **IBM and Accenture:** We worked on quantum exploration,<sup>12</sup> cloud-native Red Hat<sup>13</sup> architectures, and AI-driven initiatives (including an award-winning design for Cytric Easy with Microsoft Teams and Copilot), deepening shared expertise and accelerating delivery for our customers.

See p. 70, “Strategic alliances: co-innovating with our partners.” ↗

12. Quantum computing applies principles of quantum physics to computing, enabling new approaches to solving certain highly complex problems.

13. Red Hat is an enterprise open-source software provider.

**GRI 3-3 (Equal treatment and opportunities for all)**

**GRI 3-3 (Working conditions)**

## Platforms and communities that remove friction

We’re also investing in shared platforms that let teams move from idea to impact with less friction.

In 2025 these included:

- **The Amadeus Innovation Hub**, which connects employees, customers, and partners around real co-innovation opportunities, anchoring frequent customer feedback into our product life cycle and helping teams validate assumptions earlier.
- **The Amadeus Creation Platform**, which provides transversal capabilities (e.g. event and data sharing and platform-to-platform connectors) so product teams and even customers can extend and customize solutions in autonomy. This empowers colleagues to solve problems faster and with greater consistency across business lines.

## Recognizing innovators, strengthening our network

Innovation flourishes when people feel seen and supported.

In 2025 we celebrated our colleagues’ contributions through our Inventor Days, where we recognize employee investors, and our Patent Walls, where employee patents are displayed and highlighted.

Our Intellectual Property team also expanded open-source practices and embedded intellectual property awareness into product development and delivery, helping teams protect, share and scale ideas responsibly.

We’ve also created a Corporate Innovation Capability (CIC), which maintains a living network of innovation contacts (Nexwave, Lift, research, strategic alliances, intellectual property and more) so employees know exactly where to go to move ideas forward.

See p. 73, “Intellectual property.” ↗

## AI and transforming the workplace

By partnering with industry-leading organizations, in 2025 we shared our forward-looking perspectives on how AI is transforming the workplace, reaching and positively influencing more than 85,000 people.

We participated in various activities and initiatives, including:

- **HR BarCamps** (participant-led HR discussion forums)
- **The Universidad de Salamanca’s Executive MBA AI Fluency module**
- **AWS/Forbes events focusing on the future of HR**

This active engagement ensured that Amadeus remained deeply connected to the fast-evolving AI ecosystem, strengthened our credibility and positioned us at the forefront of conversations shaping the future of work.



It also reinforced our commitment to building an AI-fluent workforce and to anticipating the capabilities, skills and cultural shifts required to lead in an AI-powered world.

Thanks to our people, Amadeus is the place where talent grows into lasting, meaningful careers, where learning is part of the everyday, and where bold ideas become products that improve travel, globally.

Through open collaboration with customers and partners, disciplined incubation, and the responsible use of AI and cloud, we turned curiosity into outcomes, strengthening inclusion, resilience and customer value across our ecosystem.