




Sustainability Report 2019  
of the Amadeus FiRe Group



We bring people  
and companies together –  
ensuring sustainability for everyone



STEUER-FACHSCHULE  
DR. ENDRIS

Führt zum Erfolg. Seit 1950.



AMADEUS FIRE  
RECRUITING SERVICES



TAXMASTER  
Masters of Arts in Taxation



AKADEMIE  
FÜR INTERNATIONALE RECHNUNGSLEGUNG

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Dear Readers,



Robert von Wülfing,  
Spokesman of the  
Management Board

Thank you for your interest in our sustainability report. As a pure-play personnel service provider with its own training area and no production facilities, people are the focus of our day-to-day work. For this reason, social sustainability issues are particularly important to us as a company. People help people: that is the core of our everyday work.

When our business activities help to maximise the overall benefit for all of our stakeholders, we know that we are in line with the criteria for the sustainability aspects relevant to us. It is therefore important to us to set a good example and show how people can be integrated and retained in the job market sustainably and with equal opportunities and prospects, without putting the achievement of the Group's financial goals at risk. With the right measures, it is possible to help everyone achieve their personal career goals, be it through our extensive offer of training opportunities or our range of personnel services. We stand for a high level of appreciation and the fair treatment of all course participants, applicants and employees, and our aim is to help them grow and spark their enthusiasm in a positive, trust-based and productive learning and working atmosphere by having the persons responsible demonstrate a behaviour that is suitable for the respective role.

This sustainability report aims to make it clear that our actions serve not only our business objectives, but that they also help us to think outside the box and put into practice specific measures to live up to our social responsibility. Our measures begin with education and are designed to support, encourage, develop and satisfy people throughout every stage of life right up to retirement.

Kind regards,

Yours

A handwritten signature in blue ink, which appears to read 'Robert von Wülfing'. The signature is fluid and cursive, with a large loop at the end.

Robert von Wülfing  
Spokesman of the Management Board

## 2. Die Amadeus FiRe Group

### 2.1. Sustainability at the Amadeus FiRe Group

The Amadeus FiRe Group has been one of Germany's leading personnel service providers for over 30 years. The Amadeus FiRe Group is the specialised personnel service provider for professional and management staff in the commercial and IT sectors at 20 locations. The Amadeus FiRe Group is a reliable and accepted partner for both its own employees and its clients and works for national and international companies of various sizes across all industries. Our core business includes specialist temporary staffing, personnel placement, interim and project management.

In addition to its core business, the Amadeus FiRe Group offers opportunities for further training and continuing professional development at Steuer-Fachschule Dr. Endriss (the Dr Endriss Tax College) and Akademie für Internationale Rechnungslegung (Academy of International Accounting). The Dr Endriss Tax College is Germany's largest training and continuing professional development institution specialising in taxation, finance, accounting and controlling, and has been operating throughout the country for more than 65 years. The Academy of International Accounting is the first and – to date – leading provider of further training and continuing professional development in the area of IAS/IFRS and US GAAP on the German market. TaxMaster is an extra-occupational master's degree course that was developed by the Dr Endriss Tax College in cooperation with Aalen University and intends for participants to take the state examination for tax accountants.

The core competencies of the Amadeus FiRe Group, which operates exclusively in Germany, include assisting its client companies by providing them with temporary staff within the framework of the Arbeitnehmerüberlassungsgesetz (AÜG – German Temporary Employment Act), permanent placement and interim/project management in addition to training in the areas of tax, finance and accounting and controlling.

The Amadeus FiRe Group is a “people's company” and sees itself as a long-term or lifetime partner for its employees and clients. For example, the Amadeus Fire Group provides active support to its employees and applicants throughout their entire professional career to help them achieve their personal career goals. We do this by placing applicants in positions that accurately fit their personal skills and abilities and also by offering continuing professional development. At the same time, the Amadeus FiRe Group is always happy to provide assistance to its client companies as a strategic partner in the event of short-term staff shortages, for the long-term recruitment of professional and management staff and for teaching of the latest technical expertise.

The Group sees its purpose in maintaining personal and lasting contact with clients in order to better understand their organisation and needs. This is the only way to ensure that vacancies are filled with suitable, qualified professional and management staff that fit the position accurately or that bespoke continuing professional development opportunities can be developed.

## 2.2. Management principles & ethical principles

In the interest of a sustainable and clear vision within the Amadeus FiRe Group, we have identified four management principles to ensure that all employees identify with the ideals of the Amadeus FiRe Group.

### VALUES:

Ensuring the appreciation and fair treatment of all employees by ...

- promoting strengths and developing skills
- treating employees as you would treat yourself
- being reliable, constant and consistent in your manner

### DEVELOPMENT & ENTHUSIASM:

Ensuring the development and enthusiasm of all employees by ...

- having knowledge of the current development status and jointly creating a personal & individual further development plan
- firmly believing in the value of our service
- taking pleasure in having contact with other people

### CULTURE:

Ensuring a positive, trust-based and productive working atmosphere by ...

- maintaining open dialogue and direct feedback
- maintaining a common team spirit and having many a good laugh together
- acting in a predictable way and using predictable and transparent procedures

### ROLE

Ensuring that the managers responsible act according to their role by ...

- keeping the personal and technical skills for this role up to date and developing and acquiring these skills as needed
- ensuring the transfer of knowledge
- taking responsibility



### 2.3. Social responsibility

By people, for people, with people – people are at the heart of our day-to-day work.

The Amadeus FiRe Group is a specialised personnel service provider with its own training area and, with 20 locations throughout Germany, one of the market leaders in the commercial and IT sectors. As a result, the Amadeus FiRe Group plays an equally important role in its social environment. For this reason, in addition to the legal provisions already in place and the management principles of the Amadeus FiRe Group, further internal policies have been defined that allow the Amadeus FiRe Group to sustainably live up to its social responsibility.

As a result, the Amadeus FiRe Group proactively recruits employees with skills that allow them to be placed in the long term and hires them on permanent contracts. This is done independently of whether or not there is a suitable request, as the Amadeus FiRe Group considers itself capable of finding suitable positions for such candidates at their client companies at any time. In the course of 2018, the Amadeus FiRe Group hired 3,113 employees (as compared to 2,719 employees in the previous year) as part of temporary employment assignment for employment at a client, thereby opening up career prospects for each and every one of them.

As a specialist in the commercial and IT sectors, we require that all external employees provide proof of corresponding training and experience. The Amadeus FiRe Group attracts its employees with the positive prospects it offers, and also by paying salaries in line with market standards. The iGZ (Association of German Temporary Employment Agencies) and DGB (Confederation of German Trade Unions) wage agreement for temporary staffing has formed the initial basis for this since 2003. This means that all external employees receive remuneration that at least corresponds to the collectively agreed regulations, the regulations in the corresponding sector bonus wage agreement since 2012, or the equal pay regulation recently introduced in the context of the AÜG. However, as market-driven salaries often exceed these minimum requirements, the majority of all external employees receive a bonus above the general pay scale and further financial services on employment.

Having personal contact with candidates and employees on the one side and interested parties and clients on the other is an important success factor for a lifelong partnership. This is why personal contact and face-to-face conversations are an important element of our everyday work at the Amadeus FiRe Group. In doing so, we always follow the principle of “treat others as you wish to be treated”.

Candidates with extended gaps in their professional career also benefit from having personal contact with us. This refers to candidates who wish to return to work after a long illness or a long period of parental leave, for example. In such cases, the Amadeus FiRe Group prepares the candidates concerned through suitable training offers or facilitates their return to work by placing them in a position exactly right for them at one of our client companies.

As part of the lifelong partnership, the Amadeus FiRe Group provides all internal employees with the opportunity of following a career path within the organisation. Being aware of its social responsibility, the Amadeus FiRe Group sets a good example by actively approaching its employees. In the context of annual appraisal interviews, it is assessed whether an employee has the potential and the will to take their career further at the company. In addition, the current status of the individual knowledge of each and every employee is determined and aligned with their individual needs. All employees thus receive appropriate further

training and continuing professional development. The remuneration system within the Amadeus FiRe Group is performance-based, competitive and transparent. This allows each employee to understand their remuneration and also to identify and assess their possibilities for financial development. Internal careers are favoured and receive extensive support. They are a crucial factor when it comes to the sustainable development of the organisation as a whole.

The career of Mr Manuel Schmitz, regional director for the west region and who has been with the Amadeus FiRe Group for almost 10 years now, is a good example of this. After joining the company as a sales apprentice, Mr Manuel Schmitz initially developed his career over the years in various sales positions. In 2014, Manuel Schmitz accepted the challenge of being the area manager in charge of successfully overseeing the opening of a new branch at the Dortmund location. There, he gathered the experience and knowledge that is now at his disposal for his role as regional director for the west region at the Amadeus FiRe Group. Mr Schmitz's career is one of the examples that show what the Amadeus FiRe Group means by a lifelong partnership and what it can look like.

In keeping with its social responsibility, the Amadeus FiRe Group has also been training apprentices for many years and does so independently of the current economic situation. The Amadeus FiRe Group had 17 trainees in total as at 30 September 2019 (previous year: 18 trainees).

As regards external employees, our aspiration is to provide them with active support to help them achieve their personal career goals while they are a part of the company by placing them in positions that fit them accurately or through subsidised training provided by the Amadeus FiRe Group. All external employees have the opportunity to offer their opinion and give both positive and negative feedback in the context of an annual employee survey. Over 86% of the participants regularly state that they are very satisfied with Amadeus FiRe as an employer.

The Amadeus FiRe Group's office buildings are all managed centrally, which ensures the same high quality standards across all locations during relocations or renovations. All employees' offices are set up appropriately so as to provide them with an ergonomic and friendly working environment that is suitable to their age. The building will remain easily accessible at a central location in order to minimise and improve commuting times for Amadeus FiRe Group employees and applicants as much as possible and to ensure lower emissions. These measures help guarantee that all employees and applicants are satisfied, regardless of where their place of work is located.

The Amadeus FiRe Group stands for 100% compliance with all relevant regulations. Strict compliance with all relevant legal regulations is ensured through processes, controls, extensive subject knowledge and with the support of an internal revision process, whether the matter in question is related to collective bargaining law, labour law, social security law or the German General Act on Equal Treatment. This also applies to verifying compliance with all corporate guidelines. In order to meet such high requirements in the long term, we also take advantage of further consulting services provided by external specialists, and our internal employees undergo intensive training in the relevant areas.

In the highly regulated fields of temporary employment assignment and interim and project management in particular, our prompt implementation of legal adaptations and the high level of consulting expertise of our employees is an advantage that our clients value greatly and also a distinguishing feature of the Amadeus FiRe Group.



## 2.4. Our mission to pursue sustainability arose from our social responsibility

The Amadeus FiRe Group helps people achieve their professional development opportunities!

The Amadeus FiRe Group sees its mission to pursue sustainability in the maximisation of overall benefit as part of its social responsibility. To us, maximising the overall long-term benefit means generating a “profit”, preferably for each player involved, in the context of our business activities. The important thing is that the profit is not only of monetary origin but extends to all social aspects of sustainability and personal satisfaction.

An employee’s successful start at a client company in the context of temporary employment assignment is a good example here. Ideally, we help our candidates and employees to get a position that corresponds to their individual career goals and their skills and competencies, and that fits them accurately. At the same time, the vacancies at the client companies and companies that are interested are filled with a suitable and qualified specialist who fits the position accurately.

This is also in the interests of the common good, as the public sector – which includes the federal government, federal states, communities and social security institutions – is relieved of a burden when an individual is sustainably and quickly integrated into the job market. In addition, the public sector benefits from the money flowing into the social security funds, which, in turn, benefits other people.

Offering other people security and prospects through our internal employees, our range of personnel services and our extensive continuing professional development opportunities is part of this mission. We improve both the personal situation of our candidates and employees in addition to the human resources and thus the individual business situation of our client companies. People help people – that is the core of our daily work, and that is how we make a positive difference every day.



## 2.5. Goals & KPIs for social responsibility

In order to measure its social responsibility, the Amadeus FiRe Group sets itself sustainability goals on the basis of which it can be derived to what extent the Amadeus FiRe Group meets this responsibility in the context of its business activities.

### GOAL 1

The Amadeus FiRe Group strives to obtain an above-average rating on social platforms within the group of competitors.

The goal is measured on the basis of the employer ratings within the group of competitors on the largest social platform (Kununu).

	2019	2018
Overall score	4.33 (1 <sup>st</sup> place*)	4.21 (1 <sup>st</sup> place*)
Score among applicants	4.51 (1 <sup>st</sup> place*)	4.40 (1 <sup>st</sup> place*)
Score among employees	4.00 (4 <sup>th</sup> place*)	3.93 (2 <sup>nd</sup> place*)

\* Compared with the largest competitors in the operational sector – 2019: as at 1 October 2019; 2018 as at 1 October 2018

### GOAL 2

The Amadeus FiRe Group strives to obtain an above-average retention rate in temporary employment assignment within the group of competitors as an expression of the technical and personal quality the external employees can offer our client companies.

The goal is measured on the basis of the retention rate of employees in temporary work at client companies.

	2018	2017
Retention rate of the Amadeus FiRe Group	47%	45%
Retention rate in the temporary work sector	25%*	21%*

\* The retention rate for the temporary work sector can be found in the 2019 and 2018 Lünendonk study

### GOAL 3

The Amadeus FiRe Group strives towards a consistently high recommendation rate as an employer and personnel service provider.

The goal is measured on the basis of recommendation rates calculated as part of surveys and from the largest social platform for employer ratings (Kununu).

	2018	2017
Recommendation rate among employees	89.2%	88.2%
	2019	2018
Recommendation rate on Kununu	90.0% (3 <sup>rd</sup> place)	93.0% (1 <sup>st</sup> place)

\* Compared with the largest competitors in the operational sector – 2019: as at 1 October 2019; 2018 as at 1 October 2018

### GOAL 4

As regards training, the Amadeus FiRe Group strives to prepare its participants for IHK (Chamber of Industry and Commerce) examinations in the best possible way and to always train them on current issues in order to remain one of the most important providers of training on a lasting basis.

The goal is measured on the basis of the number of participants in training.

	2018	2017
Participants in continuing professional development	18,000	16,000

## 3. Aspects of Sustainability

### 3.1. The ecological aspects of sustainability

As a pure-play service provider without production facilities, the Amadeus FiRe Group has rented office space or buildings at 20 locations throughout Germany. In addition, we have leased vehicles for various internal employees and purchased IT equipment for all internal employees. Other than that, there are no further items in the company that are of great ecological relevance.

As part of its strategy to reduce greenhouse gases, the Amadeus FiRe Group focuses on office buildings and equipment, employee equipment and leased vehicles. The aim of this strategy is to ensure that all management decisions relating to these categories always take into account environmental matters and, ultimately, to compare a potential reduction in greenhouse gases with higher costs. When deciding between several otherwise identical alternatives, this means that the more sustainable option is always chosen.

When renting office space and buildings, the central Facility Management always makes sure that these were built or renovated according to uniform Amadeus FiRe Group quality standards in order to sustainably ensure high energy efficiency and reduce energy consumption. The building will remain easily accessible at a central location in order to minimise and improve commuting times for Amadeus FiRe Group employees and applicants as much as possible and to ensure lower emissions. In this context, offers for more sustainable products that feature the same or higher standards are also compared. This year, the Group standard was amended to include a carbon-neutral carpet, which emits no CO<sub>2</sub> during production.

The Amadeus FiRe Group's vehicle policy stipulates that it must be possible to lease both petrol and diesel vehicles. However, there are currently no plans to offer electric vehicles for leasing, as the necessary infrastructure is not available, and the business activities of the Amadeus FiRe Group could be carried out only with extensive restrictions. There are restrictions regarding the choice of vehicle type. For example, it is not possible to lease minivans or sports cars, which generally consume more fuel. In addition, existing company cars are made available first. New cars can be ordered only if there is no company car available or the existing lease expires.

The concept of pool cars was introduced at larger locations for the first time in 2019. Multiple sales employees share one vehicle and receive a salary adjustment in return. This makes finding a parking space quicker and thus cuts down on unnecessary driving time. Alternatively, the employees in question can use public transport to commute from their homes to work. The pool vehicles are always small, low-emission vehicles such as a VW Polo.

The Amadeus FiRe Group has a central terminal server architecture; as it consumes less power, this modern IT architecture reduces not only the consumption of resources but also energy consumption as a whole.

The Amadeus FiRe Group calculates the greenhouse gas emissions it causes every year on the basis of the Greenhouse Gas Protocol, which divides greenhouse gas emissions into three scopes. Scope 1 comprises all direct greenhouse gas emissions that result from a company's own business activities in the narrower sense. The only point relevant to the Amadeus FiRe Group here concerns greenhouse gas emissions caused by heating and air conditioning systems in buildings. The Amadeus FiRe Group is not currently able to calculate the consumption of refrigerants in air conditioning systems, hence it has opted not to calculate scope 1.

Scope 2 comprises all indirect greenhouse gas emissions that are caused by energy that is generated by and acquired from external sources, such as electricity and district heating. In July 2019, the Amadeus FiRe Group switched to **100% green electricity** at all locations. Thanks to this change, the Amadeus FiRe Group's electricity usage has not resulted in any GHG emissions or radioactive waste since 1 August 2019, marking major progress for the Group in terms of environmental sustainability. Nonetheless, in addition to market-based greenhouse gas emissions from electricity, the Amadeus FiRe Group also calculated the market-based radioactive waste from electricity for 2018 and compared these values against the location averages for Germany. Average greenhouse gas emissions in Germany amounted to 435 g/kWh in 2018 (previous year: 471 g/kWh), with average radioactive waste coming to 0.0003 g/kWh (previous year: 0.0004 g/kWh).

The scope 2 values, caused by electricity, were calculated as follows:

<b>Scope 2 CO<sub>2</sub>-Emissions through electricity</b>	Electricity consumption (kWh)	of which from renewable energy (%)	CO <sub>2</sub> -emissions (g/kWh) market-based from current electricity rates"	CO <sub>2</sub> -emissions (tonnes) market-based from current electricity rates"	CO <sub>2</sub> -emissions market-based vs. location-based (100%) electricity rates vs. Ø Germany-Mix
Personnel services segment	547,284	67.26%	185.57	101.56	42.66%
Training segment	74,635	45.68%	235.01	17.54	54.03%
<b>Amadeus FiRe Group</b>	<b>621,918</b>	<b>64.67%</b>	<b>191.50</b>	<b>119.10</b>	<b>44.02%</b>
values per capita	1,123			0.21	
values per sales million	3,019			0.58	

<b>Scope 2 radioactive waste through electricity</b>	Electricity consumption (kWh)	of which from renewable energy (%)	radioactive waste (g/kWh) market-based from current electricity rates	radioactive waste (g) market-based from current electricity rates	radioactive waste market-based vs. location-based (100%) electricity rates vs. Ø Germany-Mix
Personnel services segment	547,284	67.26%	0.00015	79.71	48.55%
Training segment	74,635	45.68%	0.00023	17.36	77.55%
<b>Amadeus FiRe Group</b>	<b>621,918</b>	<b>64.67%</b>	<b>0.00016</b>	<b>97.07</b>	<b>52.03%</b>
values per capita	1,123			0.18	
values per sales million	3,019			0.47	

Greenhouse gas emissions caused by district heating still cannot be calculated at present. The Amadeus FiRe Group is currently integrating processes that will make this possible in the future. Once it can be guaranteed that the value can be calculated accurately, scope 2 – which comprises greenhouse gas emissions caused by electricity and district heating – can be published in full.

Finally, scope 3 comprises all remaining indirect greenhouse gas emissions that are caused by the company's activity but are beyond the company's control. In addition to rented or leased tangible assets, this also includes commuting by employee, i.e. the commute to work in non-company vehicles, business trips and the waste generated and water consumed at work.

On the basis of the business activities of the Amadeus FiRe Group, the result for scope 3 is that the greenhouse gas emissions caused by the Group's leased fleet represent the most important variable and are thus shown for 2018 below:

<b>Scope 3 CO<sub>2</sub>-emissions through leasing fleet</b>	Mileage (km)	CO <sub>2</sub> -emissions (g/km)	CO <sub>2</sub> -emissions (tonnes)
<b>SKODA</b>	<b>42,938</b>	<b>195.86</b>	<b>8.41</b>
<b>BMW</b>	<b>998,368</b>	<b>188.28</b>	<b>187.97</b>
<b>VOLKSWAGEN</b>	<b>2,511,821</b>	<b>181.65</b>	<b>456.28</b>
<b>AUDI</b>	<b>2,539,224</b>	<b>189.36</b>	<b>480.82</b>
Amadeus FiRe Group	6,092,351	186.05	1,133.48
values per capita	10,997		2.05
values per sales million	29,575		5.50

The Amadeus FiRe Group does not consider it necessary to gather data on further scope 3 categories at this time. The effort required to gather relevant and valid data outweighs the possible added value or benefit of the data collected.

## 3.2. Compliance

For the Amadeus FiRe Group as one of the leading personnel service providers in Germany, it is particularly important to set a good example. This is why the Amadeus FiRe Group stands for full compliance, be it in terms of collective bargaining law, labour law, social security law, the German General Act on Equal Treatment, or the core labour standards of the International Labour Organization Convention. This also applies to the strict observation of corporate guidelines.

The Amadeus FiRe Group firmly believes that it is often not enough to write laws, but that these laws also have to be explained to the public in an a manner that can be understood. This is why all employees of the Amadeus FiRe Group are required to take part in training on the German General Act on Equal Treatment, data protection and data security and work safety. In addition, all sales employees undergo professional training on labour law, e.g. on labour and collective bargaining law and false self-employment in interim management, in order to ensure that the contracts comply with the law and to create fair conditions of employment. These central issues play a greater role in the personnel services sector in particular.

Dignified working conditions and effective employee protection are an important and valuable part of German law, as well as of the Amadeus FiRe Group's corporate philosophy. Setting up complaint management that also accepts anonymous tip-offs helps to solve cases of discrimination and to ensure that human rights are respected and that the core labour standards of the International Labour Organization Convention are being observed.

There is a strict anti-corruption directive that explains possible risks of corruption to all employees and helps to prevent violations of the law. In order to penalise violations quickly, the Amadeus FiRe Group has set up a reporting office where employees can submit anonymous tip-offs regarding possible cases of corruption at any time.

The Amadeus FiRe Group is constantly working on optimising processes and structures. The aim is to increase the satisfaction of all candidates, employees, interested parties and clients in the long term. One important main criterion of optimising processes and structures is to maintain and further improve the equal opportunities that have already been established for all candidates and employees.

Since fully launching the new sales software across Germany in August 2019, all processes that have been improved and optimised in the last few years have been successfully introduced. Key features of the new sales software include strict compliance with data protection and data security. In specific terms, this means that data are stored only in one location and there is an automated process in place to permanently delete the data after a certain period of time. If data erasure is requested, this process can be manually initiated and executed at any time.

The Amadeus FiRe Group has appointed a Data Protection Officer in order to meet the requirements of the General Data Protection Regulation (GDPR). The current Data Protection Officer was appointed in 2015 and has been a member of the Supervisory Board since 2017. The Data Protection Officer advises the Supervisory Board and the Management Board on data protection and monitors the company's internal processes for handling personal data. By implementing the Data Protection Officer's recommendations, the Management Board ensures that personal data is handled in accordance with the law.



The Amadeus FiRe Group's IT systems are designed to provide a high degree of data security. An IT security offices regularly adjusts the current systems so that they meet the latest security standards. The locations are connected to the headquarters in Frankfurt using a redundant and secure connection. In addition, all security-based systems are also designed on a redundant basis and so data security and availability are ensured even in the event of system failures. All relevant systems are checked by a monitoring system on a permanent basis. In the event of a security breach, initial measures are initiated automatically and those in charge are informed of the incident. As well as protecting against external risks, virus protection is also used to monitor the systems internally. Backups are continually made and checked in the data centre, with external storage in place to store backup data in the long term.

In the highly regulated fields of temporary employment assignment and interim and project management, full compliance and the prompt implementation of legal adaptations is an advantage that our clients value greatly and also a distinguishing feature of the Amadeus FiRe Group. Interim managers are informed of legal issues, including compliance with data protection law, and obliged to observe data protection before a placement. The Amadeus FiRe Group also provides assistance to client companies on the subject of compliance. For example, the Amadeus FiRe Group organises and carries out various specialist events that client companies can attend.

### Our experts



### 3.3. Certifications and awards

Due to the company's size, for example, the Amadeus FiRe Group functions as a role model. Acting as a role model is not just about obeying the law, but also about making a voluntary commitment towards making the world a better place. The Amadeus FiRe Group has obtained a number of important certifications and awards that show that the Group is dedicated and prepared to commit to doing more than is legally required.

For example, regulations pertaining to collective bargaining law have been in effect for the temporary staffing sector for over 15 years now, and the Amadeus FiRe Group has been committed to these regulations right from the start in November 2003. In concrete terms, this refers to the sectoral collective bargaining agreement that was concluded between the Association of German Temporary Employment Agencies (iGZ) and the Confederation of German Trade Unions (DGB). In addition to the collectively agreed regulations, it includes a code of ethics that emphasises the attributes of fairness, reliability, respect, trust, and respectability, for which the certificate stands.

The fact that our management system was certified according to the DIN EN ISO 9001:2015 standard verifies the Amadeus FiRe Group's high quality standard in all processes and workflows. The purpose of obtaining the certification is to achieve clear structures in a control system in which a continuous improvement process ensures constant further development. This ensures that the employees in the Group are highly focussed on quality, which results in an increased level of candidate and client satisfaction.

The energy audit according to DIN EN 16247 that was performed confirms that the Amadeus FiRe Group rents only office spaces and buildings that were built or renovated according to the latest standard. This ensures a high level of energy efficiency and that energy consumption is kept at a low level.



The certificate according to the SMETA-4-PILLAR standard is awarded after a successful audit that checks the 4 pillars of labour standards, safety & health, business ethics and environment. Following an audit performed by Bureau Veritas over several days, the Amadeus FiRe Group received the letter of conformity, which attests to the fact that the Amadeus FiRe Group meets the required standards in all 4 pillars and offers its employees fair conditions of employment.



In continuing professional development at the Amadeus FiRe Group, Steuer-Fachschule Dr. Endriss GmbH & Co. KG has received AZAV certification, which means that it is licenced and authorised under employment promotion law to redeem training, activation and job placement vouchers.



For our first sustainability report, we were awarded a silver medal in recognition of our CSR achievements. The award was presented – and the associated audit performed – by EcoVadis, a sustainability assessment platform for global supply chains. Key sustainability issues are audited and assessed in the categories of the environment, social issues and ethics. The results show where there is still the potential for improvement and where the optimum level has already been achieved.



### 3.4. Feedback through surveys – what others say

The fact that the Amadeus FiRe Group is one of the leading personnel service providers in Germany today is due to the company's excellent reputation alone. Such a good reputation can be achieved only if all players or stakeholders in the company's environment speak highly of the Amadeus FiRe Group. In addition to the driving force, i.e. the internal employees who ultimately put everything that was said into practice and will continue to do so, it is the external employees, clients, candidates and investors in particular that define the Amadeus FiRe Group.

Feedback is the prerequisite for improvement. The more voices that are heard and the more feedback that is gathered, the more successfully all stakeholders can be satisfied by implementing suitable measures. This is why the Amadeus FiRe Group conducts surveys among a large number of stakeholders every year. The following section provides a brief overview of the results and a brief analysis.

Every year, all external employees of the Amadeus FiRe Group are asked to take part in an employee survey created for them. In 2018, roughly one in six of the average number of 2,294 employees deployed with customers participated in the survey. 86% were at least satisfied with Amadeus FiRe as an employer, and 89% said they would apply to Amadeus FiRe again. 89% of external employees would recommend Amadeus FiRe, and 76% said they had done so at least once. The Amadeus FiRe Group is also concerned with shedding light on the subject of temporary staffing and opinions about it for the better. In 2018, the Amadeus FiRe Group achieved this aim among 82% of the employees who took the survey.

The Amadeus FiRe Group is also interested in finding out how clients rate our performance. This is why we survey our clients after they have had employees on a temporary employment assignment. The reports collected over the course of a financial year are evaluated annually. The 2018 surveys showed that, on average, 86% are satisfied overall with the employees they received, and 60% of the clients would request that employee again. On average, 91% of the clients were satisfied overall with their contact at the Amadeus FiRe Group.

#### Voices of our employees:



In 2017, an additional employee survey focussing on sustainability issues was conducted among external employees as part of the preparation of the sustainability report. Starting this year, the annual employee survey will be expanded to include these questions. The same questions were added to the client survey on performance evaluation after being assigned an employee as part of temporary employment assignment. The results and feedback are displayed in the table below:

Importance of sustainability issues	Percentage of employees who consider the issue to be important	Percentage of clients who consider the issue to be important
Business environment - Regional commitment - Preventing corruption	83% 98%	97% 98%
Data protection - Protection of stored data	97%	100%
Ecological aspects - Energy management, climate protection, pollutant emissions - Responsible treatment of resources and waste	72% 84%	93% 94%

Figures for employees from 2017; figures for clients from 2018

The results of the surveys show that the issues of preventing corruption and protecting the data stored by the Amadeus FiRe Group are highly important to both employees and clients. The second most important topic for employees and clients is the regional involvement of the Amadeus FiRe Group and its responsible treatment of resources and waste.

The issues that are particularly relevant to the employees and clients are also key aspects of the Amadeus FiRe Group’s efforts to act sustainably and meet the highest requirements.

Based on the results of the surveys, energy management, climate protection and pollutant emissions are considered less important by comparison. This is presumably because the ecological aspects of sustainability do not suggest themselves as prominently in the context of the Amadeus FiRe Group’s business activities as a pure-play service provider that operates only in Germany and has no production facilities. Nevertheless, the Amadeus FiRe Group is aware of its responsibility here, too.

**Voices of our customers:**

“ I have never had a employee who has acquainted himself in to work so quickly and has delivered such excellent work results.

“ Very quick comprehension, accurate and precise results. Highly motivated and independent person. I am very very satisfied!

“ Employee was taken over, because we were so convinced of the performances.



## 3.5. Client management

The Amadeus FiRe Group is optimising its client processes for recruitment!

As part of its strategy, the Amadeus FiRe Group strives to build strategic and long-term partnerships with all clients and provides assistance in the event of short-term staff shortages, for the long-term recruitment of professional and management staff and for teaching the latest technical expertise.

The basis of a strategic and long-term is personal contact between sales employees and the points of contact at the client company. Face-to-face meetings are the most effective way to understand what the client is looking for and then put this into practice. Ultimately, it is our client companies' trust in the Amadeus FiRe Group's business activities and processes that forms the bond for this strategic and long-term partnership. This trust is guaranteed by the Amadeus FiRe Group's aspiration to ensure "100% compliance". This includes checks on standardised processes, contracts and documents by an internal Auditing department in order to proactively prevent undetected violations of the law.

Another advantage enjoyed by the Amadeus FiRe Group is the composition of client companies. In 2018, for example, the Amadeus FiRe Group's 10 largest client companies had a revenue share of under 10%. This ensures a certain degree of independence regarding clients and also guarantees that all clients are treated equally.

Client companies benefit from the training opportunities offered by the Amadeus FiRe Group's subsidiary companies, be it seminars, in-house training courses or the e-learning platform. Compiling an individual portfolio of suitable components helps client companies ensure the targeted training of their employees.

The Amadeus FiRe Group offers the representatives of client companies the opportunity to attend a large number of specialist events, which is likely a unique form of added value. New challenges arising from altered legal conditions and their effects on companies are addressed at nationwide labour law conferences, finance and accounting conferences and IT conferences. Experts with both theoretical and practical backgrounds deliver well-prepared and concise explanations of this current information in one day. In addition, client companies are given the opportunity to attend over 200 regional specialist lectures per year free of charge, to get information on current specialist subjects such as trends or case law from 90-minute keynote speeches.



## 3.6. Employee management

Being a personnel service provider, individual people are central to the Amadeus FiRe Group's business activities. This is why it is particularly important to keep employee satisfaction high and to involve employees in the development of the company.

All employees, both internal and external, can take advantage of many corporate benefits of the Amadeus FiRe Group. The Amadeus FiRe Group offers a wide variety of corporate benefits that concern various areas of life.

A centrally managed feature on the intranet gives every employee the opportunity to contribute their ideas and make suggestions for improvement in order to actively develop and advance the company.

The employee participation committee for company decisions between the employer and the employees is the body that represents the interests of the employees, the Works Council. The employee participation committee for strategic decisions between the capital side and the employee side is the regulatory body, the Supervisory Board, half of which is made up of employee representatives. Both committees offer employees the opportunity to influence the future of the company to a great extent, as they can play a significant part in the decision-making process and advise, monitor and control the Management Board.

The long-standing partnership and excellent cooperation between the Management Board of the Amadeus FiRe Group, its employees at all levels of the organisation and the employee representatives in the employee participation committees are an important element in the positive development of the entire Group and demonstrate the sustainability effect of enduring good relationships.

In order to strengthen staff retention and employee satisfaction, the Amadeus FiRe Group has a defined training programme in place for all roles for the entire duration of the employee's time at the company. Initial training for all internal employees is managed centrally to guarantee the same level of knowledge at all locations. This makes joining the company easier. There are also two intensive trainee programmes in sales and for executive assistants, which guarantee the best possible start to a career. The training sessions under these programmes are led by internal employees who are experts in their field or by instructors who have collaborated with the Amadeus FiRe Group for many years, ensuring that knowledge is always passed on directly to all new employees and secured in the long run. In 2018, 43% of internal employees had participated in at least one training session. Many training sessions are compulsory and performance is assessed. The results of these assessments are used to identify strengths and weaknesses and implement measures to provide support or to direct focus accordingly. This also provides good feedback for the employees themselves. Depending on performance and the employee's wishes, promotion to higher positions such as a team leader or manager is possible during the training programme. This does not exclude those who work part time.

Employees have many opportunities to build up a network at the company, starting with an introductory event at headquarters. There are various means of communication in place at the individual locations to contact all Group employees. This is supported by a wide range of meetings held to exchange information. For example, there are frequent meetings for all hierarchical levels where employees can discuss and give feedback on current issues and experiences. This is complemented by team and company events and allow for discussion outside the workplace.

These measures described ensure agile and smooth business at the Amadeus FiRe Group at all times. Employees are highly motivated, have an excellent work ethic and high standards of performance and are committed to the company in the long term.



Our “lifelong learning” employee support programme, which we will look at in more detail in the next sector, is open to all employees – both internal and external – and gives them an opportunity to continue their training through supplementary courses of study, training and professional development and other training sessions and courses alongside the defined training program.

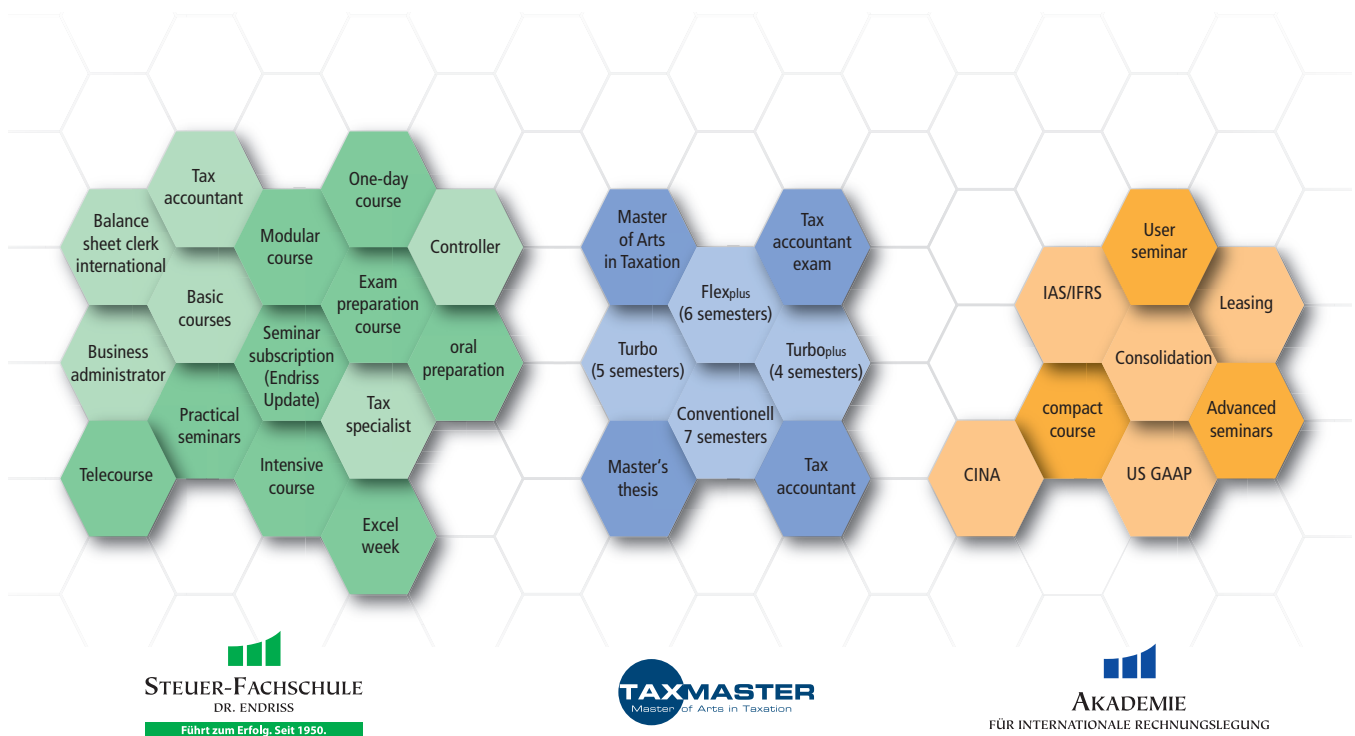
### 3.7. "Lifelong learning" employee support programme

In addition to the specialised personnel services in development segment offered via connections with subsidiary companies Dr Endriss Tax College, the Academy of International Accounting and TaxMaster, the Amadeus FiRe Group also offers personnel development, training and qualification in the training segment. This complementary service offer is currently unique in Germany and allows the Amadeus FiRe Group to offer an extensive employee support programme that can be tailored to specific needs.

As part of its "lifelong learning" employee support programme, the Amadeus FiRe Group offers its employees discounts on training offers. For study programmes, training and other courses at the Group's own training institutions of the Dr Endriss Tax College and the Academy of International Accounting, employees are reimbursed by the Amadeus FiRe Group for at least 50% of the regular fees. Depending on relevance to business, the Amadeus FiRe Group will pay up to 100% of the costs. On consultation and as relevant, employees can also be reimbursed for a percentage of the regular fees for study programmes, training and other courses at external institutions.

This allows all employees at the Group's own training institutions and at external institutions to gain recognised certifications for participating in study programmes, training and other courses. At the Group's own training institutions, for example, it is possible to obtain various IHK (Chamber of Industry and Commerce) qualifications, a Master of Arts degree, the CINA qualification or various certificates offered by the Dr Endriss Tax College. In addition, every employee has the opportunity to expand or refresh their knowledge on the e-learning platform offered by the Dr Endriss Tax College.

The training opportunities offered by the Amadeus FiRe Group's subsidiary companies enable each employee to create an individual portfolio of required study programmes, training and other courses:



## 3.8. Health programme

During their professional life, people spend a majority of their life at work. For these and other reasons, the Amadeus FiRe Group assists its employees with various options for increasing their chances of a healthy life and staying healthy in the long run.

Starting with an introductory occupational safety training session, each employee who joins the company is provided with an extensive overview of possible risks and mistakes that may arise at and during work. All employees are required to complete this training by passing a test.

To ensure occupational safety in the long term, the Amadeus FiRe Group cooperates with ASUMED, an occupational medicine and safety service. Regular workplace inspections also help to ensure ongoing occupational safety. This allows possible deficiencies to be rectified immediately, and employees receive regular instructions on accident and health risks in the workplace. All employees are also offered a G37 eye exam for PC workstations, and every employee is advised by ASUMED on occupational safety and accident prevention, and on how to set up their workplace ergonomically.

Having the right office equipment is the prerequisite for good advice on the ergonomic set-up of the workplace. The Amadeus FiRe Group's office buildings are all managed centrally, which ensures the same quality standards across all locations during relocations or renovations. All employees' offices are set up appropriately so as to provide them with an ergonomic and friendly working environment that is suitable to their age. Standards are assessed each year and adjusted and constantly developed to take account of new laws, requirements or scientific findings. These measures help guarantee that all employees are satisfied, regardless of where their place of work is located.

By partnering with Fitness First, one of the leading fitness and health service providers in Germany, the Amadeus FiRe Group offers every employee the opportunity to get some physical exercise to compensate for their office work. Each employee who becomes a member receives a subsidised fixed discount on their membership fee. Members benefit from the extensive offer at one of the more than 80 Fitness First gyms throughout Germany.

In addition, all employees of the Amadeus FiRe Group have the opportunity to take part in various runs every year. Teams come together at all 20 locations and race over distances of between five and seven kilometres, either as a relay team or as a group. The B2Runs in many German cities are always a highlight here, with the Cologne, Dusseldorf and Munich branch offices participating in 2019.

### 3.9. Social commitment

As a personnel service provider with 20 locations throughout Germany, the Amadeus FiRe Group bears responsibility not only in the context of its business activities, but also for the common good in general.

As in previous years, the Amadeus FiRe Group donated EUR 15,000 to the nationwide German Children and Youth Foundation (DKJS) in 2019. The aim of the non-profit organisation is to ensure that all children and adolescents can grow up under optimum circumstances in Germany and that they are identified in terms of their strengths rather than their deficits. In its programmes and projects, the foundation encourages children and adolescents to take their life into their own hands and initiates change processes – at nursery schools and schools, for the transition to working life, in family and youth policies. Nowadays, a solid education is an extremely important requirement when it comes to career prospects, which is why the Amadeus FiRe Group intends to continue supporting projects that were initiated with the help of donations in previous years.



As a company by people, for people and with people, the Amadeus FiRe Group sets great store by interpersonal, regional and social activities in addition to financial donations. For example, the Dortmund branch of the Amadeus FiRe Group handed out Advent calendars at Haus Winterkampweg, a home for the handicapped in Dortmund, for a good cause in 2017. It is through campaigns like these that the Amadeus FiRe Group demonstrates that all humans have equal worth and nobody is left out. It is important to establish a basis that gives everybody the same opportunities to participate in life and make the best of their individual situation. What counts is humanity and how we treat one another.

The Amadeus FiRe Group has been very involved with sports for many years. This is demonstrated not least through its years of acting as the main sponsor of football team FSV Mainz 05 between 2001 and 2004, or as the naming sponsor of the Business Cup Rhein-Main in cooperation with Eintracht Frankfurt between 2008 and 2013. The Amadeus FiRe Group was and is the sponsor of many regional sports clubs and teams; in this capacity, it helps children, adolescents and adults to pursue their hobby at a low cost and independently of the personal or financial situation.

Frankfurt/Main, 19 December 2019

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