

Amadeus Gender Equality Report 2023

**Key indicators of progress
and performance**



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Introduction



The following document highlights key indicators (KPIs) of progress and performance for Amadeus' commitment to gender equality. In this document, we reference either existing public information from other Amadeus reports or respond directly to our goals and progress.

At Amadeus, we are committed to empowering women at every level and profession within our organization. We aim to create an environment where women not only enter the workforce but also excel and lead. To achieve this, we have established clear, data-driven objectives that prioritize the inclusion and development of women/woman talent across all functions.

We regularly assess our progress through a range of key performance indicators that track hiring, promotion rates, retention and leadership representation among women. By maintaining transparency and consistently striving for improvement, we are building a stronger, more diverse workforce that benefits everyone.

All numeric data is as of 31.12.2023 and certain qualitative input on process improvements or awards is as of November 2024.

KPI & definition	Metric value
Leadership	
1. Percentage of women on company board Percentage of women on the Board of Directors, of the total Board size that are responsible for the supervision of management, as of fiscal year-end. This includes full-time Directors only. Deputy members of the Board and alternate Directors will not be counted. Additional Directors will be counted. If the company has both a supervisory Board and a management Board, this will refer to the Directors on the supervisory Board. Company secretaries (or Board observers or censors) will not be counted.	45% Reference: Amadeus' global report - Page 42 and 142.
2. Gender of chairman	Male (Mr. William Connelly)
3. Gender balance in board leadership Percentage of the various committees of the board of directors chaired/co-chaired by a woman.	50% Ms. Amanda Mesler is the chairman of one of the two (2) committees of the board of directors. Reference: Amadeus' Global Report – Page 143.
4. Percentage of women executive officers Percentage of women executives of the company, or members of equivalent management/executive body, of the number of executives as of fiscal year-end. Executives are as defined by the company or as individuals that form the company executive committee/board or management committee/board or equivalent.	13% Ms. Ana Doval de las Heras , SVP People and Culture. Reference: Amadeus' global report 2023 - Page 33.
5. Gender of Chief Executive officer (CEO)	Male (Mr. Luis Maroto)
6. Gender of Chief Financial Officer (CFO)	Vacant
7. Chief diversity officer (CDO) Chief diversity officer (CDO), or officer reporting to the executive team (within two levels of executive management), dedicated primarily to diversity and inclusion (D&I) strategy at the company as of fiscal year-end. Can refer to a chief human resources officer (CHRO) ONLY in the case that they have a primary business function of developing and maintaining the company's D&I strategies.	Female. Ms. Clara Bodin , Senior Manager, currently holds the full-time position of CDO

KPI & definition	Metric value
Talent Pipeline	
8. Percentage of women in total management Percentage of women in management who have senior-level, middle- or lower-level supervisory responsibilities of total management.	34% This category includes all employees with manager title and titles above that. Reference: Amadeus' global report – Page 42.
9. Percentage of women in senior management Percentage of women in management who have senior-level supervisory responsibilities and are positioned in the management hierarchy within two levels of executive management of total management.	26% This category includes Associate Directors, Directors, Senior Directors, and Vice Presidents within two levels of executive management.
10. Percentage of women in non-managerial positions Percentage of women employees in non-managerial roles, of total non-managerial positions at fiscal year-end. Refers to women who work directly on a team as an individual contributor and have no responsibility as a manager to others.	41% Reference: Amadeus' global report – Page 42. This category includes employees who are staff.
11. Percentage of women in total workforce Percentage of women in the workforce, all roles.	38% Reference: Amadeus' global report – Page 42.
12. Percentage of women total promotions Percentage of women promoted of total promotions during fiscal year-end. Refers to women that were promoted or underwent career advancement out of total employees promoted.	41% Note that at Amadeus we count Promotion as a change in Corporate Grading. So, this KPI is based on the women who have had an increase in their global grading level out of total employees that have had increases in their global grading level. Reference: Amadeus' global report – Page 42.
13. Percentage of Women IT/Engineering Percentage of women working in functional roles with IT (Information Technology) and/or Engineering (Research & Development; Programming/Coding) responsibilities at the company, of the total employees working in these roles.	25% Reference: Amadeus' global report – Page 42.
14. Percentage of new hires that are women Percentage of women new hires, of the total number of new hires.	34% Reference: Amadeus' global report – Page 197.
15. Percentage of women attrition Percentage of women employees that left the company, out of the total employees that left the company.	35% Reference: Amadeus' global report – Page 197.

KPI & definition	Metric value
<p>16. Percentage of “Senior Manager and above” category used for target setting.</p> <p>This refers to the population categorized as senior manager and above and is the category chosen by Amadeus to set a target of increase of women in leadership.</p>	<p>30 %</p> <p>The population categorized as senior manager and above and is the category chosen by Amadeus to set a target of increase for. The reason behind this choice for target setting is that on Senior Manager level, people have access to company equity and certain influence and inclusion in decision making. The target for 31.12.2025 is 31%.</p>
<p>17. Time-bound action plan with targets to increase the representation of women in leadership positions</p> <p>Indicates whether the company shares a publicly quantitative, time-bound action plan with targets to increase the representation of women in leadership positions.</p> <p>Employees in leadership positions (which may include management with senior level responsibilities) or employees with supervisory responsibilities for one or more direct reports.</p>	<p>Since June 2023, Amadeus is bound to the IATA25by25 gender equality initiative of 2 years, to improve the gender balance in the aviation and travel industry. Amadeus has committed to increase the share of women in leadership by December 2025 from 30% to 31% of all <u>Senior managers and above</u>.</p> <p>This population is about 3500 people, and is chosen due to influence, access to company equity and inclusion in decision making forums. The action plan is underpinned by continuous improvements and reviews of people processes such as recruitment, career development and rewards for increased equitability in selection, performance ratings, pay and promotions and general talent planning to reduce biases, led by CDO and involving both the businesses units and the HR centres of excellence (Employee Experience/Talent/Rewards/Strategy/Analytics).</p>
<p>18. Time-bound action plan with targets to increase the representation of women in the company</p> <p>Indicates whether the company shares a publicly quantitative, time-bound action plan with targets to increase the representation of women positions in the company.</p>	<p>Since December 2023, Amadeus has also set targets for increasing the representation of women in the company overall. The target is to increase the share of women overall from 38% to 39% and the share of women as managers to from 33 to 34% by December 2025. The 2-year action plan is underpinned by continuous improvements and reviews of people processes such as employer branding, recruitment, rewards, well-being, and career development for increased equitability in selection, performance ratings and promotions and talent planning to reduce biases and inequity, but also trainings for new leaders, senior managers and executives in inclusive and equitable leadership. Hiring managers and recruiters are mandated to train in inclusive recruitment practices. The work also covers continued possibilities for work flexibility, care-giving benefits as well as work on pay equity and a workplace free from harassment and discrimination. All four gender targets are integrated into each BU’s talent plan followed up monthly to the HR leadership team. Training targets are followed up on a quarterly basis and the rest of the targets on a yearly basis.</p>

KPI & definition	Metric value
<p>19. Recruitment strategy</p> <p>Commitment to ensure non-discrimination against any type of demographic group and equal opportunities with the aim of promoting gender parity.</p>	<p>Amadeus is an entity with global presence. DEI related statements form part of our core inclusion strategy are customized to fit the different jurisdictions where we operate.</p> <p>One pillar of the DEI strategy is to attract talents of all backgrounds, by ensuring an unbiased and inclusive recruitment process. This is integrated as part of the recruitment strategy but also in training of recruiters and hiring managers and tools and guidance to ensure inclusive branding, job ads, CV screening, interviews, selection, accommodation for special needs, candidate communication and equitable job offers.</p> <p>Amadeus only applies aspirational targets in those jurisdictions where such practices are permitted by applicable labor, employment and anti-discrimination laws, in full compliance with any legal restraints or restrictions by applicable law. In those jurisdictions where setting aspirational targets is not permissible, Amadeus will use different means to promote equal opportunities for all. These means may include ensuring diversity in recruitment, outreach efforts to create diverse applicant pools, as well as creating developmental programs for underrepresented groups in the company. Amadeus is committed to identifying discriminatory barriers that compromise fairness and equal access to opportunities in the workplace and to developing legally compliant strategies that remove those barriers for everyone.</p>
Pay	
<p>20. Adjusted mean gender pay gap</p> <p>Gender pay gap with reasonable adjustments made to consider role, location and tenure.</p>	<p>Although Amadeus' does not yet disclose the adjusted gender pay gap, there is a comprehensive approach to assess and monitor it, ensuring that any pay differences are justified by objective and explainable factors such as performance, job family, job level, and location.</p>
<p>21. Global mean (average) raw gender pay gap</p> <p>Raw gender pay gap measures the difference in total compensation between women and men, without adjusting for factors such as job function, level, education, performance, location, etc.</p>	<p>Average overall gender pay gap: 6.4% Median gender pay gap: 7.8%</p> <p>Reference: Non-financial information 2023– Page 40.</p>
<p>22. Time-bound action plan to close its gender pay gap</p> <p>Indicates whether the company shares a publicly quantitative, time-bound action plan to close its gender pay gap.</p>	<p>Amadeus is strongly committed to offering competitive and equitable rewards. As a key part of this, we have developed a comprehensive Pay Equity strategy, to ensure that we reward work of similar value in a comparable way. This strategy is built around four pillars:</p>

KPI & definition	Metric value
	<p>1. Clear and objective job and rewards structures</p> <p>2. Robust People & Culture policies and processes</p> <p>3. Improving Rewards data and analytics capabilities</p> <p>4. Enhancing Rewards education and communications</p> <p>Monitoring and addressing pay gaps:</p> <p>Gender pay gap transparency is a legal requirement in many jurisdictions in which Amadeus operates, and it has been for years; decades in the case of the UK and certain parts of the European Union. Where such laws apply (usually to report unadjusted pay gap numbers), Amadeus always complies with our reporting obligations.</p> <p>Additionally, we are thoroughly examining our compensation data to assess our adjusted gender pay gaps. Knowing that there can be many objective reasons for paying people differently (job family, grade, performance...), we are building a comprehensive approach that allows us to monitor that any differences in pay are based on objective and explainable reasons.</p> <p>We train our people managers on how to make compensation decisions that are unbiased and equitable. In 2024, 74% of our compensation planners were trained in Pay Equity. We also have policies that enable gaps to be addressed, whether in ad hoc adjustments or as part of our annual compensation review.</p> <p>By 2027, we aim to have updated our salary structures, refined our job families, dedicated time to run preemptive EU Pay Transparency testing in advance of the effective dates, and increased the frequency of our pay gap assessments. By routinely measuring gender pay gap including adjustments for objective reasons, we measure the effectiveness of our initiatives and in position to improve our pay gap.</p>
Inclusive culture	
<p>23. Number of weeks of fully paid primary parental leave offered</p> <p>Indicates the number of weeks of fully paid primary parental leave (or maternity leave) for employees globally (provided by the firm and/or government).</p> <p>Primary caregiver is the person with primary responsibility for childcare or is the designated primary custodial parent. If the company offers maternity parental leave policies, we accept responses to primary parental leave policy questions according to the company's maternity leave policy.</p>	<p>Note that we are reporting on our largest locations. These include the following countries, representing over 80% of our workforce: Philippines, Germany, France, United Kingdom, Poland, Turkey, Colombia, United States of America, Australia, Spain and India.</p> <p>For primary caregivers (mostly reported and in policy named as maternity leave) we offer:</p> <p>United States: 8 weeks</p> <p>France: 33 weeks</p>

KPI & definition	Metric value
	<p>Spain: 16 weeks</p> <p>Philippines: 15 weeks</p> <p>UK: 24 weeks full pay + 28 weeks reduced pay</p> <p>Australia: 24 weeks</p> <p>India: 26 weeks</p> <p>Turkey: 20 weeks</p> <p>Germany: 14 weeks + 14 months from state to be shared or not shared with second caregiver</p> <p>Poland: 20 weeks + 41 weeks to be shared or not shared with first caregiver, 9 weeks must be shared as minimum</p> <p>Colombia: 18 weeks</p>
<p>24. Number of weeks of fully paid secondary parental leave offered</p> <p>Indicates the number of weeks of fully paid secondary parental leave (or paternity leave) for employees globally (provided by firm and/or government).</p> <p>Secondary caregiver is the second parent who has a lesser responsibility for childcare duties. If the company offers paternity parental leave policies, we accept responses to secondary parental leave policy questions according to the company’s paternity leave policy.</p>	<p>Note that we are reporting on our largest locations. These include the following countries, representing over 80% of our workforce: Philippines, Germany, France, United Kingdom, Poland, Turkey, Colombia, United States of America, Australia, Spain and India.</p> <p>For secondary caregivers (mostly reported and in policy named paternity leave), we offer:</p> <p>United States: 10 days</p> <p>France: 4 weeks</p> <p>Spain: 16 weeks</p> <p>Philippines: 7 days</p> <p>UK: 6 weeks</p> <p>Australia: 6 weeks</p> <p>India: 10 days</p> <p>Turkey: 5 days</p> <p>Germany: 14 months from the state to be shared or not shared with first caregiver</p> <p>Poland: 32 weeks to be shared or not shared with first caregiver. 9 weeks must be taken as minimum</p> <p>Colombia: 2 weeks</p>
<p>25. Parental leave retention rate, for women</p> <p>Percentage of women employees that remained employed by the company 12 months after their return from parental leave out of all women employees that used parental leave during previous fiscal year.</p>	<p>87%</p>

KPI & definition	Metric value
<p>26. Flexible working policy</p> <p>The company offers an option to control the start or end times of the workday or workweek (e.g. flexitime) or offers an option to control the location where employees work (e.g. telecommuting, work from home).</p> <p>Telecommuting is the option of employees to control the location of their work; commonly referred to as work from home.</p>	<p>At Amadeus we know there’s no one-size-fits-all approach to flexibility, which is why we provide multiple, flexible work options. Our people can decide to work from home for up to 50% of their working time.</p> <p>In 2023 we continued to roll out our Global Workcation policy, allowing our employees to work from anywhere for up to 30 working days per year - for example working from their hometown/country and closer to their families. Global Workcation policy can also be used to relocate for a shorter period of time to take care of relatives in need.</p>
<p>27. Employee resource groups for women</p> <p>Indicates whether the company has any employee resource groups or “Communities” focused on recruiting, retaining and developing women.</p>	<p>The Amadeus Women’s Network is the largest of Amadeus’ employee resource groups dedicated to the development of women across the company, in tech, and in society. These networks champion role models, support each other, conduct mentoring and contribute actively to Amadeus’ DEI strategy. It currently connects over 2,500 members worldwide with 11 chapters.</p> <p>Reference: Amadeus’ global report – Page 106.</p>
<p>28. Freedom from Violence, Abuse and Sexual Harassment</p> <p>Prohibits all forms of violence in the workplace, including verbal, physical and sexual harassment.</p>	<p>Amadeus strongly condemns all forms of workplace violence and discrimination and has implemented several policies to ensure a safe, inclusive, and respectful working environment.</p> <p>Corporate Public Standard⁷ (amadeus.com).</p> <p>Code of Ethics and Business Conduct (CEBC)⁷ (amadeus.com).</p>
<p>29. Unconscious bias training</p> <p>Indicates whether the company offered all employees unconscious bias training to raise self-awareness of implicit bias and provide tools or strategies to reduce discriminatory behaviours.</p> <p>Unconscious bias refers to a preference for or against a person, perspective, or group that one is not aware of but, nevertheless, is communicated through statements or actions. Unconscious bias training aims to remove barriers to inclusion, engagement and performance by understanding our individual biases and providing knowledge to mitigate this inequity.</p>	<p>More than 83% of Amadeus’ employees have received mandatory training on preventing harassment and discrimination in the workplace during 2023. And managers received specific training on detecting and dealing with potential issues related to our values and policies.</p> <p>Reference: Amadeus’ global report – Page 41.</p> <p>Unconscious bias is large part of the mandatory training in Inclusive Recruitment Practices for recruiters, which reached 100% participation in 2024. Recognizing Unconscious Bias is also part of the Senior Manager training and the Inclusive Leadership sessions for directors.</p> <p>In 2024, a voluntary e-learning on Unconscious Bias was also rolled out to all employees.</p>

KPI & definition	Metric value
<p>30. Annual anti-sexual harassment training</p> <p>Indicates whether a company requires all employees to complete anti-sexual harassment training at least once a year. Anti-sexual harassment training explains the company’s anti-sexual harassment policies, provides specific examples of inappropriate conduct and describes the processes and procedures for bringing a complaint.</p>	<p>Since 2023, Amadeus has a mandatory corporate compliance training called “preventing harassment and discrimination in the workplace”, which is renewed on a bi-annual basis. This training includes specific examples of inappropriate conduct and clearly explains the procedures and processes for bringing a complaint through Speak up, HR or manager and how to mitigate a discriminatory environment. The training has a <u>specific chapter on sexual harassment in the workplace</u>. The training is also mandatory to all new-comers and is re-run every second year for everyone to ensure full coverage. In US, Korea and India, Amadeus has a mandatory yearly training explicitly on combatting sexual harassment in the workplace for all employees.</p> <p>Code of Ethics and Business Conduct (CEBC)⁷ (amadeus.com).</p>
<p>31. Employee protection</p> <p>Systems and policies for the reporting of internal ethical compliance complaints without retaliation or retribution, such as access to confidential third-party ethics hotlines or systems for confidential written complaints.</p>	<p>Amadeus has a Speak Up Channel for employees and stakeholders to safely submit an inquiry or report suspected issues that may contravene laws, regulations or business practices or that may constitute unethical conduct.</p> <p>Corporate Public Standard⁷ (amadeus.com).</p> <p>Reference: Amadeus’ Global Report – Page 159.</p>
<p>32. Social Supply Chain</p> <p>Commitment to reduce social risks in its supply chain such as forbid business-related activities that condone, support, or otherwise participate in trafficking, force and child labour or sexual exploitation.</p>	<p>Amadeus is committed to reducing social risks in its supply chain. This is achieved through our Vendor Qualification Policy, which ensures that new suppliers meet company-wide quality, management and safety standards, and through regular internal and external audits.</p> <p>Reference: Amadeus’ Global Report – Page 183.</p> <p>Non-financial information 2023 – Page 55.</p>
<p>33. Human rights policy</p>	<p>Yes, corporate Human Rights policy page 53, chapter 6.7 in Amadeus Non-Financial Information 2023.</p>
<p>34. Safety at work policy</p>	<p>Corporate health and safety policy</p> <p>jobs.amadeus.com/locations/amadeus-madrid-spain⁷</p>
<p>35. Training and development data by gender</p>	<p>Yes, Amadeus non-financial information 2023, page 51.</p> <p>Women account for 37% of all tracked hours trained in Amadeus. Training hours are tracked and reported through our learning system. Women employees attended an average of 16,83 hours of training in 2023 as compared to 18,76 hours of training for men employees.</p>

KPI & definition	Metric value
36. Commitment to improving gender equality in Patents and Intellectual Property (IP)	Yes, member of Adapt www.adapt.legal since 2024.
Included in Forbes Diversity Leaders	Yes.
Included in Forbes Best Employers for Women	Yes.
Included in Financial Times Diversity Leaders	Yes.
Included in Times World's best companies	Yes.
Other gender equality related awards	<p>Best place to work for women 2023 and 2024, India, The Economic Times of India.</p> <p>WeEquity award winner 2024, India, Women in Tech Influence India.</p> <p>Champions de la Diversité (Diversity Champions) 2023 by Capital, France.</p> <p>Gender Equality Index 2023 by the French Ministry of Labor (87/100), France.</p> <p>Inclusion and Talent Development Award 2024 by Sophia Antipolis Trophies, France.</p>



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