



**Did  
you know that  
we work in partnership with UNICEF  
to provide micro-donation tools  
and ICAO towards standardising  
aviation carbon emission  
calculations?**

# Environmental and social commitment

At Amadeus, we are excited about the future. By working together with travel, providers and sellers, we can support the development of a travel industry that is intrinsically focused on the traveller but to the benefit of everyone.



**Eberhard Haag - Executive Vice President  
Global Operations Amadeus IT Group**





# 7. Environmental and social commitment

Our aim as a corporation goes beyond commercial growth, to ensuring we make a positive contribution to our industry and to society in general. Our commitment is to develop a socially responsible and sustainable business that will bring long-term rewards to all our stakeholders.

## 7.1. Environmental sustainability

*“It is not because things are difficult that we don’t dare, it is because we don’t dare that they are difficult.”*

**Seneca**

Since its inception in 2009, our environmental strategy has permitted significant progress, focusing particularly on those issues where we can have an important direct responsibility and/or influence.

Looking back, our main achievements over recent years have been the implementation of the Amadeus Environmental Management System (EMS)<sup>(1)</sup> in our top premises worldwide, covering approximately 90% of our operational impact, the analysis and quantification of environmental benefits of Amadeus solutions, and our work in cooperation with other industry stakeholders.

Our strategy and clear position on key environmental topics have also permitted Amadeus to join and remain for two consecutive years in the Dow Jones Sustainability Index (DJSI)<sup>(2)</sup> and to reach a positive score (79 B in 2013) in the Carbon Disclosure Project (CDP).<sup>(3)</sup>

Although we look back at our achievements in this area with pride, we are aware that there is much yet to be done and that the objective of environmental sustainability is a direction we are taking, rather than a destination. Therefore the job is never finished in this field and a critical component of our strategy is the search and implementation of continuous improvement.

Our Environmental Strategic Plan 2013–16 capitalises on the strengths of its 2009–12 predecessor as adapted to our current scenario and priorities. In this respect, our main focus for 2014 is on expanding a culture of environmental responsibility among our employees, on reaching an increased involvement from our product management organisation regarding the fostering of the environmental benefits of our solutions, and intensifying our involvement with industry stakeholders in common environmental projects.

In the following pages we will review our status and priorities on each of the three elements of our environmental strategy: environmental impact of Amadeus operations, environmental benefits of Amadeus solutions, our participation in joint industry initiatives.



<sup>1</sup>Amadeus EMS is the tool we use in Amadeus to measure our resource consumption, identify areas for improvement, implement specific actions, and review results achieved. The items included are energy consumption (mainly electricity), CO<sub>2</sub> emissions, paper consumption, water used, and waste produced. The scope is the top 11 Amadeus sites worldwide, covering approximately 80% of the employees and 90% of total consumption.

<sup>2</sup>The Dow Jones Sustainability Indexes (DJSI), launched in 1999, are a family of indexes evaluating the sustainability performance of the largest 2,500 companies listed on the Dow Jones Global Total Stock Market Index.

<sup>3</sup>CDP is an international, not-for-profit organisation providing the only global system for companies and cities to measure, disclose, manage and share environmental information.



The main drivers of Amadeus' direct environmental impact are the electricity used in our data centre in Erding (Germany) and the regular office building use at our various sites across the world.

The infrastructure management team in our data centre looks after, among other things, the energy efficiency of the data centre, with the objective of continuous improvement. Our credentials in this area include the certification received in 2010 and renewed in 2012 from TÜV SÜD as an energy-efficient data centre. The certification process involved an in-depth review of the data centre operations, as well as recommendations for improvement. These recommendations are the first reference we take for our priorities and action plan.

As for our office premises across the world, we monitor our performance through the Amadeus Environmental Management System (EMS).

#### Amadeus EMS technical and geographical scopes

The EMS gathers information on five relevant items related to the environmental impact of our operations:

- **Energy consumption.** Our main item is electricity, but we also include natural gas, normally used for heating in some of our buildings, as well as diesel, used in our data centre for guaranteed uninterrupted power supply. Within electricity, we measure and evaluate separately the electricity used for the data processing centre from that used in our office buildings.
- **CO<sub>2</sub> emissions.** In order to measure CO<sub>2</sub> emissions, we follow the Greenhouse Gas Protocol<sup>(4)</sup> standards:
  - In **scope 1** we include emissions from natural gas and diesel.
  - In **scope 2** we include emissions related to the use of electricity in our office buildings worldwide and the data centre in Erding. The conversion factors (grams of CO<sub>2</sub> per kWh) are taken from the latest updated averages for each country published by the International Energy Agency. For the data centre, we report the specific conversion factor reported by our electricity provider.
  - In **scope 3** we include emissions from paper consumption and from business travel. For air travel, we use the International Civil Aviation Organisation (ICAO) carbon calculator. Emissions are calculated per each individual trip.

- **Paper consumption.** We report paper consumption at our premises worldwide either by gathering the amount of paper bought during the year or, when available, through the specific printing systems that allow a more detailed tracking of paper sent to printers. These automated systems permit a more precise monitoring and facilitate the identification of actions for improvement.

- **Water use.** The use of water in Amadeus is divided into three categories:

- Water used at office buildings in kitchens, toilets, etc.
- Water used for irrigation, in those cases where we have gardens and the means of separately measuring irrigation related consumption.
- Water used for cooling of servers, principally at the data processing centre in Erding.

- **Waste generation.** This last item refers to the waste generated at our premises from both kitchens and general office use. This is somewhat difficult to measure since in some cases we do not have the means or documentation to report part of the waste. Generally, waste generated by extraordinary activities like works done in buildings are measured, but for comparability purposes they are reported separately from regular waste.

In terms of geographical scope, Amadeus has 71 offices worldwide, some of which are very small. For this reason, it becomes impractical to report data on the five items laid out above from all Amadeus sites. We focus instead our efforts in our top sites worldwide either by number of employees or by environmental impact. Nonetheless, despite the fact that the official reporting is done on the top sites only, all sites are encouraged to implement measures to reduce consumption and best practices are shared among all sites when relevant.

Since 2009 we have included in the EMS reporting our top 10 sites worldwide. In 2013, we have added Amadeus Software Labs India (Bangalore), which has become the second largest Amadeus site worldwide by number of employees. Our coverage therefore has increased to 11 sites and more than 78% of all employees, and we estimate that this covers more than 90% of the total Amadeus impact worldwide.

The list of sites includes, Nice, Bangalore, Erding, Miami,

Madrid (both the Amadeus Commercial Organisation and the headquarters), London, Bad Homburg, Bangkok, Sydney and Paris.

#### Environmental objectives and results achieved

When setting up environmental objectives at Amadeus, the following factors need to be addressed:

- Even if decreasing, there is a **correlation between company growth and resource consumption**, so it would be misleading to provide a view on environmental performance simply based on absolute figures for resource consumption; we need to weigh in evolution of company activity.
- Some environmental impacts are independent of others. For example waste generation in Nice has nothing to do with water consumption for server cooling in the data centre; yet it would be ideal to be able to summarise **overall company performance in one** single figure and also to easily identify specific areas for improvement.
- For some of the parameters contemplated, we have little **capacity to manage them**. For example, the electricity generation mix of one country determines our scope 2 emissions, and we have no influence on that, regardless of potential offsetting initiatives or purchase of electricity from renewable energy.

<sup>4</sup>The Greenhouse Gas Protocol (GHG Protocol) is the most widely used international accounting tool for government and business leaders to understand, quantify, and manage greenhouse gas emissions. Scope 1: direct GHG emissions from sources owned by the company. Scope 2: electricity indirect GHG emissions from the generation of purchased electricity that is consumed by the company in its owned or controlled equipment or operations. Scope 3: other indirect GHG emissions, Scope 3 reporting those activities that are relevant to their business and goals, and for which they have reliable information.

Taking into consideration the issues described above, our environmental targets are set according to the following process:

1. Distinction of specific impact related to the **data centre**.  
We first separate the electricity consumption of the data centre from any other impact, given this site's unique nature and sole importance:
  - 1.1. Electricity consumption from the data centre: 40% of overall weight.
  - 1.2. Top 11 office sites worldwide: 60% of overall weight.
2. Assigning weights to each environmental parameter measured in office buildings.  
Amadeus materiality study helped identify the most relevant items regarding the environmental impact of its operations. The weight assigned to each item is allocated based on the **importance** of each item and also on our **capacity to manage** that specific parameter.

Accordingly, the items included as targets and their respective weight in terms of the overall objective are: electricity consumption (40%), greenhouse gas emissions (CO<sub>2</sub> only for the time being) (20%), paper consumption (20%), water consumption (10%), waste generation (10%).

3. Distinction between **absolute** and **efficiency** targets.  
A distinction between absolute and efficiency targets is made in order to factor in the growth of the company. Absolute targets refer to the total consumption in each of the five parameters (energy, CO<sub>2</sub> emissions, paper, water, and waste). For efficiency targets, we need again to distinguish between the data centre and the office buildings as follows:

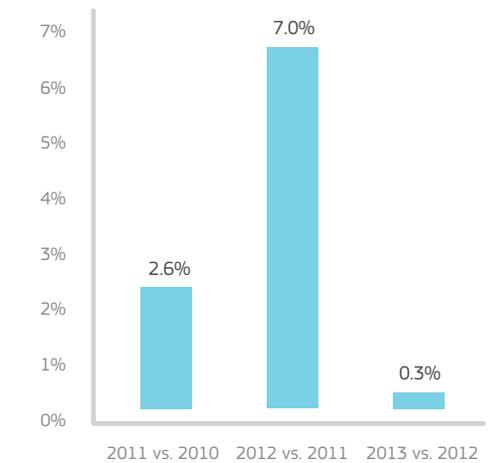
- For the data centre: we consider electricity consumption per one million transactions <sup>(5)</sup> processed at the data centre.
- For the office buildings: we consider resource consumption per employee.

4. Setting the final objective depending on **company growth**.  
The general reasoning is that the more the company grows, the more weight is allocated to efficiency targets. In any case, the absolute target has always a minimum weight of 25%, so the total consumption is always considered.

Finally, in order to avoid arbitrary targets, we always use the year immediately prior as a reference to evaluate current performance, so we can measure improvement over time objectively.

The graph below shows our performance over time, according to the objective parameters described above:

**Improved environmental efficiency**



For Amadeus Data Centre		
Yearly growth in number of transactions processed	Absolute target weight	Efficiency target weight
Less than 5%	100%	0%
Between 5 and 10%	75%	25%
Between 10 and 15%	50%	50%
More than 15%	25%	75%

For top 11 office sites worldwide		
Change in # of employees	Absolute target weight	Efficiency target weight
Less than 2%	100%	0%
Between 2 and 3%	75%	25%
Between 3 and 4%	50%	50%
More than 4%	25%	75%

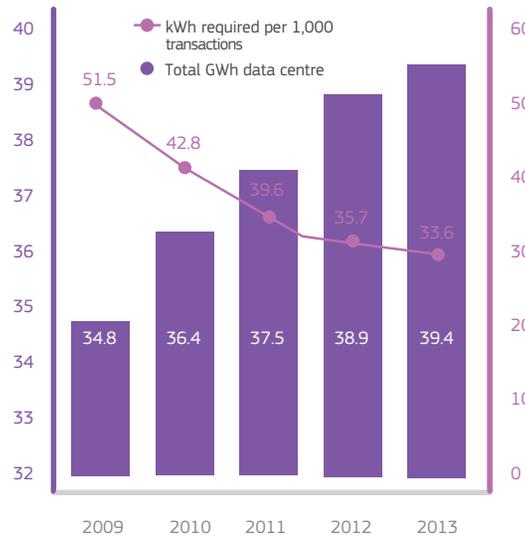
<sup>5</sup> Transactions processed at the data centre are defined as basic operations linked directly to our business, such as bookings or processed Passengers Boarded. It is worth noting that, given the increasing amount of information processed per traveller and the increasing sophistication of passenger service systems, the complexity of each transaction is growing significantly.

The following graphs analyse our 2013 performance for each parameter in the EMS, as well as highlight our main initiatives in each area.

<sup>6</sup> Improved energy efficiency in terms of kWh required per 1,000 transactions. PUE stands for Power Usage Effectiveness and is a common metric used to measure the energy efficiency of data centres. The closer to 1 the PUE, the more efficient the data centre is. Typically a PUE below 1.5 is considered significantly better than average. In terms of external evaluations, our TÜV SÜD certification involves an in-depth review of the data centre operations, as well as recommendations for improvement. Finally, we define business transactions processed as basic operations linked directly to our business, such as bookings or Passengers Boarded.

### Amadeus Data Centre energy efficiency<sup>(6)</sup>

Improved efficiency 2013 vs. 2009: 35% PUE in 2013: 1.38



### Energy Efficient Data Centre certification from TÜV SÜD

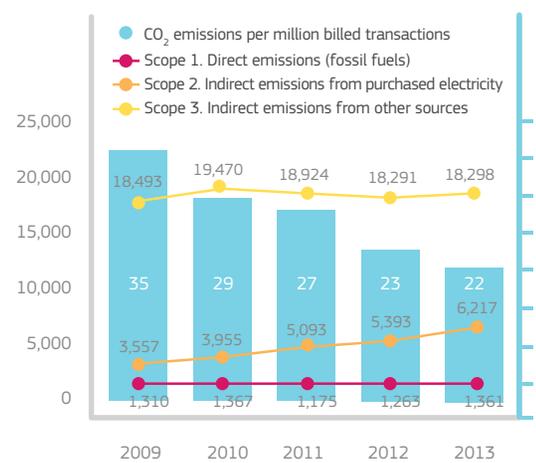
(obtained in 2010 and renewed in 2012)



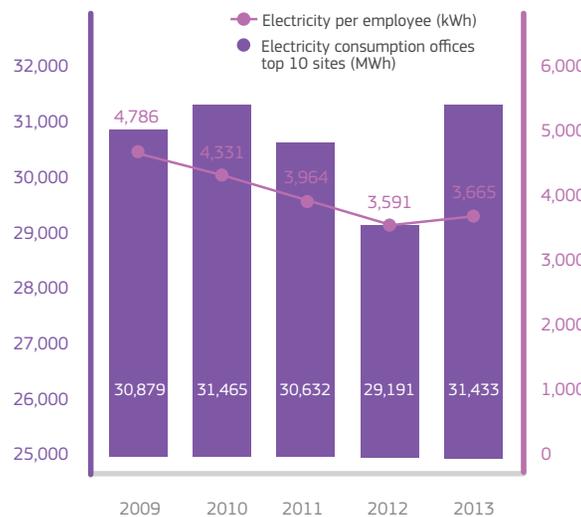
### Amadeus top 10 sites environmental performance<sup>(7)</sup>

<sup>7</sup> Even though our Environmental Management System covers our top 11 sites worldwide, we include in the graphs only the top 10 for comparability purposes, since our site in Bangalore (India) was incorporated in the EMS in 2013.

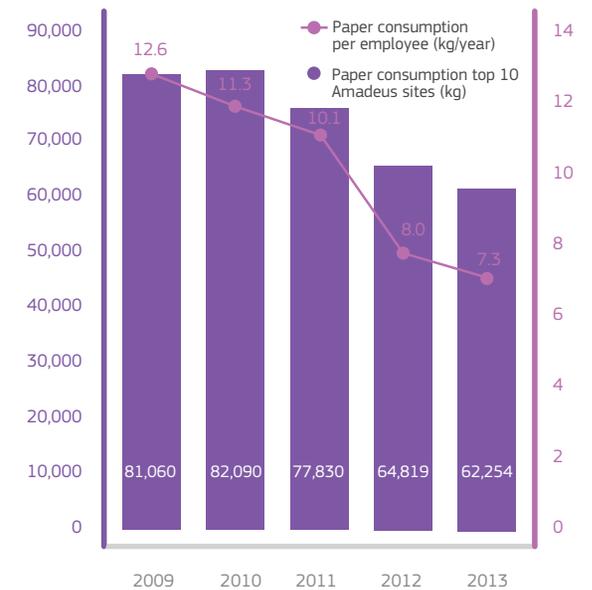
#### CO<sub>2</sub> emissions



#### Electricity



#### Paper



Since the Environmental Management System was implemented in 2009, we have achieved significant efficiency improvements, as shown in the table below:

Efficiency improvements	2013 vs. 2009
Electricity - data centre - kWh required per 1,000 transactions	34.8%
Electricity - top 10 sites worldwide - kWh per employee	23.4%
Paper - kg per employee and year	42.2%
CO <sub>2</sub> emissions - total emissions per million transactions	36.1%

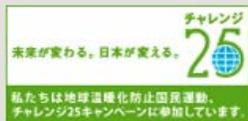
All in all, our environmental performance has been positive in 2013. Despite our significant growth in employees, transactions and revenues, resource consumption associated to our operations has grown at a significantly slower pace.

In the following paragraphs, we include examples of specific initiatives and best practices implemented in our various sites across the world. Even though the geographical scope of the Environmental Management System reporting is limited to our top 11 sites worldwide, the implementation of environmental best practices and initiatives is basically carried out across our sites.



**Amadeus Latin America: environmental campaign**

Our regional office in Buenos Aires launched a campaign in several Latin America markets encouraging employees to save energy, water and paper. Campaign materials used in our commercial offices in Bogota, Buenos Aires, Mexico, and Sao Paulo are shown.



Amadeus Japan participates in the Challenge 25 Campaign promoted by the Japanese government

**Amadeus Japan: Amadeus joins the Challenge 25 Campaign**

The Challenge 25 Campaign is a programme promoted by the Japanese Ministry of the Environment to reduce greenhouse gases released in Japan by 25% from their 1990 levels by 2020.

The programme suggests a range of 25 actions ranging from car-sharing for commuting to encouraging companies and households to install renewable energy with e.g. solar power heaters, or cutting heating and cooling system costs through setting room temperatures at 28 degrees Celsius in summer and 20 in winter. The various initiatives can be implemented both in commercial and domestic premises.

Amadeus Japan is registered as a corporate challenger for The Challenge 25 Campaign and encourages employees to suggest initiatives to meet the campaign's objectives. The activity considered best receives a cash prize from

Amadeus Commercial Organisations.

**Amadeus IT Pacific – Sydney – Project Kermit: it's easy being green!**

'Project Kermit' is an Amadeus IT Pacific staff initiative towards becoming a more environmentally friendly organisation and workplace. Project Kermit integrates Amadeus Environment Management System procedures into local strategy. Initiatives include the new recycling procedure and communication campaign 'Follow me', a printing solution by which printing jobs can only be executed with the employee identification card at the printer, reducing total printing jobs, improving privacy and avoiding the duplication of printing jobs.



Follow me

...and leave a green footprint



Amadeus Sydney – 'Follow me' printing campaign.

Amadeus Sydney – Project Kermit carried out in cooperation with our building management company provider.

*“Amadeus is an example that we put forward to demonstrate that environmental responsibility is concrete and unifying when projects are carried out by engaged employees.”*

**Timothée QUELLARD, Associate Director, Ekodev**



Certificate for the planting of 211 trees in the Peruvian Amazonia on behalf of Amadeus France employees.

**Amadeus France – from biodiversity to reforestation**

Amadeus France has engaged in a comprehensive and ambitious sustainable development programme that includes economic, environmental and social initiatives, and which addresses not only the EMS requirements for optimisation of resource consumption but also goes beyond the current formal objectives. Above is an example of the initiatives carried out under the programme.

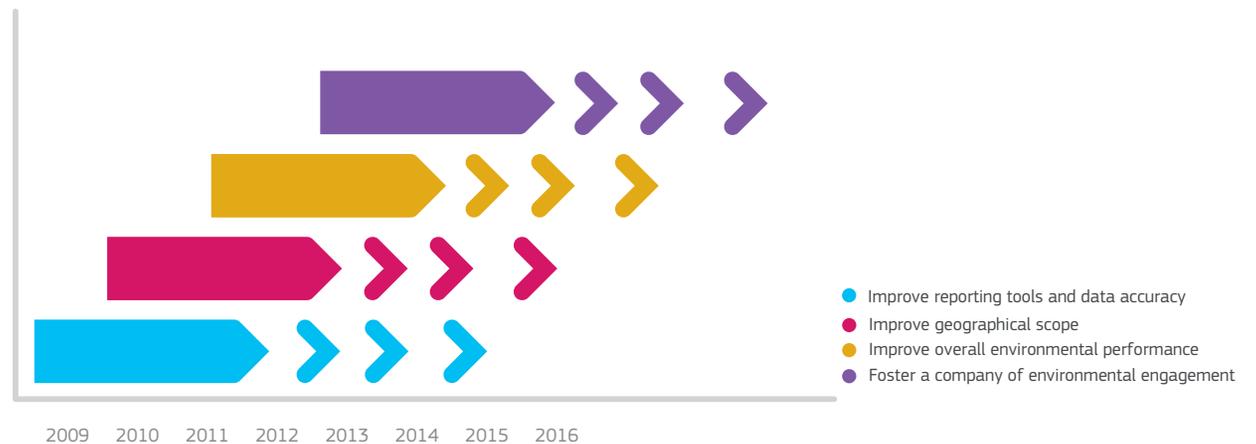
At the beginning of 2013, Amadeus France engaged in a joint project in cooperation with partners Ekodev and PUR Project to launch the ‘From biodiversity to reforestation’ initiative, a project in which Amadeus France employees participated in the installation of a beekeeper and collected about 34 kg of honey, potted on site. Each employee then made a donation in exchange for their honey pot and the money collected was invested in a reforestation project in Peru. Each employee then planted one tree in the Peruvian Amazonia.

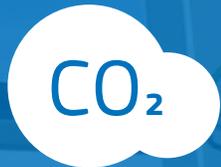


**Environmental strategic focus**

Regarding our overall strategy for our operations, the graph below shows the main strategic objectives and their past and expected level of focus included in our Environmental Strategic Plans 2009–12 and 2013–16.

**Strategic focus evolution**





## Case study - Amadeus Sequence Manager

The European Organisation for the Safety of Air Navigation (Eurocontrol) issued a study<sup>(8)</sup> about the benefits of implementing Collaborative Decision Making (CDM) at airports. CDM is a Eurocontrol initiative whose objective is to integrate airport operations into the air traffic management network. Airport CDM is about enhancing cooperation and coordination by sharing existing information and resources at an operational level between air traffic management (ATM), airlines, ground handlers, airports, and other service providers, resulting in improvements in resource usage, schedule maintenance, environmental performance, and flexibility in reacting to events. According to the study, the return on investment period is only between one and two years and the risk of financial loss is practically non-existent.

Based on the conservative estimate that the implementation of CDM will reduce just one minute of taxi time per flight, the Eurocontrol study indicates a **potential fuel cost benefit of over €120 million** per annum and a **CO<sub>2</sub> reduction of**

---

### Savings estimations expected from CDM

**Fuel costs:** More than €120 million

**CO<sub>2</sub> emissions:** More than 250,000 t

**around 250,000 tonnes** per year for ECAC major airports.<sup>(9)</sup> Furthermore, there would be other benefits in noise and air quality impacts, which are known major causes of constraint on airports and hence the European Air Traffic Management System.

In 2013 Amadeus launched Airport Sequence Manager, a solution to help airports implement CDM. Amadeus Airport Sequence Manager uses a collaborative approach to optimise the flight departure process. The solution relies on sophisticated sequencing algorithms to calculate the Target Start-Up Approval Time (TSAT) for each departing flight. This allows the aircraft to leave the stand at the last possible moment, reducing fuel burn, economic costs and environmental impact, and it enables better allocation of resources. Runway capacity can therefore be optimised at times of congestion, or de-icing processes taken into account during winter season. As a collaborative tool, Amadeus Airport Sequence Manager creates a shared situational awareness among all airport partners.

Amadeus launched Airport Sequence Manager in collaboration with Munich Airport – one of the busiest European airports, with nearly 400,000 aircraft movements in 2012.

---

*“Amadeus is very well positioned at the heart of the travel ecosystem to help airports with this evolution and we are glad to cooperate to establish the foundations of a future-proof technology platform.”*

**Michael Zaddach, Senior Vice President IT, Munich Airport**

---

<sup>(8)</sup> Eurocontrol (European Organisation for the Safety of Air Navigation) (2008). Airport CDM cost benefit analysis.

<sup>(9)</sup> ECAC (European Civil Aviation Conference) is an intergovernmental organisation which was established by the International Civil Aviation Organization (ICAO) and the Council of Europe. ECAC counts today 44 country members. ECAC major airports include airports with more than 50,000 aircraft movements per year.





*“Amadeus’ in-depth experience, vast reach and high level of development will help us to gain greater efficiencies through the full automation of our weight and balance system. Furthermore, Altéa Departure Control’s Flight Management enables us to provide our airline customers with significant fuel savings.”*

**Jon Conway, Divisional Senior Vice President,  
Airport Operations, dnata**



#### **Environmental benefits of Amadeus solutions**

The value proposition of Amadeus solutions is primarily based on increasing operational efficiencies for our customers. Often, the increased efficiencies mean more productivity, reduced costs, better use of infrastructure and environmental benefits. In fact from a quantitative point of view our most important contribution to the sustainability of the industry and improvements in environmental performance is our investment in innovation, and how such innovation is implemented in the solutions offered to our customers.

Amadeus Airport Sequence Manager, as explained in the case study above, is a clear example of how our technology expertise and network of partners can deliver solutions that improve operational and environmental efficiencies.

On the other hand, as demonstrated in a joint study carried out with Finnair that analysed more than 40,000 Finnair flights, the Amadeus Altéa Departure Control System Flight Management (Altéa DCS FM) module has proven effective in facilitating significant fuel savings. Altéa DCS FM automates aircraft load

control and optimises every flight departure by analysing the passenger and cargo load more precisely and automatically defining the optimal aircraft load distribution. This helps optimise fuel for every flight departure.

The benefits of the system expand beyond airlines; for example in October 2013 Amadeus announced an agreement with **dnata**, one of the world’s largest combined air services providers, to implement Amadeus Altéa Departure Control’s Flight Management solution in their centralised load control offices (CLC) in Dubai. The airport ground handler, part of the Emirates group, is now present in 75 airports in 38 countries. The deal spans all Emirates and flydubai domestic and international flights and over 100 other dnata customer airlines using the system.

Under the agreement, Amadeus provides dnata with a fully automated solution for managing the weight and balance of all flights it handles from its CLC in Dubai. The system automatically defines optimal load distribution, thereby optimising fuel requirements for airlines and increasing uplift capacity for aircraft.

## ICAO & Amadeus Partnership



### Amadeus participation in joint industry initiatives

We are conscious that the environmental sustainability of our industry is a common objective for all industry stakeholders and that little can be achieved in isolation. In line with our business strategy, on the environmental front we take advantage of our technology, expertise and business network to make our contribution to industry sustainability. A good example of how we put this strategy into practice is our collaboration with the International Civil Aviation Organization (ICAO) regarding aviation carbon calculators.

In order to raise awareness of aviation carbon emissions and to foster prevention and mitigation actions, airlines, NGOs and other industry stakeholders launched aviation carbon calculators so that travellers can be aware of the CO<sub>2</sub> emissions released as a consequence of their trips. Two major issues to achieve this target are related to the subjectivity of estimating carbon emissions per passenger and the ways and means by which the traveller is informed.

In this respect, Amadeus and the ICAO reached an agreement whereby Amadeus uses ICAO's carbon calculator in our corporate booking tool, so that corporations and travellers can be informed during the booking process about the greenhouse gas emissions released in their trips. Regarding the issue of the subjectivity of estimating and allocating aircraft emissions to passengers, ICAO's carbon calculator brings the benefits of neutrality, a global approach and the legitimacy required, since ICAO is the United Nations agency in charge of civil aviation.

In other cases, like in our cooperation with the World Travel and Tourism Council (WTTC), we contribute and learn through participation in various work streams associated with issues related to sustainability and subjects as diverse as discussing a common framework for travel industry non-financial reporting to the specific interpretation and implications of the Intergovernmental Panel on Climate Change (IPCC) reports for the travel industry.

### Climate change related challenges and opportunities for Amadeus

Greenhouse gas emissions and climate change in general are a principal concern in the travel industry, particularly due to the high energy intensity of means of transport. The risks associated with climate change for Amadeus are principally linked to the demand for travel. This is due in part to the fact that incremental environmental costs translate with some delay into increased economic costs; and, whether this increase in costs is passed on to the client or not, this increase in overall costs is significant, given the high price elasticity of travel demand. Besides, consumers, in order to avoid negative environmental impacts, may look for alternatives to travelling. On the other hand, regarding opportunities linked to climate change, we are in a privileged position to help raise environmental awareness in the industry. We need to bear in mind that Amadeus is involved in one way or the other in the travel of more than one million passengers every day. Environmental services included in our distribution platforms and/or IT solutions are a way in which Amadeus can improve customer loyalty, reputation in the travel industry, contract new customers and retain current ones, improve our network and relationship with industry stakeholders and, importantly, play our part in the contribution to industry sustainability.

The Amadeus Airport Sequence Manager case study explained on previous pages is a good example of how the increased efficiency delivered by Amadeus solutions contributes to the fight against climate change, providing our customers with the possibility of saving significant amounts of fuel and related greenhouse gas emissions.



Nice volunteers in forest clean-up activity

**Did you know that Amadeus employees contribute with more than 3,500 volunteer hours per year?**

## 7.2. Social commitment

*“Over recent decades the private sector has grown exponentially compared to traditional aid providers [...] Corporations have the means and the will to make a difference. We are cheating ourselves if we don’t recognise this reality – and work with it.”*

**Prof. Linda Scott, DP World, Chair for Entrepreneurship and Innovation, Saïd Business School, University of Oxford – on the importance of sustainable social development**

As improved travel and communications make the world a smaller place, global challenges, such as development at grass roots level and the barriers that hold back growth such as poverty, become more visible. As a consequence, the corporate sector increasingly asks to be part of the process that analyses the role that society plays in tackling these challenges. A key player in the global travel industry, Amadeus is a part of that process.

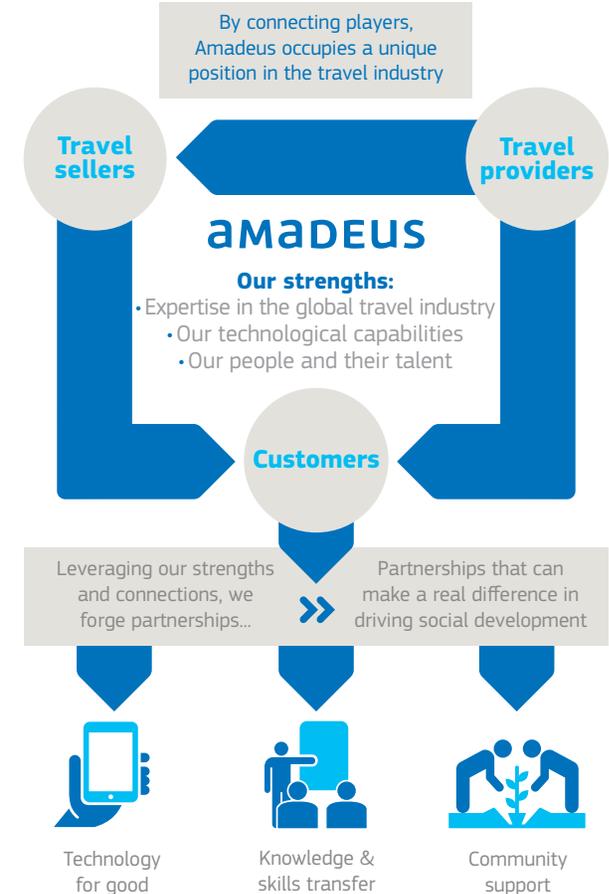
We realise that true long-term business sustainability requires not only considering commercial needs, but also making a positive impact socially. We need to be actively involved in understanding and nurturing both commercial and social needs in order to meet the requirements of today’s world, while we lay a robust foundation for tomorrow.

### Social responsibility built around our core business, people and culture

At Amadeus, ‘being actively involved’ has meant building a social responsibility strategy around our core business, our people, and our global culture.

In 2013, we set ourselves an ambitious, strategic business goal: to grow our contribution to society through creating value for shareholders and our wider stakeholders, with a positive impact on society. Our activities in social responsibility reflects this overarching goal. We draw on our strengths as a business to better empower disadvantaged communities through projects that can build their capacity to be self-sufficient. As a result, our projects in social responsibility are centred primarily on using technology, travel and tourism to improve quality of life for people with limited resources in the communities among which we operate. In essence, Amadeus Social Responsibility covers all the social projects and initiatives in which the Amadeus community is involved – projects that foster social development, skills capacitation, and community and humanitarian support within the local communities in which we have a commercial presence.

Through a combination of global programmes and local projects, carried out in partnership with private and public sector institutions, we are gradually achieving our goals. These partnerships are critical for Amadeus Social Responsibility, as they bring to the projects additional, valuable expertise and local market insight.

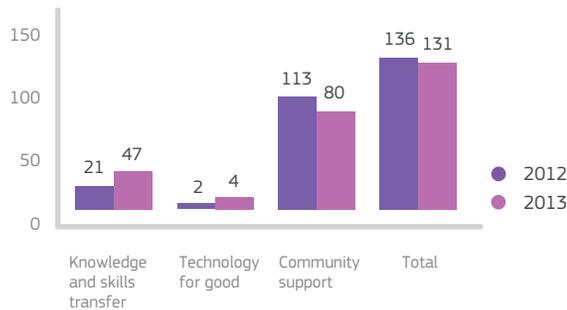


### Outcome of Amadeus social responsibility in 2013

In line with our policy on social responsibility to develop projects within partnerships for a greater impact, in 2013 we worked with partners from the travel industry, education institutions, and local non-profit organisations. New initiatives such as the multi-market online donation programme with Iberia and the United Nations Children’s Fund (UNICEF) were launched successfully, even as established programmes such as the Volunteer Day in Latin America, the Amadeus Cares programme in Asia-Pacific or the training projects across our geographic regions, grew in strength.

Last year, this joint effort once again resulted in over 131 projects in 53 countries. This reflects a genuine and growing involvement in 63% of Amadeus commercial organisations (ACOs) worldwide and an increase in projects with a longer term impact. For a full view of our projects around the world, see [www.amadeus.com/csrmapp](http://www.amadeus.com/csrmapp)

#### Evolution of the three project pillars towards longer term programmes



#### Key performance indicators

2013

Number of countries with projects	53
Number of projects	131
Number of employees involved	1,335
Registered volunteer hours	3,580



### Amadeus Technology for Good programme

Amadeus Technology for Good comprises projects in which selected components of our technology and related expertise are deployed on social projects.



## Resadon: a software to process blood donations more effectively

Amadeus volunteers based at our main product development site in Nice developed The Resadon software to enable large numbers of people to easily book a slot to donate blood. This started as an in-house solution to facilitate a project organising timetables for over 3,000 blood donors.

In 2013, 25,000 donors booked a slot using Resadon.

*“The trigger was the lengthy queue that blood donors had to face to give blood in the morning or at lunchtime, causing frustration for the donors who sometime gave up, and stress in the blood donation medical staff. With Resadon, the donor makes an appointment, receives an invitation in her/his agenda. The process is fluid: no more stress, no more queuing – one donor arrives every five minutes. As an immediate consequence, the number of blood packets collected has increased by a factor of 2.5 compared to 2012.*”

*Today, Resadon is deployed by the French blood establishment in its own transfusion centres throughout France, and by 300+ universities.”*

**Philippe Le Bars, Risk & Compliance Managers, Amadeus SAS**

## NOW LIVE: The Amadeus–UNICEF–travel industry online donation programme

Amadeus reached a major milestone in its social responsibility programme, stepping up its role as a global player in social development. Following our commitment in 2012 to building a global online donation programme in partnership with UNICEF and players in the travel industry, Spanish carrier Iberia became the first airline to go live with the programme on its website in 2013. Every time a traveller buys a ticket on [www.iberia.com](http://www.iberia.com), they can make a donation of between €3 to €20 to UNICEF projects.

The technology platform that powers the online donation programme is provided, hosted and maintained by Amadeus as a professional contribution to social development. When combining Amadeus' technology with the scale and reach of travel players such as major airlines and online travel agencies, there is real potential to raise millions of euros in a sustained manner to fund projects that empower the underprivileged. The alliance between Amadeus, Iberia and UNICEF is a powerful example of how corporations can make a significant contribution to counter global social challenges using their business strengths.



Luis Maroto, Amadeus President & CEO, Leila Pakkala, UNICEF Director of Private Fundraising and Partnerships, and Luis Gallego, CEO of Iberia. UNICEF project launch on [iberia.com](http://iberia.com) (Madrid).

*“The alliance between UNICEF, Amadeus and Iberia is a powerful illustration of the potential of combining the strengths of the private sector, that of not-for-profit organisations who are achieving life-saving changes in society, and the will to give of the general public, worldwide. The impact we can make goes far beyond what a single organisation can achieve.”*

**Luis Maroto, President & CEO, Amadeus IT Group**



Tim Hunter, International Fundraising Director, UNICEF, with Tomás López Fernebrand, SVP, General Counsel and Corporate Secretary, Amadeus, at the launch of a joint global online donation programme for the travel industry at the Royal Society of Arts (London).

*“It is very exciting to be able to contribute to a system that raises funds for vulnerable children. Besides its laudable major objective, the Donation Engine project has shown how Amadeus can bring to life a product in less than four months. Today the system is used on the Iberia e-booking system, and we are ready for activation on more websites. I hope that in the near future the Donation Engine will be integrated in many other booking systems to raise a substantial contribution for UNICEF.”*

**Valeria Rongione, Amadeus Technical Coordinator for the Donation Engine**



Career day for 200 students from 7 secondary schools in Kenya. Amadeus General Manager of East Africa Juan Torres mentoring participants in partnership with non-profit Global Travel & Tourism Partnership (GTPP).

### Amadeus Knowledge & Skills Transfer Programme

The number of projects under the Knowledge & Skills Transfer Programme more than doubled in 2013: 47 projects up from 21 in 2012. The work was carried out with 32 educational institutions in 28 countries.

Our largest contribution came from the training projects that bridge the gap between the formal education that young people receive in university or other training institutions and the practical skills that are expected of them when they enter the job market. Graduates and industry professionals received training in travel reservation and general business management skills through partnerships with universities and centres for tourism studies in Central and Eastern Europe, Latin America, the Middle East, North Africa, and Asia-Pacific.

### Amadeus Philippines – Concordia Dual Training System (DTS) Programme

As defined by the Philippines Technical Education and Skills Development Authority (TESDA), DTS is a training modality that combines theoretical and practical training. It is termed 'dual training' because learning is composed of activities in two different venues: in a school or training centre, and in a company or workshop. Concordia College in The Philippines sought ways and means to respond to the current needs of society and out-of-school youth unable to access college education.

Amadeus is a major industry partner of Concordia College, who supported the objective of educating mostly underprivileged and indigent youth. We have been providing Global Distribution System (GDS) training since 2001 and have certified more than a thousand students.

The primary objectives of the programme are to provide free training on reservations and ticketing to the students of Concordia College, aimed towards gainful employment in the near future as responsible Filipino citizens: to elevate to world-class standards the skills and capabilities of youth; to provide globally certified training; and to sustain and support the growth of the Philippine travel and tourism industry by educating present and future travel professionals.

As co-educators, we paved the way for hundreds of marginalised young people to achieve their educational goals and access productive niches, in local and international business as well as in the travel industry.

### Amadeus Uruguay - support to Plan Ceibal

Amadeus also collaborates in joint education projects in other areas related to travel and tourism, as in the case of Amadeus Uruguay's support of Plan Ceibal. Plan Ceibal is an initiative to introduce Information and Communication Technology (ICT) in public schools. Following an agreement reached between Amadeus Uruguay and the Ministry of Tourism & Sports, the country's education authority has rolled out an online learning game called Desafío Mundial to enhance the teaching of Geography in schools across Uruguay. The interactive geographical world championship game is installed on Plan Ceibal computer notebooks that are delivered to pupils. The game is currently included in the

national education syllabus and, by the end of 2013, it had been installed on approximately one million laptops. The interactive game was adapted at local level in collaboration with Smart Branding, an IT company based in Uruguay.





Linka Glover-Akpey, Country Manager Amadeus Nigeria & Ghana, receives recognition from The Women's Technology Empowerment Centre (W-TECH).

### Addressing the needs of other low-income members of our communities

The Amadeus Knowledge & Skills Transfer Programme goes beyond education for young people to also addressing the needs of other adult, low-income members of the community who are seeking literacy in new technologies to improve their chances of finding work. Amadeus Spain reached an agreement with Spanish non-profit organisation Fundación Cibervoluntarios to hold workshops in which volunteer Amadeus staff teach basic Information and Communication Technology skills to groups of low-income women.

Foundation for Cibervoluntarios



Amadeus North America partnered with Miami-Dade Public Schools and donated 230 used laptops to the county's STEM programme for seventh graders. The employees volunteered to prepare the laptops.

### Computer donations

The **Amadeus PC Bank**, established in 2010 to contribute towards access to computer equipment by disadvantaged communities, also continues to add to the Knowledge & Skills Transfer Programme. During 2013, over 600 computers were donated by Amadeus offices around the world for use in educational projects in partnerships with local authorities, public schools and non-profit organisations. Turkey, Romania, Ukraine, Slovenia, the United States, Spain, France, South Africa, and Cuba brought the total of computers donated to facilitate online learning to 1,771 since 2010.

One of the local sponsorship programmes is carried out by Amadeus Turkey in collaboration with non-profit organisation CYDD (Support for Modern Life Association). Amadeus Turkey provides education sponsorships for children from low-income families. For every ticket issued on travel agencies' Amadeus e-Power (online booking) portals, we transfer 40 cents towards the sponsorships.



Students who have undergone e-learning training on travel reservation processes at the national tourism academy in Romania.



Students at a primary school in Değirmendere, one of the smallest villages in Ağrı on the east border of Turkey.

*“Every year we offer free training on travel reservation processes for five young people who have not been able to go to university, are not able to finance training, and who are willing to learn. If they pass the certificate exam, we also find them a job with one of our travel agency partners.”*

**Emre Erdem, Sales Executive, Amadeus Turkey**



Staff in different countries of Latin America during the LATAM Volunteer Day 2013.

### Amadeus Community Support Programme

In 2013 community support gained exciting momentum with activity in 43 countries.

The Amadeus Community Support Programme includes local projects and initiatives carried out for the benefit of and in partnership with local communities. As a leading player in the travel and tourism sectors, with country offices and local teams in economically diverse markets, Amadeus has the people and skills at its disposal to create resources that can make a difference in the lives of the most disadvantaged people. Through our local teams, we work with local NGOs as well as government institutions responding to key challenges identified with them. These range from uplifting living conditions for orphaned or abandoned children through to providing opportunities to further the education of youth in need, or financial contributions for health research.

To raise funds required to finance the projects we support, creativity wins the day. In 2013, sports events, charity bazaars and varied contests across the Amadeus community raised €221,000 to fund the work of non-profit organisations. The cash enabled initiatives such as education sponsorships for students in Thailand, and the upkeep of children at local hospices in the Ukraine, Estonia, Greece, China, Malaysia, South Africa, and the United States.



In other cases, the funds raised were used to support the development of projects run by local non-profit organisations such as Cancer Council Australia, Nos Pilifs in Belgium, Helping Hands in France, SOS Children's Villages in Greece, Great Commission Alliance in Haiti, and Asociación Mexicana de Ayuda a Niños con Cáncer in Mexico.

These are some examples of the activity across geographic regions in the last year:

#### – Latin America

Together with 13 industry partners such as travel agencies and ALTA (the Latin American and Caribbean Air Transport Association), the regional **Volunteer Day** involved the contribution of staff from 12 country offices: Argentina, Bolivia, Brazil, Colombia, Costa Rica, Chile, Ecuador, Mexico, Paraguay, Peru, Uruguay, and Venezuela.

Volunteers spend a day in their communities working with children, the elderly and the gravely ill. The objective of the Latin America Volunteer Work Day is to organise and coordinate employees who want to volunteer and contribute to the development of social segments in need. It is also an additional element to internally motivate engagement among staff and improve teamwork. In 2013, the third edition of the Latin America Volunteer Work programme took place.



The Amadeus House of Hope Orphanage.

#### – North America

**The Amadeus House of Hope Orphanage** in Mirebalais, Haiti, has continued to thrive in the past year. Built and set up in partnership with non-profit organisation Great Commission Alliance (GCA) in 2011, the orphanage is currently home to 40 children, aged 4 to 7. Once the second floor is added, another 60 children will be cared for at the orphanage. The children also receive regular medical care and daily schooling.

In April 2013, Amadeus joined long-time partner GCA in a gala to raise funds for community projects in Haiti. More than US\$50,000 was raised specifically for the House of Hope's orphanage and school operations. Several travel companies also sponsored and attended the gala, including BCD Travel, the Global Business Travel Association, Marriott Hotels, Park 'N Fly, Royal Caribbean Cruise Lines, and United Airlines.

In addition, through a partnership with Tourism Cares (a travel industry non-profit organisation), Amadeus North America executives collaborate in the restoration and preservation of historical landmarks for future generations. In 2013, activity included restoring sites destroyed by Superstorm Sandy in New York and sponsorship of Go Peru, a global programme that aims to support and protect Peru's unique heritage.

– Asia-Pacific

Community support in the region was through in-kind donations and quality time with beneficiaries of local hospices; sports for charity such as the race held annually in Bangkok (Thailand) to fund university studies for disadvantaged youth; and hospitality events such as Amadeus Australia's popular Morning Tea initiative with Cancer Council Australia to raise funds for cancer research. Other countries in the region where activity is ongoing are Malaysia, the Philippines, Singapore, New Zealand, Taiwan, and China (mainland).



Amadeus staff volunteering in Australia in support of the Variety Kids charity.



For the fifth consecutive year, Amadeus Hong Kong received the Caring Company Award, which is organised by the Hong Kong Council of Social Services. The award recognises efforts towards building a cohesive society through strategic partnerships between business and social service organisations for the benefit of the local community.

– Europe

Twenty-four Amadeus country offices in Europe developed projects ranging from collaborations with non-profit organisations dedicated to child welfare and education through to in-kind or financial contributions towards social causes.

These included blood and bone marrow donation from Spain and France in partnership with the Red Cross, the Laurette Fugain Association, and the French national blood agency; monthly provision of basic necessities through Caritas to families who have lost their sources of income as a result of the economic crisis in Spain (6,049 kg of food and 180 kg of clothing for 338 families in 2013); a fundraising soccer tournament towards rehabilitation of tourism areas in Italy, organised by Amadeus Italy and Uvet America Express's Fondazione Atlante, involving 16 tourism companies; and a swimming marathon in Belgium, organised by local NGO Nos Pilifs to collect donations for renovating a community farm managed by disabled youth.



Amadeus Russia employees spend their money and free time to help orphans and sick children.



Amadeus Greece employees responded to a plea from non-profit organisations The Smile of the Child and Centres Supporting Children & Families, which had serious shortages in basic necessities.

– Middle East & Africa

Despite the difficult conditions in Northern Africa and the Middle East, Amadeus Egypt and Amadeus Saudi Arabia grew their training projects to provide low-income communities with professional skills.

In Southern and East Africa, we continued with our longstanding sponsorships of children's homes to guarantee basic necessities and education of children.

Staff at Amadeus Southern Africa have adopted the St Laurence Children's Haven (a children's hospice) as our staff social responsibility project. The staff try to make the lives of the St Laurence children more fun, and also provide some education outside the school system.

At Amadeus East Africa, in addition to work with the Mnazi Mmoja Children's Home in Tanzania, the Angel's Centre, and the Dagoretti Children's Home in the Kenyan capital, in 2013 we started a new collaboration with the Manza Child Development Centre in Machakos, South East Kenya. The centre works with young people to reduce unplanned migration from the rural to urban centres. Amadeus East Africa donated computers to the centre for computer learning to enhance education.

## Amadeus Fans

**Amadeus Fans**, the non-profit organisation founded by **Amadeus Egypt** staff, actively participated in our corporate social responsibility endeavours by supporting society in the areas of travel and tourism. The main sponsors of Amadeus Fans are six travel agencies: Carlson Wagonlit, Thomas Cook, Excel Travel, Astra, Blue Sky, and East West. These agencies gain access to fresh graduates trained through Amadeus Fans scholarships. In 2013 Amadeus Fans granted training scholarships to 48 students and trained 115 trainees, of which most have been already hired by travel agencies. Furthermore, Amadeus Fans opened a new training class, thus increasing their training capability, and signed contracts with four new training centres.

Amadeus Egypt believes that building the skills of employees and university students aiming to work in this sector will bring both promising and positive experience in the industry.

'Despite unrest in the country, four batches of scholarships have been completed in 2013 (48 candidates attended training; 12 per batch). All of them have passed all the exams with very good grades. Most of them have been hired by travel agencies. The last batch finished the programme on 23 of January 2014 and accordingly, we have just sent their resumes to companies.



## Our response to disasters

When natural disasters hit, our first response is to mobilise voluntary support across the Amadeus community. In the initial relief stages, Amadeus staff play a significant role, often raising cash donations voluntarily. Our offices that work in or with the affected countries often match the staff donations with a monetary contribution. Following Typhoon Haiyan in the Philippines last year, the combined staff-corporate effort raised €46,600, which was channelled through UNICEF and Red Cross organisations working on the ground. Following the relief stage, a corporate response through Social Responsibility can then take shape in the re-building phase, where our resources and professional skills can be of relevance.

### Swapping corporate gifts for project resources

Increasingly, in place of the traditional seasonal gifts to Amadeus customers, some country offices and business units opt to dedicate this expense – on behalf of their clients – to supporting a social cause. This was particularly so for the Philippines crisis.



*“When Super Typhoon Yolanda (Haiyan) struck the central Philippines last November 2013, it smashed 171 towns and cities, affecting a total of 14 million people, with 6 million workers losing their sources of income, and rendering more than 4 million people homeless. Amadeus quickly responded by marshalling cash donations from staff and partnering with travel industry associations to provide emergency relief goods. Amadeus staff volunteered to help during their break or rest days in the packing and distribution of goods in heavily affected areas.*”



Amadeus Philippines staff engaged in relief work.

*Donations from different offices of Amadeus worldwide were channelled to the Philippine Red Cross organisation. The Amadeus Philippines office, in solidarity with its suffering countrymen, decided to channel its budget for traditional Christmas gifts for its customers and for its staff Christmas party to the GMA Kapuso Foundation (a national media network foundation) towards rehabilitation efforts for the heavily affected communities. We have done all these things, not because it feels good. We did it because we should.”*

**Albert Villadolid, General Manager Amadeus Philippines**