



# Amadeus IT Services UK Limited

## Gender Pay Gap Report

2019



# amadeus



*“So, we know that diversity makes business sense. More importantly, I firmly believe that it makes human sense too. At Amadeus we build an environment where you can be who you are, and where there are fair and equal opportunities for professional as well as for personal growth.”*



Sabine Hansen Peck  
Senior Vice President,  
People & Culture

## Our Gender Pay Gap Report 2019

Gender equity continues to be a strategic priority for Amadeus. It is a priority because it makes business sense; but more because it makes human sense. Our company's continued success depends on creativity and diversity of thought. Inequality deprives us of this.

There are two aspects of equity that we measure as a matter of process—equal opportunity and equality of outcome. Equal opportunity ensures that everyone has a chance to participate. But it takes more than mere participation to ensure that all have an equal chance to succeed. So, we focus also on equality of outcome; it shows us where different groups may be getting left behind.

This is why the Gender Pay Gap is so important! It is a measure of outcome that demonstrates clearly that women do not have the same success when it comes to the crucial aspects of pay. More; it shows that women do not enjoy the same success outcomes when it comes to representation in senior roles or in High tech roles. It is this fact that drives the Gender Pay Gap at Amadeus.

Amadeus is fully committed to eradicating the pay gap. We understand that it is only when the representation is equal in all area of our organisation that the gender pay gap will disappear.

But how do we achieve this?

We must in the first instance acknowledge that the gravity of the problem and take deliberate action to resolve it. The gender pay gap will persist unless we do.

We must do three things:

**Inclusive Hiring** — to increase the proportion of women – especially in High-Tech and in senior roles—joining our company

**Retain** —Invest in our workplace and an inclusive culture so that the diverse people in our company are energised and incentivised to remain with us.

**Progress** —Encourage upward mobility and unblock any impediments so the women in our company can progress up the salary ladders.

All these things must happen concurrently; they must happen according to a measurable plan; and they must continue to happen over a prolonged period.

The impact might not manifest in the form of an immediate improved gender pay gap figure. Indeed, our plan to attract more female graduates might worsen the numbers in the short term. However gradually as graduate becomes manager, and manager becomes director, the picture will change. This is not to say we are complacent or resigned to this being a slow and incremental metamorphosis. No, we will be aggressive and ambitious on the pace of change.

The Gender Pay Gap affects the whole of the High-Tech sector. We must work in partnership with our peers to make the whole sector more attractive to girls and women – as they select subjects to study in school or as they start their career or as they grow in their professional life. This is why we continue to sponsor to organisations like Code First Girls and work with job boards like Working Mums. This year we also became a signatory of an industry body called The Tech Talent Charter.

Be the change you want to see!

Tim Brennan

Liz Emmott

## Inclusive Hiring

The anchor of our gender equality strategy is to make sure Amadeus attracts and recruits female talent into the business at a high rate.

This is not always easy when the relatively low number of young women taking up STEM subjects mean the talent pool for women is quite shallow. We must compete with other High Tech companies for the available talent.

To do this effectively we make sure our employee value proposition (EVP) is attractive. The EVP is a measure of how much value the employee obtains from the company versus how much the company gets from the employee.

Based on the mutually beneficial EVP we form our recruitment process and its 3 pillars:

### \_ Inclusive Attraction

*how we attract more diversity to Amadeus*

### \_ Inclusive Selection

*how we ensure that our selection methods are fair*

### \_ Inclusive Onboarding

*how we support new employees and make them feel included*

*"It is more important than ever for organisations to invest in their recruitment practices in order to widen the diversity of their candidate pool and find the best person for the job. This means rethinking your current approach with diversity in mind and understanding that one size doesn't fit all."*

\_We use a detailed person specification when shortlisting and assessing candidates

\_We ensure all candidates are assessed in the same way using structured, competency-based interviews, to allow us to objectively benchmark candidates against the job description and person specification.

\_We train hiring managers on conducting competency-based interviews which includes unconscious bias training, building knowledge on protected characteristics and what interview questions could be perceived as discriminatory or not inclusive.

## Our Partners

We have broadened the reach of attracting a more diverse applicant pool by investing in the following online community & job boards:



workingmums

myGwork – an online LGBT+ community for individuals to connect with inclusive employers, find jobs, mentors, professional events and news.

workingdads

Working Mums & Working Dads – online job boards for parents seeking flexible positions,

to promote our opportunities for flexible working.

We have partnered with:

upReach to help disadvantaged students from across the UK become more aware of the Amadeus career opportunities. We facilitated an employability skills workshop and an Amadeus Insights Day to help them develop the skills, networks and experiences needed for career success.

Imperial College, to sponsor and participate in a LGBTQ+ networking event.

Code First Girls, to inspire and empower young women to start careers in Tech and professionals to switch into Tech.

IT's Not Just For the Boys, an organization that facilitates fast-track employability & networking events for pre-qualified female talent who have a passion for tech.



TECHTALENT  
CHARTER:  
SIGNATORY



## Building an Inclusive Culture

Our Recruitment policy increases diversity by targeting underrepresented groups. However the benefit of this can only be realised if the diversity we recruit remains for the long term. People will remain when they feel included and thrives in our workplace and culture.

There are 3 key aspects that shape our culture:

The systems and processes that define how Amadeus operates

The values and attitudes of our leaders at all levels

The empowerment of our people to express themselves

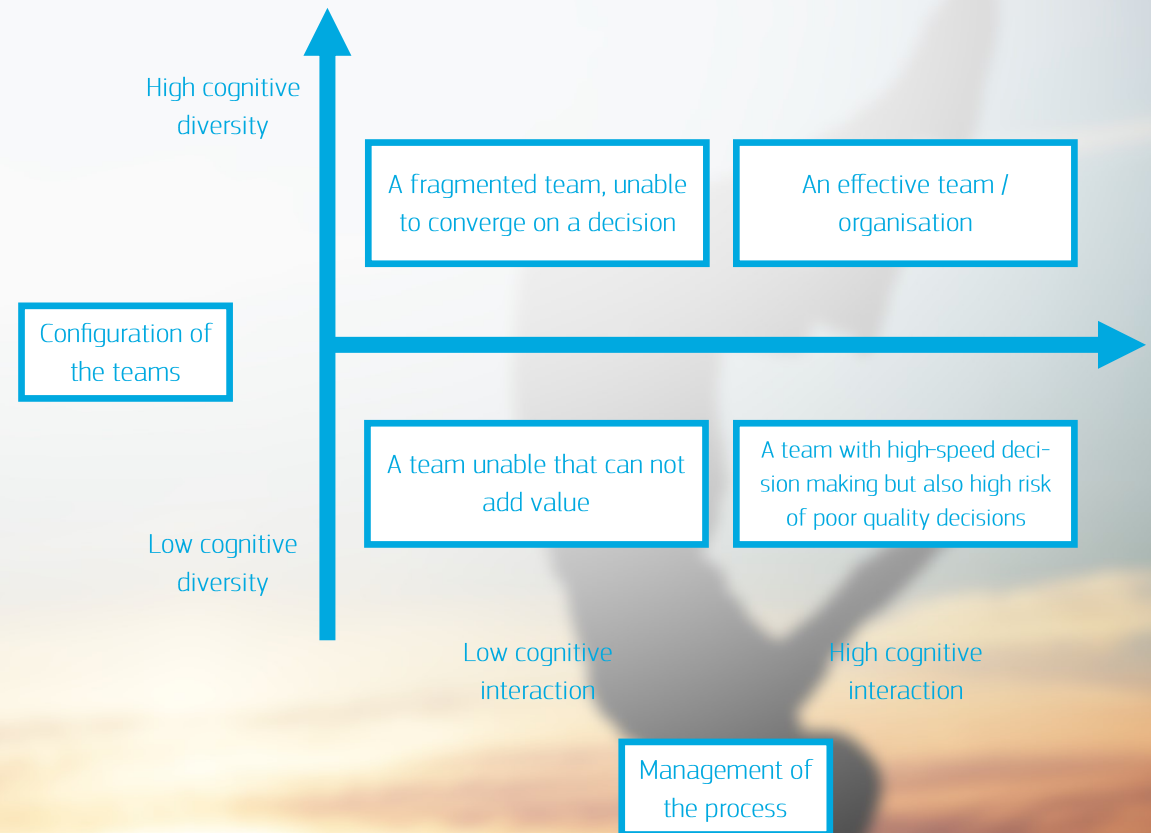
Building this inclusive culture is never done.

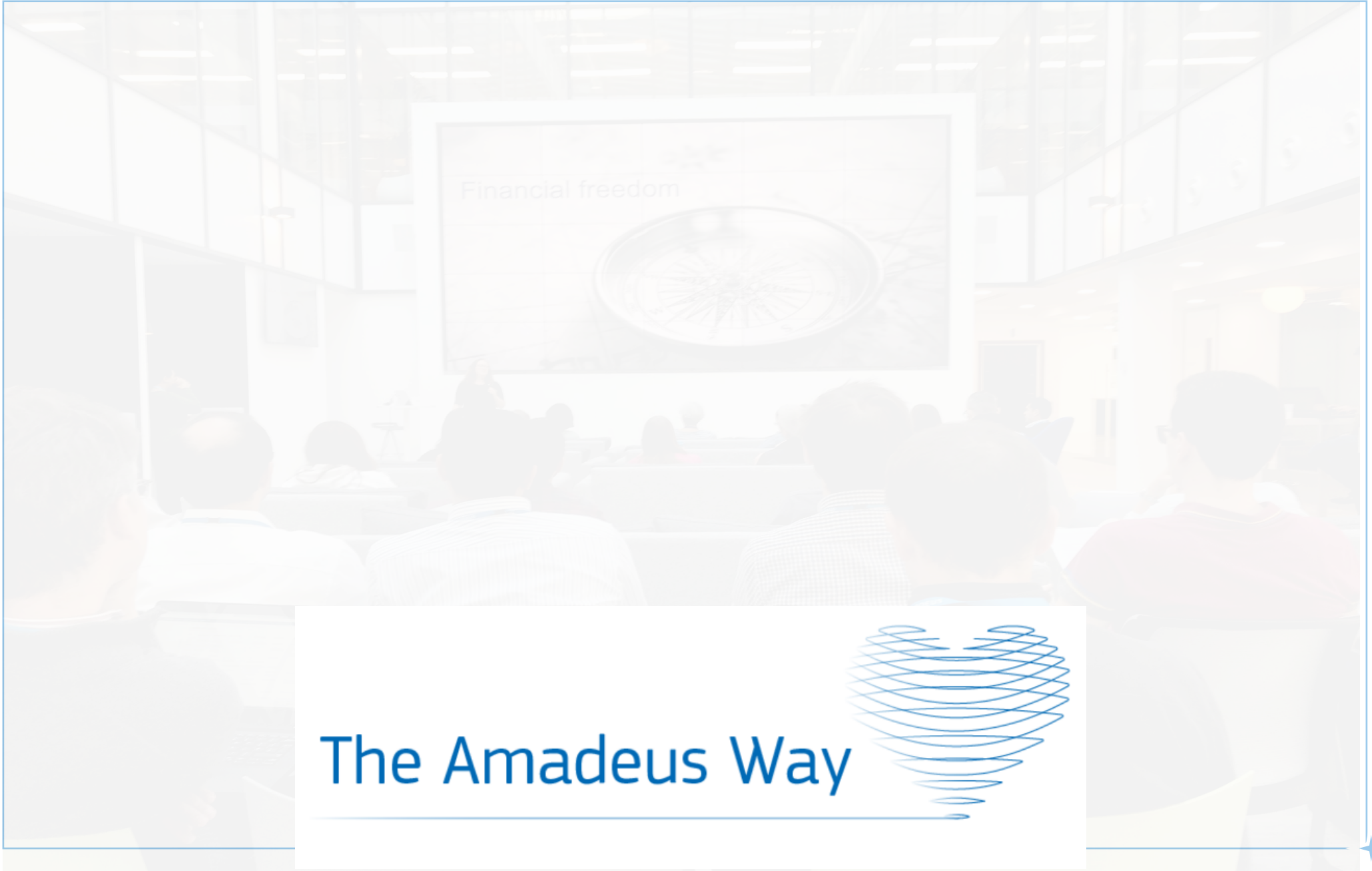
In 2019 Amadeus has continued to build on a strong foundation:

- We gave Inclusivity at Work class room based training delivered by Mind-Gym to Senior Managers and above.
- We piloted an Inclusion E-Learning module. It will be rolled out globally to all Amadeus employees in 2020.
- We introduced 16 Mental Health First Aiders, and published a Mental Health First Aider Policy.
- Participated in the Stonewall Workplace Equality Index.
- Introduced an enhanced Maternity, Shared Parental, and Paternity benefit.
- Introduced a new benefit to give time for children attending first day at school.
- Ran community events to promote diversity including Mental Health Awareness Week, LGBT+ network, Bring your Family to Work Day etc.

# aMADEUS

Diversity = High performing teams/culture





The Amadeus Way



## Wellbeing — a case study

### What is wellbeing?

Wellbeing defines the actions we take to allow our employees to healthy—physically, mentally, socially and financially—and to be able to bring as much of themselves as they choose into the workplace.

### Why did Amadeus decide to create a wellbeing programme?

It is an imperative aspect of our culture. It allow us to retain our competitive advantage within a highly demanding market.

### What is effectiveness?

For us, effectiveness means providing initiatives that are both needed and wanted by our employees, reaching our diverse population as well as people at different life stages.

We measure effectiveness by measuring the engagement of our employees.

### How did we do it?

We defined our strategy to place Wellbeing at the heart of Amadeus culture.

We drew a business case, and we obtained buy-in from senior managers which led to securing a significant budget for the programme.

We researched and piloted new initiatives to get data, data, and more data on what our employees

wanted and valued. We then turned this data into a formal annual wellbeing programme.

What is the programme?

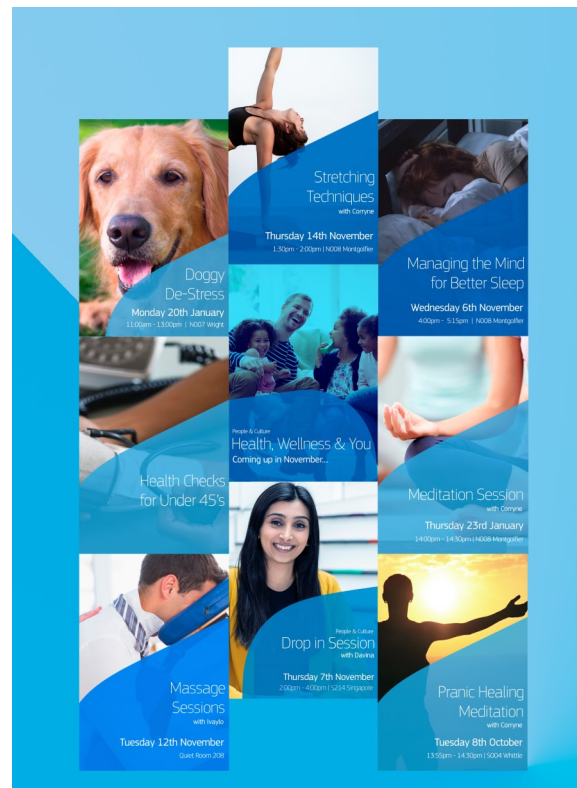
It has 4 pillars and each pillar has a list of activities and sessions spread throughout the year.

\_Move

\_Money

\_Munch

\_Mind



### Has it worked?

Our annual survey showed that an incredible 67% of our employees reported a positive difference in their overall wellbeing since we enhanced our programme.

Employees have said that the sessions have helped them feel more productive.

### What have we learnt?

We have learnt that different people have many different needs, and our wellbeing offering needed to be inclusive and designed to support our diverse population, wide profile of ages and employees at different life stages.

By having a vast, varied offering and running serialised events has ensured consistent high levels of employee engagement. As well as this, involving employees in decisions and inviting them to support with our onsite events really does boosts engagement.

### What does the future look like?

Data, data, and more data—external as well internal from our employees—to get better insights.

More novel initiatives.

New KPIs to measure effectiveness.

Better use of technology.

## Focus on Amadeus Women's Network— Connect, Empower, Inspire

The UK Women Network was established in London in March 2018 with 100 members—roughly a fifth of the workforce. We have continued to grow our community in numbers and visibility since then. We are preparing to add the Kingston and Gatwick offices to our network.

The pursuit of equality is very much our *raison d'être*, and we pursue it all areas and for all groups. Equality is too important to be left as a 'top-down' enterprise. The people affected often have the best insights to changing their plight and the greatest motivation to make that change. Networks such as ours provides them with a forum, an advocate, and a network to effect that change.

Our role of the Amadeus Women's Network is to continue to shine a light on the inequalities we see; challenge the excuses ensure opportunities for all and support those who want to step up and make the change.

While all inequality is important, the area of gender pay gap is a particular interest to us.

Amadeus UK is a Research & Development (R&D) centre with support functions in Sales, Marketing, Finance, and HR. Women tend to congregate in the support functions while remaining sparse in the technical R&D centre. Women are also vastly under-represented in the higher management levels of the organisation. Righting this is one of our key focus areas.

We pressure and monitor the business. But we also have a strong relationship with the business who work alongside the our network to implement positive changes. Our Sponsors sit in the UK's Senior

Management Committee. Our voice is heard and listened to right at the top of the business.

So the 'top-down' works alongside the 'bottom-up' and in this synergy change comes.

In 2019 we reviewed topics such as career development, work life balance and building confidence. We hosted several motivational female speakers to inspire the workplace. We were proud to host the Chief Operating Officer at Flight Global at one of these sessions. One of our highlights was a trip to the UK Parliament for a private meeting with a female conservative minister and also an ex-Amadeus Group Vice President.

In 2020 there will be an enhanced focus on unconscious bias, career development and celebrating diversity. We are investigating the possibility to establish a mentoring program.

Amadeus UK already supports a number of outreach events such as Code First Girls and Women in Tech. We are hoping to increase collaboration ultimately to encourage women to consider careers in IT, and Amadeus as an employer.

IWD provided us with a fantastic opportunity to connect with the other Amadeus Women Networks around the world. All working to ensure our voices are heard in every part of the workplace and across society as a whole.

Above all, we want to ensure we are providing benefit to all of our members; recognising that not everyone is focused on their career and we must respect and support each person's needs in a way that is relevant to them.

## Our Mission

*To create a positive influence that motivates, inspires and enables women to develop both personally and professionally with the support of other women and men.*

## Amadeus IT Services UK Limited 2019 Gender Pay Gap Results

On the snapshot date of 5 April 2019, Amadeus had one legal entity operating at locations in Heathrow and Gatwick. Previously the two locations were separate entities, but they merged into one entity on 1 January 2018.

### Difference in hourly pay between men and women

Difference in mean pay	Difference in median pay
15.12%	12.46%
Difference in mean bonus pay	Difference in median bonus pay
35.29%	19.49%

### Proportion of men and women in four evenly sized quartiles when ranked from highest to lowest hourly pay

Quartile	Female	Male
Upper	26%	74%
Upper Middle	26%	74%
Lower Middle	40%	60%
Lower	47%	53%
<b>Overall</b>	<b>34%</b>	<b>66%</b>

### Proportion of men and women who received a bonus in the tax year

Men	Women
82%	81%

### Statutory Declaration

We confirm that the information and data reported are accurate and in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

*Tim Brennan*  
 Timothy Brennan  
 General Manager

*Liz Emmot*  
 Liz Emmot  
 General Manager

## Understanding Our Results

Our gender pay gap similar to what it was last year. This is because the drivers of our gender pay gap are structural in nature—we have vertical segregation (more men at senior levels than women), and horizontal segregation (more men in Tech roles associated with higher rates of pay than women).

So while we made improvements (such as in the proportion of women hired,) the improvements do not immediately translate into an improved gender pay gap score.

When we group our people according to corporate level we see that women proliferate at the junior levels but are less well represented at the most senior levels.

Similarly, we see that the women are more represented in Administrative and Central Functions, but are less represented in Software Development and Tech jobs.

If we look for gender pay gaps between men and women holding the same or similar role we see that the gap does not exist in a statistically significant way. This suggests that the issue is not one

of Equal Pay—men and women doing the same job get paid the same. Instead gaps only appear when we consider that men outnumber women in the higher paying quartiles.

Our bonus pay gap follows the gender pay because higher paying roles come with higher paying bonuses.

All our efforts in eradicate the pay gap are about changing this structure. We have to progress and recruit women into senior and technical roles until their number proportionally match men. This process will take time to complete.

This pattern is not unique to Amadeus. We see it replicated in almost all companies that operate in the High Tech sector. The roots of this phenomenon are to be found in High Tech's reliance on STEM (Science, Technology, Engineering and Mathematics) graduates. That significantly fewer girls select to pursue a STEM education means there is a much smaller talent pool of female graduates.

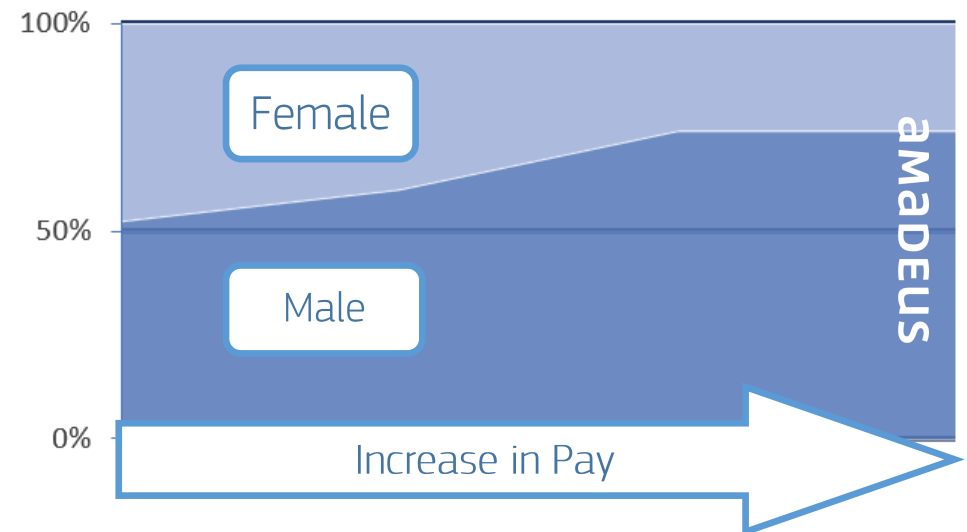
The whole High Tech sector is affected by this. We have to come together as an industry to encourage young women to choose STEM and remove whatever barriers exists that dissuade them

from doing so. We are proud to be a signatory to the Tech Talent Charter.

## Gender Pay Gap and the High Tech Market

Gender pay gap in the high tech market has been very slow to improve over the last year. The median and mean gender pay gaps remain around 25%, which is higher than the all-industry rates. High Tech is one of the industry sectors affected by the small female talent pool, and the low numbers of women entering software and IT development.

Although Amadeus performs better than the industry standard, we recognise our obligation to work with the rest of High Tech to make our industry a more attractive place for women. We are proud to be a signatory to the Tech Talent Charter and to work in partnership with our industry to promote equality.



## What exactly is the Gender Pay Gap?

The gender pay gap is the difference between the average pay that men and women receive. It is a measurement of the average hourly pay of women in an organisation compared to the average hourly pay of men, and is expressed as a percentage of the average hourly pay of men.

### The Gender Pay Gap is different from Equal Pay

Gender Pay is the difference between the average male and female pay rates in an organisation, irrespective of role or seniority. Equal Pay is the legal requirement for men and women to be paid the same for performing similar work. Many companies in the UK that are compliant with Equal Pay legislation may still have a Gender Pay Gap.

### What is actually measured?

#### 1. The gender pay gap

The difference between the mean & median hourly rate of pay of male and female employees. These calculations are based broadly on 'normal salary', but they also include any bonuses paid in the month of April.

#### 2. The gender bonus gap

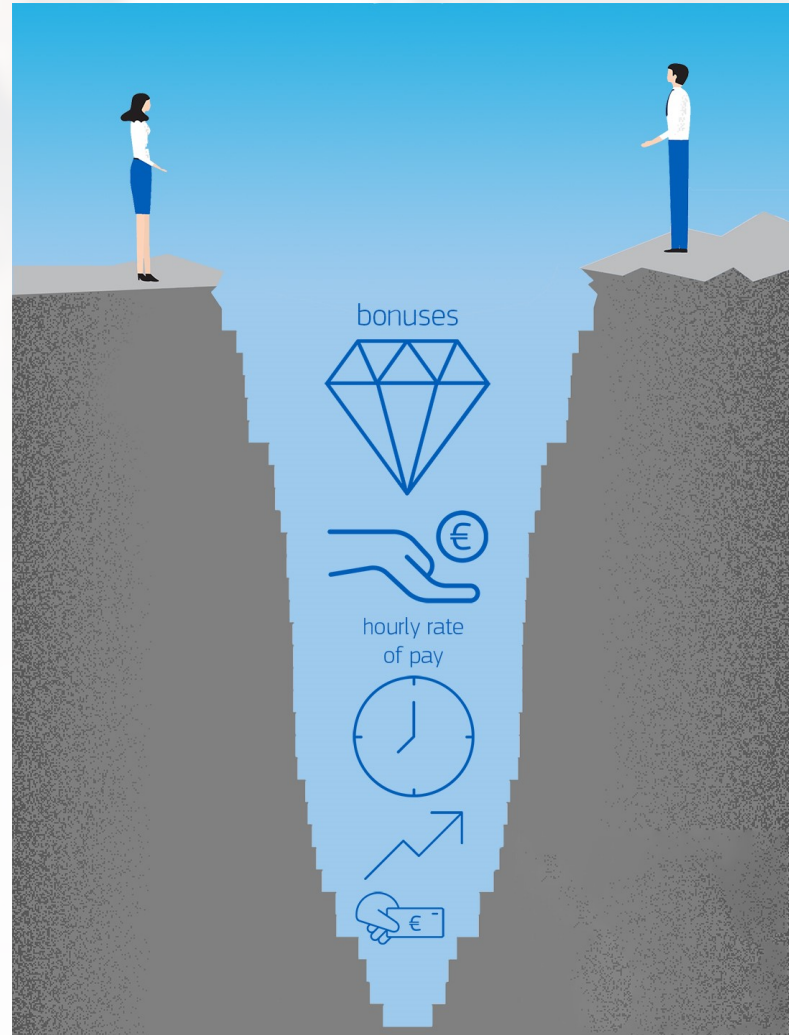
The regulations also require similar data based only on bonuses paid over the full tax year. Again, this includes the difference between the mean & median bonus pay paid to male and female employees.

#### 3. Who receives bonuses

In addition to identifying the value of bonuses, employers have to show the proportion of men and women who receive bonuses during the tax year.

#### 4. Number of men and women in each pay quartile

Finally, employers must publish the percentage of male and female employees falling into four pay quartiles; lower, lower middle, upper middle and upper quartiles; when employees are ranked from lowest to highest paid.



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### National Averages in Tech

25% - Median

25% - Mean



### National Trends in Tech

49% - UK workers are women

30% - Tech company employees who are women

19% - Tech roles held by women in tech companies

70% - Women with STEM qualifications not working in a STEM industry