



THE EMPLOYEE VOICE

Jost Meye, HR Director Group Rewards, Amadeus

Damian Carnell, Founder Director, CORPGRO

Webinar

Friday 10 December 2021 10:45am

A Word From Today's Chairman



Professor Michael Mainelli

Executive Chairman

Z/Yen Group

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Today's Agenda



- 10:45 – 10:50 Chairman's Introduction
- 10:50 – 11:00 Introduction: The Employee Voice -
Damian Carnell, Founder Director, CORPGRO
- 11:00 – 11:10 Keynote Address: Company Viewpoint –
Jost Meye, HR Director Group Rewards, Amadeus
- 11:10 – 11:30 Questions & Answers

Today's Speakers



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Poll Question



Is it a good idea that employee share ownership votes should be separately counted and reported; provided this is practical?

A) YES, IT IS A GOOD IDEA

B) NO, I DON'T THINK IT IS WORTHWHILE

C) UNDECIDED

Introduction: The Employee Voice



Damian Carnell
Founder Director
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CORPGRO
Growth that doesn't cost the earth

ESOP CENTRE Employee Voice 10th December 2021



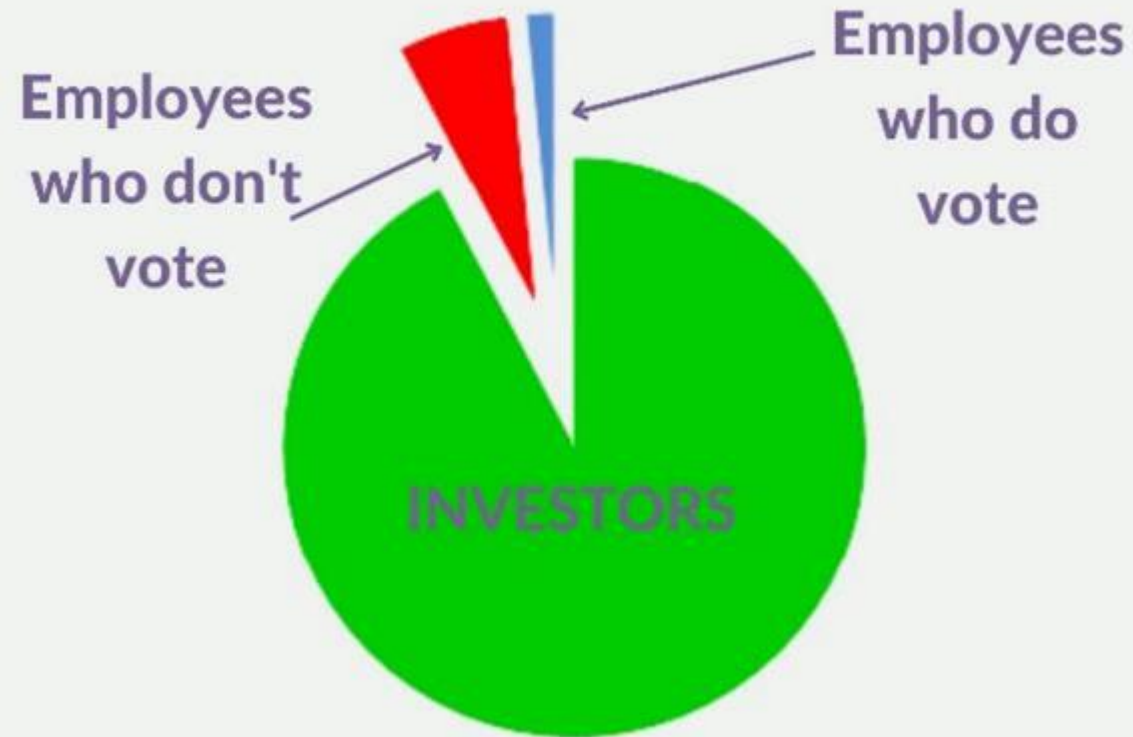
EXECUTIVE SUMMARY

Employee Share ownership can have an important role in:

- Helping companies rebuild after the pandemic.
- Aligning employees' interests with those of other stakeholders.
- Improving productivity through greater levels of engagement.
- Genuine gain sharing and wealth creation for employees.



VOTE PROFILE



Why Bother to Vote?

Employee votes are swamped in practice by large institutional voting blocks. Many companies encourage voting but do not promote it strongly or provide feedback.

VOTES COUNTED SEPERATELY

Employees



Shareholders

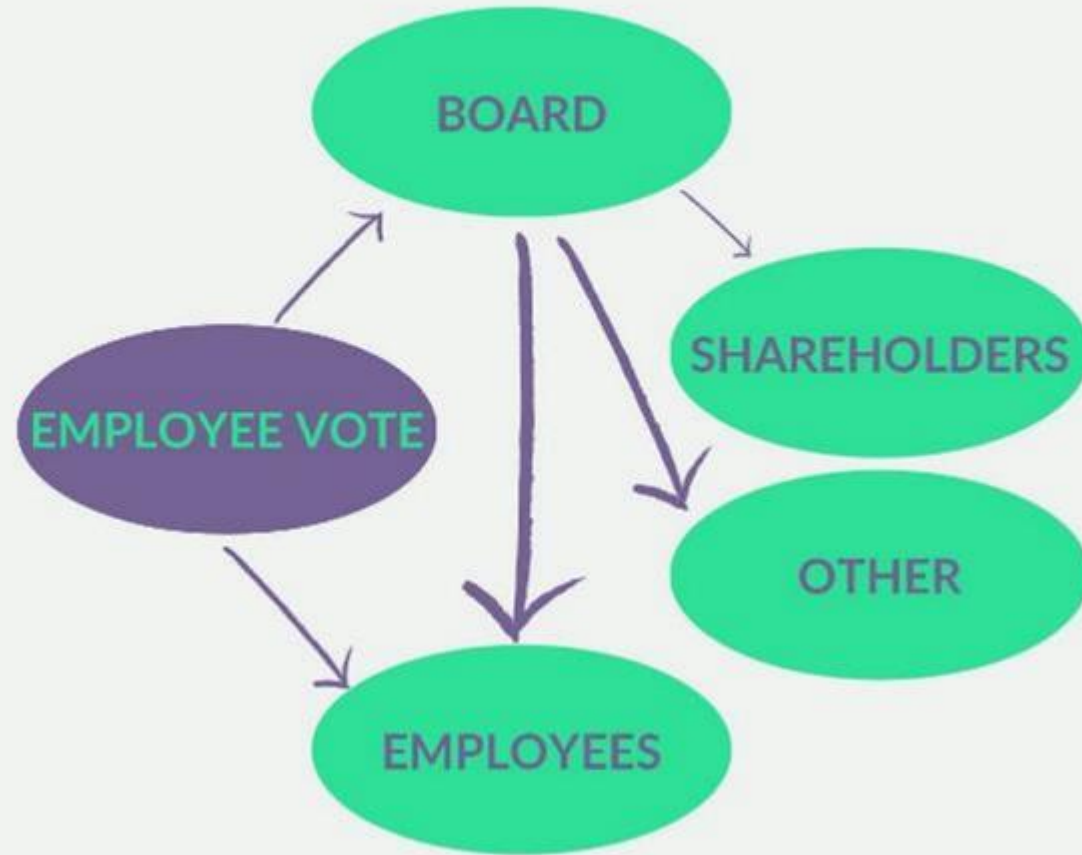


Employees are closer to the coalface than many shareholders.
Their vote may indicate issues of concern or employee
disengagement.

ADVANTAGES

- Respects employee owner status
- Promise to listen actively
- Adds to employee feedback
- Benchmarking: both time series and comparators

FEEDBACK LOOP



Employees should know their voice is listened to. The company should acknowledge this and contextualise its feedback in response.



Founder Director

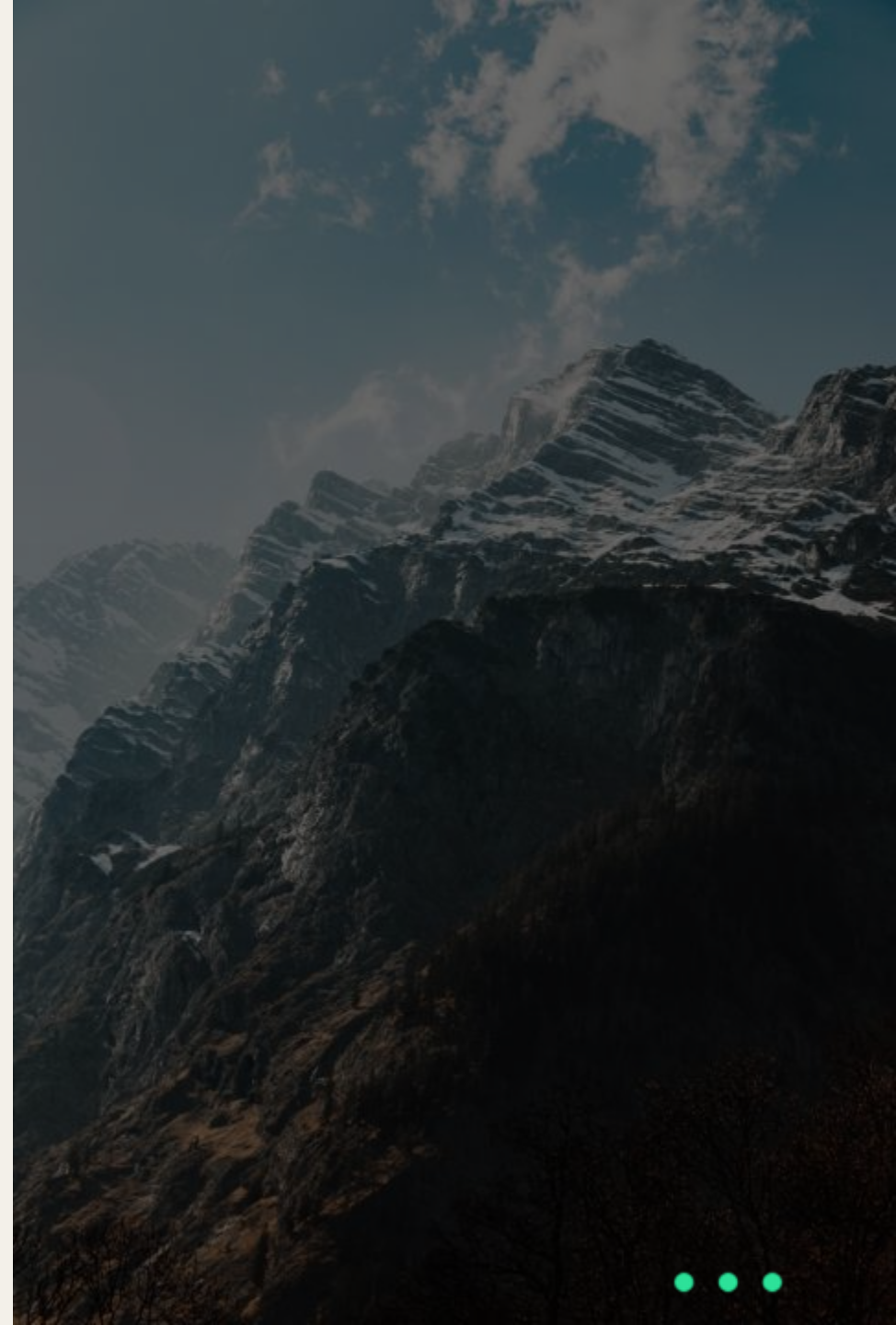
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Administration

Rebecca Bostock – bec.bostock@corpgro.com

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The Employee Voice: The Company's View



amadeus

Jost Meye

HR Director Group Rewards
Amadeus

www.amadeus.com

amadeus

Share-ownership at Amadeus

Encouraging participation
Corp People&Culture
Nov 2021



1. Amadeus



Amadeus in a few words

- We are the **leading technology company** dedicated to the global travel industry
- We are present in **190+ countries** and employ more than **16,000 people** worldwide
- Our solutions **enrich travel** for billions of people every year
- We work together with our customers, partners and other players in the industry to improve business performance and **power better journeys through travel technology**



One of the **world's** leading software companies



690+ million Passengers boarded in 2020 with Amadeus and Navitaire solutions



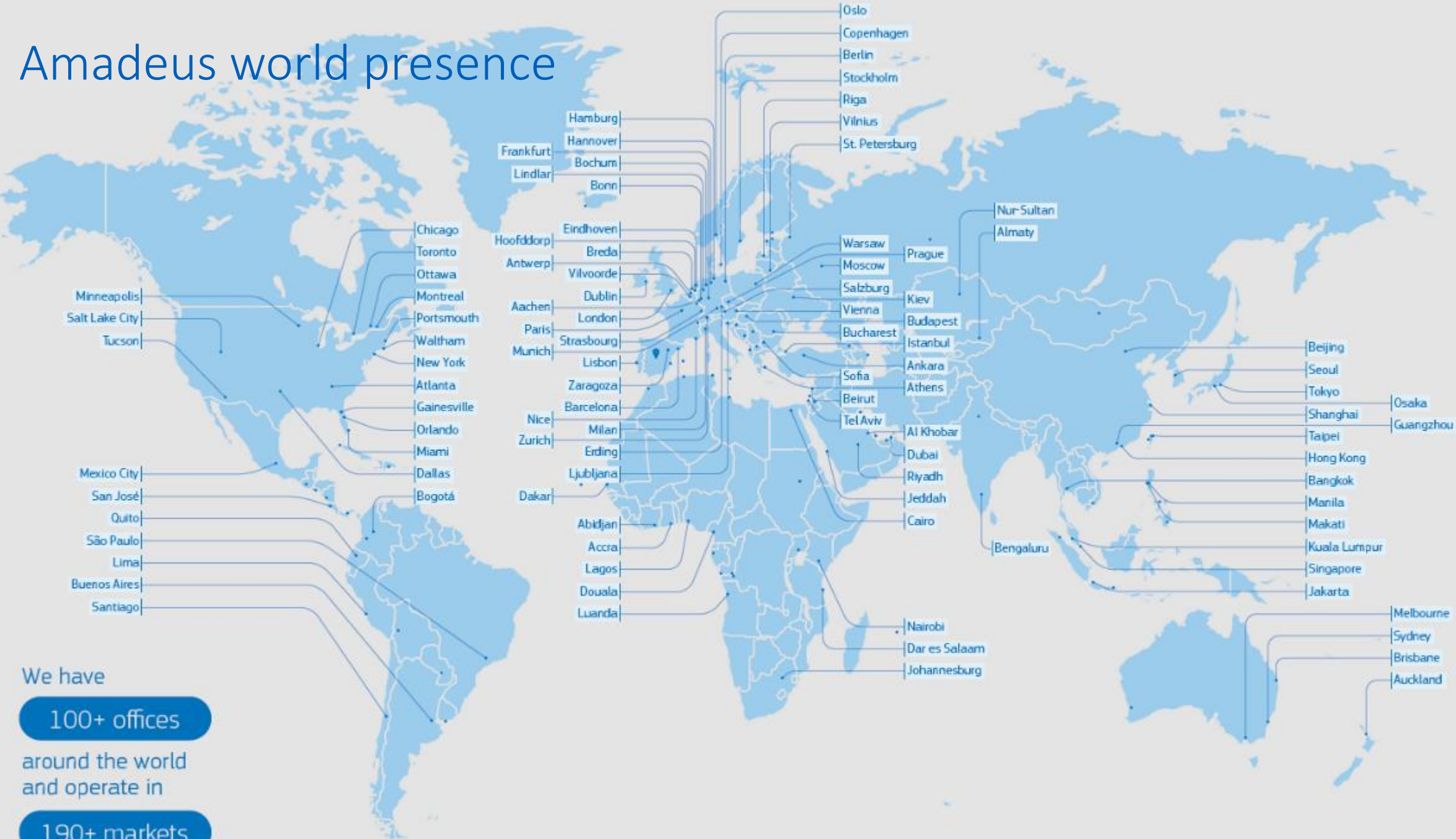
646+ million Total bookings processed in 2019 using the Amadeus distribution platform



9th consecutive year included in the DJSI. Recognized as world leader in the Software & Services industry sector in the Dow Jones Sustainability Index in 2020

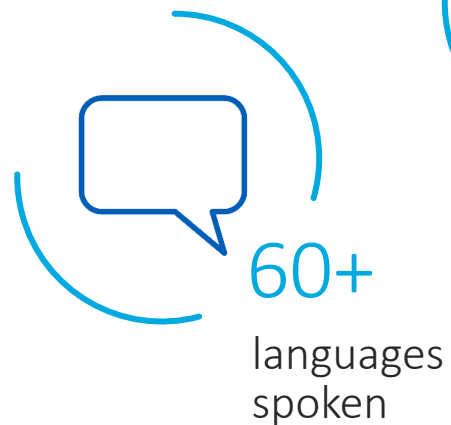


Amadeus world presence



We have
100+ offices
around the world
and operate in
190+ markets

A diverse and dedicated team



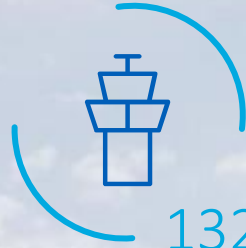
Our customers



travel agencies,
online travel agencies,
tour operators and
corporations
worldwide



474 airlines



132 airport
operators



133 ground
handlers



1M+ hotel
properties



90 rail
operators



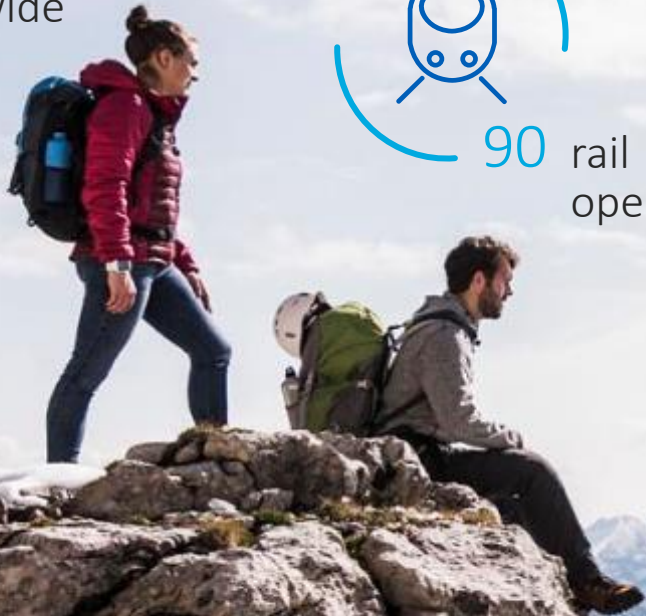
69 mobility
providers



21 insurance
provider
groups



29 cruise
and
ferry
lines



Our commitment to innovation

On-going research:

- Cloud-based architecture
- Security
- Massive data
- Real-time analytics
- Mobile



 €8.3 billion invested in R&D since 2004



Leading R&D investor in travel and technology industry



50+ technology sites across the world, from Bengaluru to Boston to Nice

Our strong complementary results

Revenue breakdown (figures in € million)



2. Equity Plans at Amadeus



Our Equity offerings

3 main pillars

Performance Share Plan

3-year annual recurrent Share offering linked to the company performance (EPS, OCF, TSR)

Senior Leaders & Executives

- _ Approx. 200
- _ Annual at-grant value around 7-8 mio €
- _ Offered since 2010

Restricted Share Plans

Offered as annual recurrent RSUs with accelerated vesting over a 3-year period
Additionally, discretionary RSU offerings

Middle Management

- _ Approx 1,300
- _ Discretionary RSU offerings to no more than 100 p.a.
- _ Recurrent RSUs offered since 2021

Share Purchase Plan

Broadbased purchase plan with a monthly purchase over a 12-month period – and a holding period of a further 12 month to receive matching shares at 1/2

Broadbased employees

- _ 32 countries
- _ 51 legal entities
- _ Approx 14 k eligible
- _ 40% recurrent participation
- _ Offered since 2013

3. Employees as Shareholders



© Amadeus IT Group and its affiliates and subsidiaries

Employees as Shareholders



Employee base

- _ Over 8,600 employees (and ex-employees)
- _ Active shareholding in Amadeus stock

Global Shares

- _ Simplified “brokerage account”
- _ Plan administrators
- _ Easy access
- _ Work-flows to trigger “events”

Employee vote

- _ Just 0.2% of votes from Employees
- _ But: 27% of shares held by employees as voted
- _ All resolutions approved with 80% - 90%+ approval rate



AGM voting

- _ On-line voting
- _ Window to vote – typically 4 weeks prior
- _ Simple process
- _ Reminders

General vote

- _ 76% of share capital
- _ 2021: resolutions approved with 80% - 90%+ results
- _ One against with “advisory vote”

Thank you!



Poll Question



Is it a good idea that employee share ownership votes should be separately counted and reported; provided this is practical?

A) YES, IT IS A GOOD IDEA

B) NO, I DON'T THINK IT IS WORTHWHILE

C) STILL UNDECIDED

Questions And Answers



Poll Question



Given the debate today should this separate employee vote concept be shelved, or explored further?

A) SHELVED

B) EXPLORED FURTHER

C) IMPLEMENT AND SEE

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Resources



Esop Centre website & newspad



Home > newspad

newspad

The Esop Centre's newspad, edited by Fred Hackworth, is a monthly publication providing in-depth coverage of the main international news in the employee share ownership field.

NB Reminder: The email address of Fred Hackworth, editor of newspad, has now changed to: fred_hackworth@zyen.com (please note the under-score). Please send all press releases, company bulletins and news items for newspad to the above address. Thank you.

December 2021

In this month's edition:

- Top UK companies forced to plan for climate change
- Big executive bonuses in the pipeline
- Employee Voice webinar – December 10
- Speaker invitations for Filth Share Plans Symposium April 2022
- COMPANIES
- Barclays ex-CEO in line for massive shares bonanza
- Newspad 2021 Awards – Enter your plan(s) now
- Give high-tech start-up employees more equity pay



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FS Club Bulletins



From 43,000 curated sources, you get a machine summary of the key point(s) from forward-looking articles, not just article titles:



(L.F.13) Reduced Inequalities

In September 2021, the World Bank updated its 2021 Global Index for Sustainable Development. It shows that, on average, 2.7 world economies will be more gender-, disability- and climate-change by 2030. But in 100 countries, inequality will be more serious.

- In the 100 countries of the world, more than 100 million people will be more gender-, disability- and climate-change by 2030.
- High growth over the past decade has been based on unsustainable economic policies, reducing the remaining growth in inequality and environmental cost will be high in the next decade.
- The number of people who will be more gender-, disability- and climate-change by 2030 is 100 million.
- A global climate agreement is needed to reduce the number of people who will be more gender-, disability- and climate-change by 2030.
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(FS.3.05) Employee Share Ownership

Ownership of 10 percent of the equity of a company will be 10 percent of the company's total equity. This is a significant milestone for the company's growth and success.

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Thank You For Listening



Forthcoming Events

| | |
|--------------------------|---|
| Monday 13 Dec (15:00) | Scattering The Seeds Of Evil: Birkbeck & Lifelong Learning After Brexit & Covid |
| Wednesday 15 Dec (15:00) | CommunityZ Chest: David Bannister |
| Thursday 06 Jan (15:00) | How Insecure Are Your Websites? The Enigma of Digital Certificates (PKI) |
| Tuesday 11 Jan (16:00) | The New Old: Getting To Grips With Longevity |
| Tuesday 25 Jan (16:00) | Employee Share Plans And Gig Workers – International Developments |

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