mci
group

THINKING
BEYOND

CONTENTS

INTRODUCTION

CEO's introduction

A positive impact that continues to grow

On behalf of everyone at mci group, I welcome you to our 2022 sustainability report.

This year, we are proud to celebrate 15 years as signatories of the UN's Global Compact agreement. As a collective of agencies specialising in strategic communication and engagement, we understand the significance of operating sustainably and achieving carbon neutrality to bring together diverse audiences from around the world.

That bridge must be built with conscience, care, transparency, and respect. Being genuinely sustainable isn't just about making the best possible choices while working with our clients. It's about ensuring every action we take betters us as a group and enables others to have better opportunities for themselves. It means taking on new talents and investing the time in training existing ones. It means championing diversity from the ground up to create equal opportunity and give vital voices a chance to be heard.

In 2022, across our operations in 30+ countries, we have taken on 116 mentees, delivered 3696 hours of training and 1909 hours of volunteering, and raised nearly €3.5m for charity. We achieved ISO 27001 and ISO 27701 certifications, meeting international standards for Information Security and Data Privacy, and one more office has been certified ISO 20121 for sustainable events management.

We're proud of those achievements, and there are many more in this report we're excited to share.

We are also excited to share the ways in which our nine priorities aligned with the UN Sustainable Development Goals, and our board role on the Net Zero Events Initiative strive to make every single mci group action a step towards change.

Sebastien Tondeur,
Chief Executive Officer

2022

SUSTAINABILITY HIGHLIGHTS

Diversity, Equity, Inclusion

85%
of our talents
are proud to work
for mci group

75%
of our talents
feel they belong
at our company

We launched our Culture
Club, a group to share
about culture and diversity

19

We achieved an
Employee Net Promoter
Score (eNPS) of 19

Responsible consumption & production

80

80 client projects
about sustainability or with
an integrated sustainability
approach

We launched our
Sustainable Events Guidelines
with best practices to design
our client projects

3

3 Net Zero
carbon events

Protecting our people & assets

We were awarded ISO 27001,
an international standard
for Information Security
Management Systems

We were awarded
ISO 27701 for
data privacy.

Learning & Development

116

116 participants in
our internal mentorship
programme

3,696 hrs

3,696 hours
of learning received
by our talents

Governance

We celebrated 15 years
as a signatory of the
United Nations Global
Compact Agreement

MCI Middle East
received ISO 20121
in Sustainable Event
Management

Environmental impact

We launched a new
tool enabling us to
measure our GHG
emissions better and
to set science-based
reduction targets.

Community & Giving back

€ 3,376,513

directly or indirectly raised
for charity or through our
pro-bono work

1,909 HRS

volunteering for
38 community
projects

About mci group

mci group is a next-gen platform for marketing innovation and breakthrough communication in the digital age.

For more than 35 years, our global network of agencies and ventures has been trusted by over 1,200 clients across 31 countries to engage their audiences innovatively and creatively.

Throughout that time, our purpose has always been to bring people together to inspire collaboration and create lasting connections that leave a positive impact on our world.

As a key aspect of this, we help our clients transform and accelerate change to promote a more sustainable and inclusive society.

By taking a triple bottom line approach to People, Planet, and Performance, both on and off the stage, our goal is to encourage an active culture of care and responsibility, backed by concrete actions.

A quick look at our group

60
offices

5,510
campaigns and digital activations

1,650
employees

€465M
turnover

35+
years of experience

60
languages spoken

31
countries

1,237
clients

28
industry awards

Group structure

Our global portfolio integrates a wide range of creative, strategic disciplines and operational solutions. By uniting this diverse group of experts and innovators, we're able to tackle the greatest challenges businesses face today, together.

GROUP AGENCIES

BLACK FLOWER

Black Flower
Event and experiential agency specialising in the luxury sector

Dorier
AUDIOVISUAL EXPERIENCE DESIGNERS

Dorier
Audio visual experience designers and content production

HAGEN INVENT
an mci group company

HAGEN INVENT
Live communication incentive travel and event agency

insidery

insidery
Consulting and market research agency specialising in marketing and sales performance

logos
earn trust. make change.

logos
Global public affairs and communications agency

mci

MCI
Global engagement and marketing agency

Ovation
Global DMC

Ovation Global DMC
Global destination management services & event organisation

GROUP VENTURES & COMMUNITIES

REALIVES

REALIVES
Online digital streaming technology agency

kabloom.
CULTIVATING EVENT GROWTH

kabloom
Specialised digital marketing agency focused on b2b event growth and attendee acquisition

aip

AIP
Capital investment and consultancy

WEB3 & BLOCKCHAIN WORLD

Web3 & Blockchain World
Global conference and awards gala for the enterprise blockchain industry

Lift

Lift
Promoting the growth of a responsible and legitimate cannabis industry

Business Bridge Europe

Business Bridge Europe
Public affairs consultants specialising in political conferences

Our core values

Our values as a group define not only how we do business day to day, but also how we approach every project with a drive to have a positive impact on our clients, our talents and the communities in which we work.

By following these guiding principles, we ensure that whenever we bring people together, we affect a transformation for the better.

Inspiring breakthrough moments

As a connector, we believe that when people come together, magic happens. We're proud to act as a bridge between our talent, customers and partners. Together, we create the space for shared breakthrough moments.

Living by growth

We believe an mci group story should always end with a transformation, with a new way to see the world moving forward. We live by growth, striving to stay ahead of the curve and create lasting change.

Thriving through diversity

We actively promote diversity within mci group and believe it is an essential source of richness and innovation. We nurture our people, supporting one another with care, respect and warmth. Our strategic approach ensures that each client receives personalised solutions that meet their unique needs and surpass their expectations.

Promoting innovation and entrepreneurship

To us, sharing the future means sharing the insight, knowledge and practical experience we've acquired over 30 years, encouraging and enabling entrepreneurs, innovators and thinkers to thrive.

Our approach to sustainability

SUSTAINABILITY STRATEGY

Our mission as a group is to be a catalyst for change, to use our skills, voice, and relationships to make a positive impact on both our clients and the wider world.

We're building a sustainable business with a deep-rooted culture of care and responsibility that extends across all aspects of our work, and beyond.

Together as a group, we strive to uphold an intersectional and future-forward approach to sustainability that surpasses expectations, defies boundaries, and encompasses all aspects of sustainability by addressing environmental, social and governmental issues simultaneously.

Through conducting rigorous materiality assessments and integrating feedback from a broad-ranging stakeholder engagement survey whilst taking global trends and innovations into account, our strategy constantly evolves and adapts to meet the needs of our society.

Since 2006, when we began our sustainability journey, our dedicated sustainability arm has had a far-reaching impact both within and outside mci group, transforming the way our company operates whilst building a better tomorrow for our planet and its people.

WITH-IN AND WITH-OUT

We strive for sustainability in all aspects of our work — both within our offices and agencies, and in collaboration with our clients and communities.

Within mci group

Within our agencies, we do everything we can to nurture caring, accepting and eco-conscious environments in which our talents can thrive. We strive for ethical leadership and governance, equality and diversity and a culture of constant learning, and choose sustainable solutions wherever possible.

With our clients

We aim to bring awareness to and forefront sustainable solutions. On the ground, this means highlighting ecologically and ethically conscious solutions within our events and experiences, integrating design thinking, reducing waste and conserving resources wherever possible.

In our communities

We realise mci group has a far-reaching impact on the communities in which we operate. We are always mindful of involving local, ecologically certified suppliers wherever possible and integrating community-centric aspects within all our projects.

Every year, our teams around the world donate thousands of hours of pro-bono hours towards social action efforts and NGO events. On top of this, we have partnered with Cool Earth to assist in slowing the destruction of the Amazon rainforest, preserving the communities who have been living there for generations and the invaluable oxygen this miraculous resource provides.

OUR SUSTAINABILITY JOURNEY SO FAR, AND KEY AREAS MOVING FORWARD

As one of the world's frontrunners in sustainable development, we have been working towards a more sustainable future for more than 15 years.

Over this time much has changed, and new information is constantly coming to light on how we can improve ourselves and our approach. While we are confident our pre-existing processes are far-reaching and effective, we endeavour to remain open, humble and willing to adapt.

Based on our most recent materiality assessment, and a review of our approach, we have identified seven key shared goals moving forward:

Protecting our people and assets
We are committed to prioritising the health and safety of all our employees, clients and stakeholders and safeguarding sensitive information and data.

Learning and development
We are committed to the continued education and development of all our employees and stakeholders.

Diversity, equity & inclusion
We are committed to creating a safe and accepting environment in which all people can thrive. We are committed to fairness and equity in all aspects of our organisation.

Environmental impact
We are committed to measuring and reducing our environmental impact and carbon footprint, leaving a legacy to be proud of.

OUR 7 SHARED GOALS

Governance
We are committed to building awareness among our internal and external stakeholders on sustainable practices and aligning ourselves with leading international standards in sustainability and reporting practices.

Responsible consumption and production
We are committed to integrating ethical and sustainable practices throughout our operations and client projects and practising responsible sourcing.

Community and giving back
We are committed to working together to build a vibrant culture of responsibility and care that generates value for the communities where we work.

Why sustainability matters to us

Operating responsibly

At the heart of any discussion around sustainability is the question, "how can we use fewer resources, specifically those of a non-renewable and toxic nature?"

Accelerated consumption, globalisation, and ecological decline demand a deep understanding of the sustainability of our supply chain.

We're committed to being part of the solution and leading the transition to a more sustainable global economy. By reducing emissions, improving resource usage and energy efficiency, whilst simultaneously increasing social benefits, we are not only "doing good," we are saving our bottom line and future-proofing our business.

We owe it to the communities we work and live in to ensure we behave responsibly and sustainably.

Building trust

In the digital age, businesses are becoming increasingly accountable for the impact of their actions. As such, transparency is now essential, not only financially, but also in terms of the validity of their sustainability commitments.

Regulators and governments are looking closely at the environmental cost of their GDP and increasingly legislating around CSR, governance, emissions, and environmental protection.

To succeed, we must go beyond implementing minimum standards and help our clients transition to a more sustainable world.

Competitive advantage

Today, sustainability is an essential part of any forward-thinking and well-integrated company.

Our clients and partners are developing their sustainability programmes and demanding more responsible, transparent business practices in their procurement processes. As such, more and more corporations are selecting their partners based on their sustainability performance.

For us, sustainability is a business imperative. It drives innovation, engages stakeholders and attracts and motivates staff, giving us the competitive edge.

Resilience

Resilience is a system's capacity to survive, adapt and grow in the face of unforeseen changes, even catastrophic incidents.

And, in a world of climate change, resource scarcity, political turbulence, social change, constant technological developments and mounting regulatory pressures, growth does not always proceed smoothly.

We believe a sustainable company is also a resilient company. Our sustainability programme helps us to foresee and overcome disruptions and continually transform ourselves to meet the changing needs and expectations of our customers, talent, shareholders and other stakeholders.

Business opportunity

Business growth remains strong in the sustainability arena. From cleantech to renewable energy, green buildings and sustainable fashion, all sectors are focused on making more sustainable products and services.

To achieve the market transition to a sustainable economy, people will need to meet, associations will need to engage members, governments will need to form collaborations and businesses will need to launch new products and incentivise their staff.

The growth of this green sustainable economy provides a huge business opportunity for us to help our clients to engage and activate their stakeholders around sustainable development issues.

Since we started our sustainability programme, we have organised more than 1,000 events within the sustainability and energy sector and provided strategic advisory services to many leaders within the sustainability movement, such as the UN Global Compact and the Global Reporting Initiative.
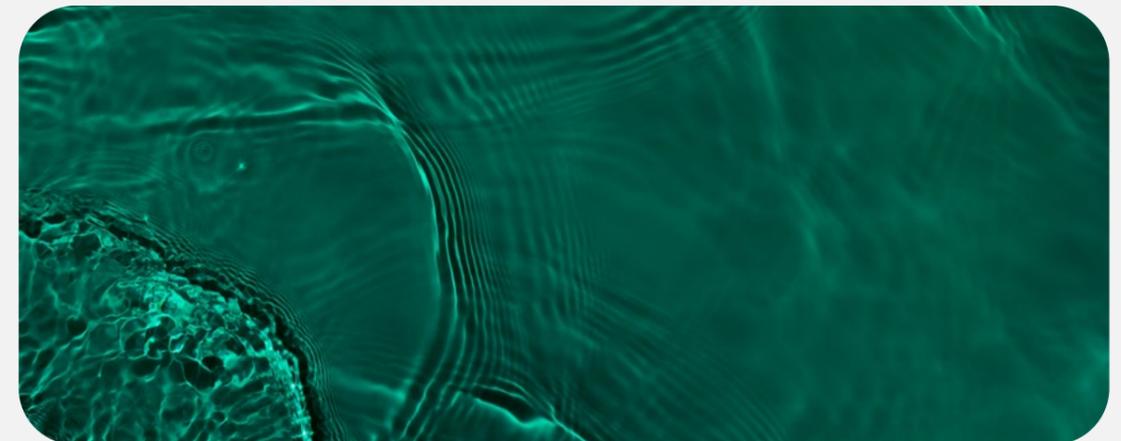
The mci group sustainability team

We foster a culture of care that prioritises people, the planet and performance in all we do, whether in the spotlight or behind the scenes. Our people represent our greatest source of potential for creating positive change, and the leadership of our sustainability team ensures everyone in the group is equipped to make the world a better place.

Emmanuel André
Group Health, Safety and Sustainability Director

With an engineering background and a degree in sustainability (SDGs 2030 – University of Geneva), Emmanuel brings 13 years of experience at mci group developing our health and safety programme. He created our event safety and sustainability tool, a unique instrument which allows us to audit our events for potential threats and measure our environmental and social impacts. Emmanuel oversees processes that optimise our time and resources.

Erica Fawer
Group Internal Communication Director and Sustainability Integration Director

Erica has been a sustainability champion for the Geneva agency for over 15 years. In 2018, she took on the additional responsibility of monitoring and communicating our sustainability performance and coordinating our onboarding and training programme for the group. Erica became a certified Sustainability Practitioner by the Center for Sustainability Excellence in 2019 and holds a Sustainable Event Professional Certificate.

Marine Mugnier
Group People and Culture Coordinator

Marine supports the implementation of our group strategy and planning. She coordinates our training, reporting and communication projects.

Marine became a certified Sustainability Practitioner by the Center for Sustainability Excellence in 2019 and holds a Sustainable Event Professional Certificate.

Our sustainability champions

We're proud of how our talents take sustainability into their own hands to impact and improve their environment. That's why, each year, we celebrate the talents who make it happen locally:

Middle-East Sustainability Team

"Join us in being sustainable by the way we think!"

China Sustainability Team

"We are very lucky to work for a company with strong Sustainability commitment. With a great Sustainability team in China, we enjoy making a better work environment for our colleagues and creating meaningful activities to connect with local communities. What makes us proud also is that our clients see us as unique partner to design their sustainable events. As William McDonough says, Sustainability takes forever. And that's the point. No matter whether we are Sustainability Champions or not, we will continue to fulfill our sustainability commitment."

USA - Baltimore Sustainability Team

"We want to do our part as we partner with ONE MCI to protect our earth."

Belgium Sustainability Team

"Sustainability is no longer a trend, but a business & personal imperative.

As a middle man between our clients or projects and the suppliers, we have a main role to play to maximise the positive impact and minimising negative impact on the environmental and social aspect.

It's very exciting for us to raise awareness and engage our talents for many different actions which could make the difference: Small creeks make big rivers, so it starts with all of us!"

UK Sustainability Team

"Sustainability is the balance between the environment, economy and society, and offers tangible solutions to a lot of the problems we are facing in our world today, and the problems we may face in the future."

Spain & Portugal Sustainability Team

"I don't conceive life without respect to others and respect to the planet. This has become a principle on my life and by joining the Sustainability Team, I want to transform our services and our relations with our colleagues, stakeholders and clients based on that same principle. LET'S TRANSFORM OURSELVES, LET'S TRANSFORM OUR WORLD."

Delia Pluemke, Berlin

"I highly appreciate mci group's commitment in sustainability - Creating awareness and taking action is worth to support. I like the combination of supporting a good cause and enjoying the team experience with the colleagues."

Stuart Hales, USA Washington

"As a longtime bicycle commuter and someone who spends a lot of time outdoors (on both land and water), I'm greatly interested in nurturing the health of our environment. Participating in MCI's sustainability efforts provides me with a hands-on opportunity to do that."

**Australia 3P Team
(People, Planet, Performance)**

"The 3P team believe that together we are giving back to the greater community & environment, whilst caring for the wellbeing of our talented team and ensuring the steps we take every day add up to the promise of a stronger tomorrow."

Kirsten Weede, Denmark

"The best way to predict the future is to create it." — Abraham Lincoln, 16th president of the United States"

"The best way to know what's next for your future is to not only create it, but to design it in such a way that the result transforms your life and the lives of those around you. As a sustainable and responsible provider of cultural experiences, we can help design a more sustainable world."

Jacqueline Hooper, Canada

Sustainability is about more than recycling and not using one-time-use plastics, and our local committee has fully embraced a broader CSR mandate; from sharing learnings and best practices with colleagues and clients, to actively researching and advocating for worthwhile causes close to our hearts. We keep everyone motivated, and focused, on the importance of the key issues, and hopefully improve ourselves and how we conduct business in the process.

**Dorier Japan
Sustainability Team**

"Sustainability is in our hands. We think this is the right thing to do. Together we can make a difference."

**Huguette Andreoli,
The Netherlands**

"Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

**Singapore
Sustainability Team**

It's only 1 bottle said 8 billion people, working together because our actions today will shape the world tomorrow

**France
Sustainability Team**

You must be the change you wish to see in the world.- Mahatma Gandhi

**Switzerland
Sustainability Team**

"Together we can make a difference."

Ruchi Mohotra, India

We often lose out as we complicate our sustainability efforts. Sustainability is not always about cleaning our rivers, using hi-tech energy-efficient technologies, or spreading the green cover to the farthest mile. At MCI, we encourage everyone to develop 5 simple sustainable habits and then gradually add new ones to their everyday. This may not change the world but shall definitely make it better.

Bianca Mazeron, Brazil

"Participating in the sustainability group is very important because it gives us the opportunity to think and do something different for the next generations."

UN commitments

As a group, we want to ensure our sustainability efforts are guided by the best thinking, and the most far-reaching benchmarks, so that we can move beyond what's expected, and deliver the exceptional.

That's why we've aligned ourselves with leading international standards in sustainability (including ISO 20121 events sustainability management system), social responsibility and reporting, to present a thorough strategy and report which is transparent, consistent and credible.

These commitments include:

The UN Global Compact Agreement

In 2022, we celebrated 15 years as a signatory of the United Nations Global Compact Agreement, a strategic policy initiative for businesses committed to aligning their operations and strategies with ten universally accepted principles in human rights, labour, environment and anti-corruption.

With over 12,000 corporate participants and stakeholders from at least 170 countries, it is the world's largest voluntary corporate sustainability initiative.

By supporting the UN Global Compact, we can do our part to help ensure that markets, commerce, technology and finance advance in ways that benefit economies and societies everywhere.

*Reporting level
This website serves as the communication on progress report for the United Nations Global Compact: https://unglobalcompact.org/what-is-gc/participants/6444

UN Sustainable Development Goals (SDGs)

The UN Sustainable Development Goals are a roadmap for a better, more sustainable and more equal world. At mci group, we want to make that world a reality.

For us, the SDGs act as an overarching framework that can help us shape, steer, communicate and report on our sustainability strategies, goals and activities.

They can help us identify new business opportunities, strengthen relationships with key stakeholders and better measure and communicate the value of our sustainability programme.

We are firmly committed to achieving these goals, and are proud to be part of the cohort of environmentally and socially aware businesses that are aligned with them.

OUR COMMITMENT TO THE UN GLOBAL COMPACT

"mci group has been a signatory of the Global Compact since 2007. We are proud to have been the first agency from the meetings and associations industry to commit to the Global Compact. Since then, we have been working to integrate the ten guiding principles into our business. We challenge our partners and clients to support the Compact, too. The Compact's ten principles and the UN's 17 Sustainable Development Goals have been a fundamental influence and guide in developing our sustainability strategy."

Sebastien Tondeur, Chief Executive Officer

Governance

CORPORATE GOVERNANCE

mci group's advisory board, executive committee, group management team and regional leadership teams ensure there's good governance and sustainability across the full spectrum of group operations.

Here's how they do it:

ADVISORY BOARD

The **Advisory Board** is the highest governance body of mci group and an external entity which is required by Swiss law.

The Board is responsible for reviewing the overall strategic direction and performance of the Group.

EXECUTIVE COMMITTEE

mci group's day-to-day management is in the hands of its **Executive Committee**, a team of five members: CEO, Group President, COO, CFO and CSO. Their role is to set the overall strategic direction of the Group and manage our performance.

GROUP MANAGEMENT TEAM

Through regular meetings, the **Group Management Team** aims to capitalise on opportunities, solve issues and ensure alignment in general day-to-day management of the Group. The Team consists of the CEO, President and COO, CSO and the Chief Officers of our shared services.

BRAND AGENCIES & GLOBAL LEADERSHIP TEAMS

The **Leadership Teams** are composed of agency Managing Directors and Global Leaders, and are led by the Regional COOs.

They are in charge of the business planning and execution in line with our strategy.

SUSTAINABILITY GOVERNANCE

ADVISORY BOARD

The **Advisory Board** reviews our sustainability programme annually.

EXECUTIVE COMMITTEE

Our **CEO** has oversight of mci group's sustainability strategy and sponsors key projects.

GROUP SUSTAINABILITY TEAM

Our **Group Sustainability Team** works with HR, Finance, Procurement, Sales and Operations teams to develop the sustainability strategy. The team is responsible for coordinating the implementation across all our agencies and services, provides training, and facilitates knowledge sharing. The team monitors an communicates performance.

GROUP VP PEOPLE & CULTURE

Our **Group Vice-President People & Culture** (member of the Group Management Team). They meet monthly to review action plan and KPIs.

AGENCY MANAGING DIRECTORS

Our **Managing Directors** have overall responsibility and accountability for sustainability on a local basis, as evaluated annually via the Sustainability Scorecard.

SUSTAINABILITY CHAMPIONS

A team of passionate **Sustainability Champions** bring the sustainability programme to life in each agency. The champions have the task to build and lead a local sustainability team consisting of talents from operational, business development.

OUR
SHARED
GOALS

Diversity, Equity, Inclusion

Strategic objectives

● By the end of 2023, we aim to assess our DE&I approach and identify gaps for continued improvement

● By the end of 2023, we aim to develop a more inclusive hiring programme and group guidelines

● 80% of our talents feel like they belong in the company yearly

● 100% of our talents are trained and have access to an anti-harassment reporting tool

Key highlights 2022:

● 85% of our talents are proud to work for our company

● 75% of our talents feel like they belong at our company

● We reached an Employee Net Promoter Score (eNPS) of 19

● We launched our Culture Club to share about culture and diversity.

We are building an organisation that goes beyond day-to-day business and bricks and mortar, creating a workplace that is profoundly human, and in which everyone belongs.

As a human-centric business, our people are our most precious asset. We have long prioritised their wellbeing, ensuring that we support them in their career journeys and cultivate a diverse and inclusive workplace where everyone feels welcome and valued.

"Safety, respect, care, nurture. These are the qualities we endeavour to provide for every mci group talent, so that they can learn, grow and be motivated to be their best selves."

Joëlle Zumwald,
Group Vice-President People & Culture

STRIVING TO BE A RESPONSIBLE EMPLOYER

At mci group, we want to create long-term relationships with our talents that facilitate personal success and fulfilment, both at work, and in their personal lives.

In 2022, 81% of our workforce had a permanent employment contract, 3% had fixed-term contracts, 11% were long-term freelancers, and 4% were interns/apprentices.

Our permanent employee turnover rate in 2022 was 17.4% (16.9% in 2021).

This rate looks likely to remain low, with 78% of our talents intending to stay with us for the next 12 months, as per our 2022 talent engagement survey.

So that we're always providing the fairest and most equitable environment for our talents, our group sustainability team works closely with group human resources (HR) and agency HR to regularly review and align our operations with best practices in human rights and labour rights impacts and compliance with laws (i.e. International Labour Organisation).

We carefully monitor wage equality in the workplace at a country-specific level, ensuring our talents are paid fairly, and that we're compliant with local laws and regulations.

Remuneration is aligned with local industry standards. And, whilst not all our agencies offer identical benefits, they typically include health and wellness programmes, health and/or accident insurance and/or retirement savings plans. Some talents are on a performance-based incentive plan, and our senior leaders may participate in a share-based incentive plan.

We support the rights of our people to join trade unions and to bargain collectively, although trade union membership is rare in our industry, especially in some of the regions in which we operate.

With every action we take, we hope to progress the fairness and inclusivity that have come to symbolise a career at mci group. As such, we will continue to take note of where we need to improve, and better our impact on our own operations and business relationships.

THRIVING THROUGH DIVERSITY

"At mci group, diversity has always been one of our core values, and it's one we sincerely believe in. We're not in it for numbers or quotas. We're all about creating a culture in which everyone feels safe, respected and accepted for who they are."

Joëlle Zumwald,
Group Vice-President People & Culture

The global nature of our group means that we're lucky enough to work with talents from many continents, countries, and cultures.

Our talents originate from 69 countries and collectively speak over 50 languages. This diversity fosters an international mindset and understanding of society that enriches our group, enhances creativity and amplifies our ability to work cross-culturally as we accompany our clients into new markets.

Note: all figures mentioned in the following sections exclude our affiliates and ventures.
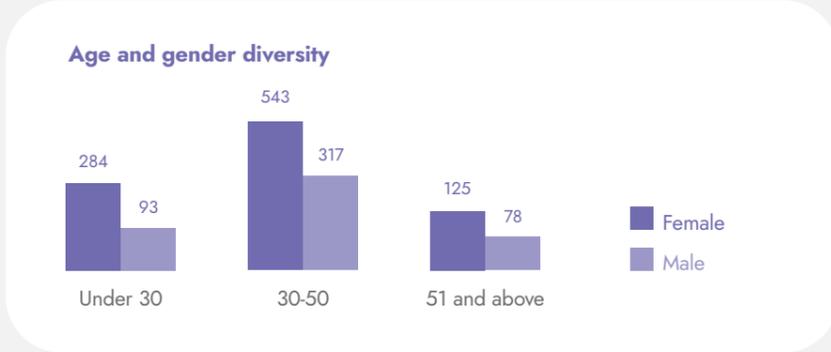
GENDER DIVERSITY AT MCI GROUP

68%

Gender balance of women in all talents

57%

Gender balance of women in middle management

49%

Gender balance of women in senior management

Age and gender diversity

	Under 30	30-50	51 and above
Female	284	543	125
Male	93	317	78

Our DEI&B commitment:
We are committed to creating a safe and accepting environment where everyone can thrive. We are committed to fairness and equity in all aspects of our organisation.

Our DE&I guidelines, as outlined in our Code of business conduct, are designed to reinforce a culture of belonging by providing a working environment free from discrimination, where everyone is respected, heard and valued.

In 2020 we formed our DEI&B task force, and in 2022 The Culture Club section was created on our intranet: a place to learn about and be inspired by diversity & culture. We also created an open group on MS Teams, where our employees can interact, share personal stories, and spark inspiration.

In addition, we organise awareness campaigns and training on DE&I during our yearly Academies, local Learning Weeks, and as part of our onboarding programme.

Many of our offices have also created their local DEI&B groups or Diversity Squads, organising local campaigns on the topics that matter most to them, and our US offices have introduced the Affinity Groups programme, creating a space for a range of communities to come together within the workplace, including African American, Latino, Asian American, Women in the workplace, Young professionals, military, LGBTQ+, Mental Health and Family groups

WE'RE PLEASED TO REPORT THAT OUR 2022 TALENT ENGAGEMENT SURVEY SHOWED ENCOURAGING RESULTS

Diversity, Equity, Inclusion & Belonging

84%	83%	78%	78%	75%
At this company, employees are treated equally and fairly, regardless of the background	People treat each other with respect at this company	I am comfortable voicing my ideas and opinion, even if they are different from others	I know how to report unethical business practices	I feel as if I belong at this company

Percentage of favourable answers

Despite the successes here, we are always looking to go above and beyond. Using the <u>Women's Empowerment Principles</u> and the <u>LGBTIQ+ Standards</u> gap analysis tools, we want to assess our current programme to identify areas of improvement, help us set future goals and targets and, ultimately, become signatories.

To increase our outreach and attract diverse talent, we also plan to review our recruitment strategy and develop a set of guidelines for more diverse and inclusive hiring.

LISTENING TO AND COMMUNICATING WITH OUR TALENTS

We take the time to engage with and listen to our talents regularly through various initiatives to more deeply with their needs and strengthen their relationship with the group.

That's why, in 2022, we upgraded our talent feedback survey tool to an external measurement platform, which provides us with more detailed employee insights and comprehensive analytics. Managers are also provided with tips and guidance on areas that could be improved.

As part of our talent experience strategy, we plan to run shorter "pulse-style" questionnaires to help us spot problems early, and act on them swiftly.

Our annual engagement survey took place in October 2022, with a total of 963 talents. That's 69% of our full-time workforce, our highest-ever completion rate.

* Note: with our new engagement tool, the scale (1-5 vs 1-10) and methodology changed, which makes it harder to compare the results, but nonetheless the engagement result is consistent with our 2021 score (7.69).

ANNUAL ENGAGEMENT SURVEY HIGHLIGHTS:

eNPS +19

which is a significant increase to 2021 (+12) while detractors have decreased from 30% in 2021 to 19% in 2022.

77%*

talents' average satisfaction score

85%

of our talents are proud to work for our company

86%

of talents trust their manager, 85% feel that their manager cares about their wellbeing, and 84% said that their manager recognises people when they do a good job

86%

of our talents feel employees in our company are treated equally and fairly regardless of their background (e.g. all ages, cultural backgrounds, genders, races, religions, etc.)

81%

of talents appreciate our CEO's transparent communication

Stories on diversity, equity and inclusion

Young Activists Summit 2022 (#YAS22) - Together we thrive

We actively promote diversity within mci group. In December, #YAS22, a summit which promotes solidarity across social, racial and cultural groups, towards minorities, and encourages everyone to stand up for other people's rights, was held at the United Nations in Geneva (Switzerland).

The Summit welcomed participants from 134 countries in honouring 6 young change-makers who have worked tirelessly for an inclusive and equal world. It was followed by live conversations with the activists on Instagram. This fourth edition of the Young Activists Summit reached an audience of over 8.2 million people on social media around the world.

Our teams at Dorier were proud to support the Summit by providing the lighting, projection, sound equipment, stage and technical assistance at discounted rates.

MCI Germany: driving discussions around inclusion

As part of MCI Germany's Learning Week under the motto of "be brave, be proud", the teams discussed diversity and inclusion.

Our Berlin office hosted a session with German actor André Dietz, who gave insights into one of 2022's most special TV projects. The show, which featured 13 people with Down Syndrome who worked for one month in a restaurant under the guidance of a chef, was aimed at showing how much its participants could achieve with the necessary support.

During the show, Dietz, whose daughter was born with the Angelman-Syndrome, accompanied the participants both in front of and behind the camera, delivering his support and insights.

Christina Bock, Operations Director at MCI Germany, who attended the session, commented: "Andre's story made a huge impression on me. Nobody believed in the project, but by giving them trust and patience, the participants were able to create something they could be proud of ."

Breaking the Bias on International Women's Day

To celebrate International Women's Day, we joined the #breakthebias 2022 campaign and asked some of our talents from across the globe to tell us how they play their part in overcoming gender stereotypes.

The campaign brought talents together from across all our agencies to form one international force for solidarity, letting all our talents know that mci group is a space for them to feel equal, valued and encouraged to thrive.

Using the best industry practices to make the NYWICI's Matrix Awards an inclusive event

Ashley Dowling, Director of Nonprofit Operations, MCI USA, brought her knowledge and experience as a deaf person and presenter at many deaf events to help a client create an event that would be inclusive for all.

For over 50 years, New York Women in Communications (NYWICI) has organised the city's largest organisation of professional women in the communications industry. With MCI talents, honourees, presenters, vendors and interpreters, Ashley Dowling developed and executed the strategy to make the backstage space, equipment, and award process inclusive, and manage the participants' expectations.

Learning & Development

Strategic objectives

- **MENTORSHIP PROGRAMME 'ELEVATE'**
  Enhance professional development, support talent growth and develop skills through our Mentorship Programme, "Elevate," available to all talents across business units and geographies

- **VIRTUAL GLOBAL ACADEMY**
  Provide talents with an opportunity to attend a diverse online learning event focused on industry trends, ways of working, well-being and professional development

- **DIGITAL UPSKILLING DNA FRAMEWORK**
  Boost the DQ (Digital Quotient) of Project Managers by evaluating current knowledge and skills using structured assessment and providing development resources to increase their digital proficiency

- **LEARNING ACCESSIBILITY**
  Provide equal opportunity and accessibility for all talents to 24/7, on-demand access to learning resources and tools to support their continuous development via a robust Digital Learning Ecosystem

Creating a learning culture; boosting performance

"At mci group, we want to create an environment with no boundaries as to what talents can learn, and no cap on personal growth."

Avinash Chandarana,
Group Learning and Development Director

Key highlights 2022:

MENTORS PROGRAMME — KPI RESULTS

REGISTRATIONS

116 talents

90 mentees, 64 mentors

AVERAGE RATING SESSION

3.87/4
Mentees

3.81/4
Mentors

166 hrs
Total hours of mentoring completed

GLOBAL ACADEMY — KPI RESULTS

640 talents
Attendance

30
different sessions aligned to our 2022 MWB

102 minutes
Average time per talent spent on learning during Academy

DIGITAL UPSKILLING — KPI RESULTS

340
Number of project managers that completed the DQ self-assessment

56 > 66
Global Digital Quotient Increase from 56 > 66 (2021 to 2022)

LEARNING ACCESSIBILTY — KPI RESULTS

DIGITAL L&D ECOSYSTEM

651
Number of talents actively learning through MindTools

40 days 60 hrs 10 mins
Total time spent in MindTools resources (Learning hours in MT)

1,947
Number of talents actively learning through Switch

1,657
Total talents that completed our two compliance courses (Data protection trianing and cyber security training)

ONLINE SESSIONS

33 hrs
Number of hours of online sessions delivered

112 talents
Talents that attended at least one online session

3,696 hrs
Total hours received

MCI INSTITUTE: EMPOWERING TALENT AND ORGANISATIONAL SUCCESS

The business landscape that we work in today is in constant flux. If organisations aim to engage with their talents, and enable them to grow and advance their careers, a dynamic learning and development programme is essential.

At mci group, we are committed to creating a culture of nurture and continuous learning that equips our talents, and our organisation, with the tools for success.

At the heart of this culture is the MCI Institute, our global learning centre of excellence, which focuses on providing accessible learning pathways, resources, and a range of development opportunities for all.

And, whilst these formal learning initiatives, which include global academies and live webinars, are essential, we also recognise the significance of informal and human-centred exchange, such as mentorship, community, feedback, and on-the-job experience.

Our comprehensive digital learning ecosystem augments the institute, and the work-lives of our talents, providing equal opportunities, and access to learning resources, premium content and organic learning communities for employees in any location, at every level.

Together, mci group can learn to shape a more sustainable future, where our talents possess the skills and knowledge to navigate an ever-changing world and create a positive impact within and beyond our organisation.

SUPPORTING TALENT'S CONTINUOUS DEVELOPMENT THROUGH A DIGITAL ECOSYSTEM

Strengthening our Digital Learning Ecosystem ensures equal access to valuable learning opportunities for all talents, regardless of location, role or seniority.

With access to premium educational content via Mind Tools, interactive online sessions led by experts, and learning modules hosted on our Learning Management System (LMS) 'Switch,' our talents are empowered to expand their knowledge, acquire new skills and stay updated on industry trends without physical or geographical boundaries.

FOSTERING DIGITAL AGILITY THROUGH CONSISTENT DQ ASSESSMENT

Building upon our 2021 foundation, the Digital Native Framework (DNA) has evolved to focus on our project managers' top three job priorities and the specific digital skills they need to effectively pursue them.

As part of the programme, Project Managers' digital acumen is measured using the Digital Quotient (DQ), which enables us to adapt our strategy based on local office data.

Continuing to track progress and enhancing our digital skills quotient remains a crucial objective in realising our H2025 vision. It not only strengthens our credibility with clients, it also helps align MCI Institute's efforts with the company's strategic goals, and sets all of our talents up to help shape a more sustainable tomorrow.

The ever-changing digital landscape and our organisation's specific needs will drive the DNA framework's evolution. By staying adaptive and responsive, the framework will continue to empower our talent with the digital skills and mindset necessary to thrive in the digital era.

BUILDING STRONG CONNECTIONS & FOSTERING GROWTH THROUGH MENTORSHIP

In 2022, MCI Institute's 'Elevate' Mentorship Programme expanded its capabilities in supporting our talents' professional development and growth.

We introduced a dedicated online platform that uses AI for effective mentor/mentee matching, and to assist participants in preparing, capturing feedback, and rating the value of their meetings.

The platform also provides valuable data on participants' goals and desired skills for development, enabling us to align our educational programme with specific participant needs, increasing its effectiveness and potential to provide growth.

In total, over 200 talents benefited from the programme, with 78% of the 60 pairings successfully completing the 6-month cycle, reflecting the overall commitment of mentors and mentees.

Looking ahead, we aim to build on the positive impact that mentorship has on our people, and Elevate will continue to play a vital role in our talent development initiatives.

Stories on learning and development

#KeepMovingForward through Virtual Global Academy

The business landscape that we work in today is in MCI Institute's 'Virtual Global Academy,' is a live, three-day online-learning event offering live sessions on diverse business, industry, and personal development topics.

This immersive experience sees experts from both within mci group, and from the wider marketplace, sharing their wisdom and empowering our talent with valuable knowledge and skills for professional growth.

In 2022, the academy saw great global engagement, with 640 talents from over 28 countries joining online to learn, share, and discuss. We focused on four key topics: Compete, focusing on client needs; Transform, focusing on our approach to stakeholders; Look Far, centred around evolving our solutions portfolio; and Be Curious, emphasising the importance of nurturing growth mindsets to shape the future.

Moving forward, Academies will continue to serve as a means of building community within our organisation, keeping us up to date with developments in our industry, embracing our core values, and advancing our strategic vision.

Protecting our people & assets

Strategic objectives

1. Every year, 100% of projects are assessed through our audit tool (ESST)

2. Every year, 100% of Duty of Care obligations (protecting our talents for risky travels) are completed

3. Maintaining our ISO 27001 (information security) and ISO 27701 (privacy information) certifications

4. Maintaining an 80/100 score in office safety for every audit we perform every 3 years

5. 100% of Managing Directors are trained for operational crisis management every 3 years

6. Our group mental health strategy will be created and implemented for all the offices by the end of 2024

Key highlights 2022:

● No work-related injuries and/or fatalities and/or notifiable incidents with our employees in 2022.

● We created a health and safety game that teaches our teams to evaluate risks and take appropriate measures

● A specific IT risk assessment has been added in 2022 to our annual risk management process

"Security has become an essential and integrated part of our processes. Through a firm grasp on our security procedures, we can preserve business as usual, whatever challenges arise."

Emmanuel André,
Group Health, Safety & Sustainability Director

Safety

At mci group, the safety of our talents, clients and attendees is the highest priority. Over the years, we have worked towards a rigorous and proactive approach to risk management, building a robust safety culture that involves all our stakeholders.

OUR SAFETY AND SECURITY STRATEGY

Our safety and security strategy covers risk analysis, business continuity and crisis management. Over time, we've gradually embedded this strategy in our processes, and refined it with increasingly efficient tools.

Our safety and security program consists of 45 health and safety coordinators, and is managed by our group health, safety and sustainability director, Emmanuel Andre, a certified safety engineer.

Together, they ensure safe and secure operations for mci group talents and clients around the world.

Our strategy

- Safe working environments
- Client project assessments
- Duty of care
- Data & information security
- Business conintuity and crisis management

SAFE WORKING ENVIRONMENTS

Our offices follow security procedures that ensure safe and secure operations for our employees around the world. These include fire protection systems, first aid procedures and staff training.

We are pleased to report that there were no work-related injuries and/or fatalities and/or notifiable incidents with our employees in 2022.

CLIENT PROJECT ASSESSMENTS

Our events are assessed for security, data protection, duty of care and sustainability risk through our internal audit tool and security checklists.

Potential risks are managed locally or with our security experts' help. Our internal assessment tool, ESST (Event Safety and Sustainability Tool), assists us in this task.

To empower our teams to take their security into their own hands, we have also developed basic and advanced level training for our offices and staff.

To ensure this training is engaging and memorable, we even created a health and safety game that teaches our teams to evaluate risks and take appropriate measures.

DUTY OF CARE

We're dedicated to going the distance when it comes to protecting our teams, which means keeping them safe whether they're working at home, or abroad. That's why we have subscribed to Safeture services, which provide automated security alerts and safety information on users' smartphones while they are abroad. By hitting the SOS button, our talents can inform our group health, safety and sustainability director of an emergency so that assistance can be provided.

Additional procedures are in place for employees travelling to high-risk destinations, and appropriate measures are being taken to protect them from harm.

DATA PRIVACY AND INFORMATION

We understand that safeguarding vital information is key to a sustainable operation.

That's why, as well as having implemented a number of effective policies and technical controls to safeguard all information we collect, we are dedicated to complying with strict data protection regulations.

So that our procedures remain airtight and up to date, our group data protection officer and chief information officer regularly review our policies and standards in response to changes in our business, technology, infrastructure and regulations.

Our processes and systems are aligned with the European Union's General Data Protection Regulation (GDPR), ISO 27001 (Information security management systems) and ISO 27701 (Privacy Information Management System) certifications, ensuring that they're airtight and held to a high standard. We also organise training sessions for our talents and local referents.

In the last few years, as we've moved towards more virtual and hybrid solutions for our clients, we've made sure to adapt processes and policies accordingly.

CYBERSECURITY

We're incredibly proud to announce that in 2022 we earned the ISO27001 (Information security management systems) and ISO27701 (Privacy Information Management System) certifications.

These certifications and methodologies ensure that our data and talents are protected, and that our teams are equipped to complete the necessary actions to protect our data.

As part of our onboarding program, we provide IT security training for new talents joining the group, making sure that we have a participation rate above 80%, and we run regular awareness campaigns on fraud and phishing alerts across all our agencies.

To ensure that teams can remain in the know, we also make all policies and best practices readily available at any time on our intranet. We even created an IT Charter that every talent must sign, so that we can maximise security and awareness as early as possible in the recruitment process.

BUSINESS CONTINUITY AND CRISIS MANAGEMENT

We've developed and implemented our own business continuity plans to ensure our leadership is always equipped to deal with a crisis. As part of this plan, we test and train our leadership teams and project managers with crisis management live exercises several times throughout the year.

This provides them with the tools needed to perform an advanced business continuity and crisis management plan in case of an emergency.

NURTURING WELLBEING AND MENTAL HEALTH

We value our talents above all other assets, which makes their mental health, wellbeing, and happiness a key concern for mci group.

Our 2022 talent engagement survey identified that 72% of our talents feel that, overall, they have a good work-life balance, and 85% say that their manager cares about their well-being. However, some reported struggling with managing their job responsibilities in a way that enables them to lead a healthy balanced life.

When analysing our survey results by demography and job roles, it became apparent that some teams (mainly operational and client-facing) were under increasing pressure. This is partly due to the fact that, between an increased volume of projects post-pandemic and the difficulty of hiring, some teams were understaffed.

To ensure that we're positioned to support our employees through these pressures, we plan to conduct a more in-depth survey on our well-being and mental health practices to better understand our talent's needs and where we need to improve our strategy.

Whilst we strive to improve the case-by-case care for employees who are struggling, we're also committed to providing free, unlimited access to digital mental health resources for all our talents. In addition to hosting dedicated mental health resources on our intranet, this year, we conducted webinars in which we shared tips on healthy living, balanced lifestyles, staying active and coping with stress.

Our agencies also continued to implement various local initiatives to support our talents, such as Wellness week, telehealth or digital health services, mental health counselling or psychological support via external experts, which amounted to nearly 4,000 hours of training, coaching or support offered to our talents.

FLEX WORKPLACE — NEW WAYS OF WORKING TO DO OUR BEST WORK

We believe in providing our teams with the freedom to move beyond boundaries and create, collaborate and enact change with fluency and ease. This means empowering talents to be able to work however they want, wherever they want, according to their needs, and the demands of their ongoing projects.

Whilst we stress the necessity to comply with local labour laws and job-specific requirements, we do not want to enforce any specific policies regarding flexible working. Instead, we offer local teams a set of guiding principles to help them thrive in the new world of work, which include:

1. **Teamwork:** most of our work requires teamwork; therefore collegiality, equity and the well-being of each team member should be the first criteria to define a work style and maintain connections and team spirit.

2. **A home away from home:** we will maintain physical offices as work and community gathering places. These spaces will always be available without limitations to anyone who wishes to work from our "home".

3. **Supporting one another:** all talents should commit to regular face time with their team to build connections and camaraderie, share knowledge, and contribute to building a high-performance culture.

Stories on protecting our people and assets

The Mind over Miles (MOM) Challenge

This year we went bigger and better with our group health challenge. For one month, talents were encouraged to be more active using a step-tracking app, a goal designed to combat the challenges faced by an often-sedentary work style which has been exacerbated by distance working.

The objective of the challenge is to promote physical activity, team spirit and well-being in general, as well as to assist in the creation of connections among our talents through a fun and inspiring experience.

In 2022, we were pleased to see a total of 502 talents actively participating in our challenge.

Well-being week in France

In November 2021, our colleagues at MCI France took care of their health with a "Well-being week".

The MCI France team launched a "Well-being week" to take care, not only of their health, but also of the planet. The programme included:

- Meditation and Sophrology
- Massage
- Running
- Anti-stress food

And for the planet: a "Clean Walk" together with Hilton Paris employees to pick up trash throughout Paris!

Responsible consumption & production

Strategic objectives

1. 100% of our client proposals include an environmental / carbon tracking approach by 2024
2. 100% of our client proposals include a social approach by 2024
3. Supply chain assessment approach and guidelines ready by 2024

Key highlights 2022:

- 80 client projects about sustainability or with an integrated sustainability approach
- 3 Net Zero Carbon events
- Launch of Sustainable Events Guidelines with best practices to design our client projects

We understand that, through the choices we make as a group, we have the power to reform not only our sustainability practices but also those of our suppliers, clients and friends. We are committed to bringing sustainability to the centre of our client value proposition, and engaging with our industry to drive positive change.

"Ask hard questions. Find the best answers. Lean on your colleagues to learn what they know. Share what you've learned with others around you. By working together, we can shape the world in a way that works for everyone. A better future can happen one step, and one collaboration at a time."

Oscar Cerezales,
Chief Strategy Officer

CREATING RESPONSIBLE EXPERIENCES

We strongly believe that sustainable experiences have a better outcome for our clients and deliver a positive impact far beyond the event.

Over the years, we have consistently proven that, by embedding sustainable thinking in everything we do, we can improve efficiency, quality and participants' experience and simultaneously accelerate innovation. This holistic approach to sustainable event management can reduce costs, improve environmental impact, strengthen brand reputation and leave a lasting social legacy within communities.

Using the design-thinking model, we identify and define our clients' sustainability commitments, business objectives, and attendees' needs and expectations, and devise progressive strategies to support them in achieving their mission.

SUSTAINABLE PROJECT JOURNEY

Our sustainable process has been created with collaboration and clear objectives as the main focus. This means that you will have meaningful and measurable data as a result of working with us.

OUR APPROACH: INTEGRATING SUSTAINABILITY FROM THE START

- Sourcing suppliers that integrate social and environmental practices across their operations.
- Rethinking the engagement approach: in-person/virtual/hybrid/hubs
- Involving our clients in the design process and understanding their sustainability commitments and ambitions
- Understanding the audience and their expectations
- Maximising location-specific opportunities for in-person projects

OUR RESPONSIBLE EXPERIENCE MODEL

Whilst every project is different, and there is no "one fits all" approach, we have developed a practical 5-part model to ensure sustainable environmental impact, positive social impact and diversity and inclusion are a central part of how our projects are organised.

In addition to these five areas, we also conduct regular materiality assessments — meaning we're not only integrating what we think is right, but also what is most important to our clients.

CREATING RESPONSIBLE EXPERIENCES

1. RETHINK	2. REDUCE	3. CHOOSE	4. ELIMINATE	5. HELP
• Design accessible and inclusive experiences: communication, venue, food, speakers, transport • Seek new technology and solutions • Digitalisation and gamification • Collaborate with partners and suppliers	• Food consumption and event waste management • Collateral material and merchandise (Giveaways) • Resource intensive substances • Transport • Water usage	• Certified suppliers • Eco-friendly signage and material • Fresh, local, seasonal produce (organic when possible) • Fair trade and cruelty-free options • Energy-efficient alternatives	• Disposables and single-use items • Hazardous chemicals • Unethical business practices (child labour, discrimination, corruption, human trafficking)	• Source locally and engage with local communities • Leave educational legacy • Donate time, materials and resources • Measure and report your impact • Offset emissions to support development

On the environmental front, we are currently launching a new solution to help our clients measure the impact of their projects and reduce the environmental impact at live, hybrid or digital events.

The goal is to measure where the highest emissions sources lie, and work together to reduce them and provide options to offset what can't be reduced. We are launching and rolling out 2 new tools in 2023 to help us do just that.

Ultimately, we aim for 100% of our client proposals to include an environmental / carbon tracking approach and a social approach by 2024.

EMPOWERING OUR TEAMS

We strive to ensure our teams are ready to hit the ground running when it comes to building sustainability into all that they do.

In 2022, we launched our Sustainable Events Guidelines to support this goal. This detailed document provides a comprehensive set of best practices for designing and executing sustainable client projects.

We have also developed specific guidelines and training focused on diversity and inclusion to assist our teams in creating inclusive experiences.

Last year, we delivered 80 client projects that focused on sustainability or that incorporated sustainable practices, including three Net Zero events.

A HOLISTIC APPROACH TO INTEGRATING SUSTAINABILITY: OUR SUSTAINABILITY STRATEGY FOR ASSOCIATIONS

Associations are uniquely positioned to directly impact sustainability through their own operations and business practices, whilst also amplifying the positive impact of their members.

Through core programmes, initiatives, and product development, associations can empower individuals and organisations worldwide to follow their guiding principles and codes of conduct and affect meaningful, long-term sustainability.

Here's how our association sustainability strategy works:

CAPACITY-BUILDING & EDUCATION

Continuing professional development, accreditation programmes, and industry-wide standards are at the heart of most professional and trade associations. These initiatives focus on skill-building, competency and capacity, and on-going training can be a critical tool in addressing sustainability challenges

BEST PRACTICES AND QUALITY ASSURANCE

Many associations are developing specific certification programmes to address and promote sustainable practices in their industry, sector, or profession

TECHNICAL STANDARDS & SPECIFICATIONS

Through codes, standards, guidelines and specifications, associations can help individual members and member companies understand and improve the practical implications of key sustainability issues. These measures also underwrite and stimulate best sustainable practices.

BENCHMARKING & RESEARCH

Associations can conduct and publish research that encourages members and customers to reach the highest levels of performance — and also holds them accountable. Benchmarking reports are an effective tool to help monitor and measure continuous improvement and traction toward the SDGs.

INFORMATION & KNOWLEDGE SHARING

Associations already help members, member companies and other stakeholders — including government agencies — stay abreast of the latest trends and innovate. They sometimes choose to focus enhanced knowledge sharing around specific SDGs, including providing practical tools, examples, and case studies.

CODE OF CONDUCT

Ethical standards, codes of conduct, and operating principles are a foundational element of professional and trade associations. They can be used to help implement best sustainable practices among members, customers, and the entire industry or profession.

ADVOCACY & PUBLIC AFFAIRS

Associations play a strong role as a trusted and representative voice of their industry or profession. The collective voice of members and customers cam influence governments and policy development toward effective change that advances the SDGs.

PARTNERSHIPS & AFFILIATIONS

One of the most impactful ways associations can address the long-term goals of the UN's 2030 Agenda for Sustainable Development is by forming partnerships with relevant organisations, agencies, and institutions to accelerate change and tackle specific challenges.

CREATIVE TECHNOLOGY

With Dorier, our audiovisual experience designers, we continuously seek new solutions to help our clients engage and activate their audiences while reducing the carbon and waste footprint during events.

A brand new world

NFTs (non-fungible tokens) appeared in 2017. They are tamper-proof decentralised digital certificates which have gained fame because of their appropriation by the art world. Although these new technologies are currently in the media spotlight, they represent only one brick of a much larger technological movement, crystallised under the marketing term "Web3", which includes a monetary system (Bitcoin), an economic system (DeFI), a property system (NFT), a governance system (DAO), and an identity system (DID) all at once. This technological revolution invites us to rethink the entire digital strategies and business models of the future, including de facto the event industry, which has henceforth become experiential and memorial.

Gaming

This web3 environment opens the way to new neo-media experiences and creations by developing around a booming sector: video games. This sector, which today represents more than twice the economic weight of music and cinema combined, is seizing on virtual concerts that can, as in 2020 with Travis Scott's concert, bring together up to 12.3 million spectators in a single location.

Multi-site events

Multi-site events are the most efficient way to connect multiple cities and make a dispersed audience feel they're living the same experience simultaneously. By strategically selecting the locations of event hubs, we can offer alternative destinations which drastically reduce carbon emissions and considerably shorten travel time for event participants.

Humagrams

If you are looking to wow an audience, Humagrams (speaker holograms) are a great option. Capable of "beaming in" anywhere in the world for two-way interactions with the audience, they can be pre-recorded or filmed live from another location. In addition to offering innovative and engaging opening, closing and educational sessions, they transcend time and geography, decreasing carbon emissions by avoiding long-haul flights and scheduling conflicts.

DIGITAL MARKETING WITH KABLOOM

Kabloom:
Exceeding a global climate change virtual conference's registration target by 145%

After a successful 2021 campaign for a leading global financial organisation, we were asked to continue work for their 2022 conference on climate change. In.2021, the organisation was affected by the global COVID-19 pandemic and needed help driving registrations, so we used our extensive research, data insights and GDPR-compliant databases to help them create the first-ever virtual edition of the event.

We provided a digital advertising campaign, ad design, and website/landing page content consultation and guidance. This enabled us to attract more attendees than ever before, meaning we were able to exceed our registration targets by 145%.

CLIENT SATISFACTION MEASUREMENT PROGRAMME

Our client satisfaction measurement programme not only helps us ensure quality, it also enables us to evaluate the success of our sustainability programmes in the eyes of our clients.

By regularly analysing performance and making the required organisational and procedural changes, we can ensure that we remain aligned with our clients' expectations and sustainability strategies.

NET ZERO CARBON EVENTS

2022 CLIENT SATISFACTION RESULTS:

Our client satisfaction measurement programme not only helps us ensure quality, it also enables us to evaluate the success.

83% of our clients who completed the survey agreed that our services met their expectations

95% considered the relationship with our company as excellent or very good

69 A Net Promoter score of 69 was achieved.

ENGAGING WITH THE INDUSTRY TO DRIVE POSITIVE CHANGE

With a 35+ year proven track record and an agency network that spans the globe, we strive to extend our influence beyond the field of sustainable events and act as a mouthpiece and platform for the sustainability industry itself.

In line with SDG #17 "Partnership for the Goals", we have taken an active role in encouraging clients, partners, suppliers, competitors and governments to adopt a higher standard of sustainable business practices within the industry.

Here are some of our initiatives:

- Our agency MCI has signed the Net Zero Carbon Events Pledge, an industry initiative to address climate change, and sits on the board committee and in the task force to help construct an industry-wide roadmap towards net zero by 2050

- mci group, with leading event industry organisations IMEX, European Cities Marketing ICCA and ICCA's Scandinavian Chapter, launched the Global Destination Sustainability Movement. This collaborative platform promotes the sustainable growth of international meetings and events destinations, highlighting best practices and responsible business tourism

GLOBAL DESTINATION SUSTAINABILITY MOVEMENT

- Since 2007, mci group leaders have delivered hundreds of keynote sessions and workshops on sustainability, inspiring change and better business practices, reaching more than 39,400 people in the events industry

- mci group experts are involved in developing learning resources, standards and/or sustainability initiatives in the events industry, such as the events industry sustainability principles (by the Events Industry Council), of which mci group is a launching signatory

Finally, mci group representatives occupy prominent positions within event industry associations or local convention bureau sustainability task forces, enabling us to share our sustainability vision and knowledge, and collaborate with a broad audience.

Key global associations we belong to include:

- ABPCO (Association of British Professional Conference Organisers)
- The AMC Institute
- AGES (Association of Global Event Suppliers)
- ASAE (The Center for Association Leadership)
- AV Alliance
- CRN (Congress Rental Network)
- ESAE (European Society of Association Executives)
- FICP (Financial & Insurance Conference Planners)
- GSTC (Global Sustainable Tourism Council)
- GMIC (Green Meeting Industry Council)
- IAPCO (International Association of Professional Congress Organisers)
- ICCA (International Congress and Convention Association)
- INCON
- ISITE (International SITE Foundation)
- JMIC (Joint Meetings Industry Council)
- MPI (Meeting Professionals International)
- PCMA (Professional Conference Management Association)
- SAMA (Strategic Account Management Association)
- SITE (Society of International Travel Executives)

SUPPLY CHAIN MANAGEMENT AND PROCUREMENT

Supply often lies at the foundation of successful audience engagement. However, when organisations are looking to procure the right materials, it is vital that they do so with far-reaching care and due diligence to protect the planet and its most vulnerable communities.

At a strategic level, our supply chain is managed by our global procurement teams, who work hand in hand with our group sustainability team. Each agency has a procurement responsibility in line with our Code of business conduct, which helps to keep our operations as sustainable as possible at the supply level.

Our supplier code of conduct outlines our minimum expectations in terms of labour practices (such as discrimination, decent work and health and safety), human rights (including child or forced labour), ethical matters (anti-bribery and corruption) as well as environmental commitments.

We expect all our partners, suppliers and subcontractors to adhere to and support this code, which is why it is an integral part of our vendors agreement, and all our suppliers must sign.
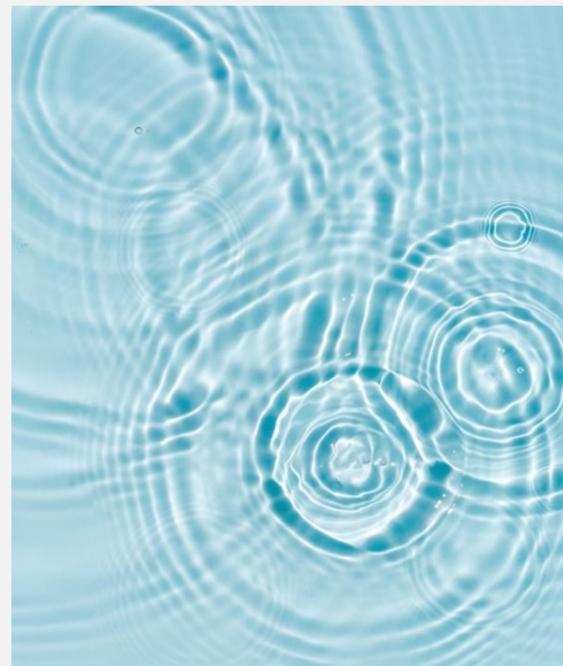
Scale of supply chain

In 2022, we spent €+300 million on third-party suppliers to manage client operations. This does not factor in the indirect spend on behalf of our clients, wherein we were acting as an agent.

Pre-Covid-19, our largest category of procurement was hotels, which accounted for more than half of our total spend. Venues, food, audio-visual, transport, temporary staffing, décor and destination management services made up the rest.

In 2022, with the shift to a more digital experience, our largest spending categories were for audio-visual and production services and digital solutions and platforms.

Supplier engagement

Suppliers are increasingly committed to environmental and social best practices which, in turn, helps us to deliver more sustainable projects.

However, there's always more to be done. To ensure that the supply process is constantly being refined, we continuously engage with our suppliers and partners to define how we can accelerate improvements across the value chain together.

Assessing performance

An initial assessment of our suppliers is done through our internal event audit tool. Further evaluations of supplier compliance against our code of conduct are then conducted on both random and specific bases.

Our local and group procurement teams are also provided the tools to evaluate performance independently. For high-profile events, our group sustainability team may be involved to assess and audit performance.

We have identified supplier assessment as an area where we need to improve and create more rigorous procurement processes. An audit task force, consisting of our group data protection, risk & compliance officer, our global procurement manager, our group sustainability team and one member of our executive team, will work on an audit approach that will cover: risk and financial analysis, data protection, information security system, ethics and social and environmental criteria.

Stories on responsible consumption & production

ESCRS Sustainable event

The ESCRS (European Society of Cataract & Refractive Surgeons) promotes education and research in the field of implant and refractive surgery and ophthalmology. MCI Switzerland (PCO) together with MCI UK (AM&C) and Kabloom (for the digital marketing aspects) organised their 40th Annual Congress last September in Italy gathering over 13,000 delegates. Setting the vision for a better future, sustainability was an essential part of the congress.

The strategy

A sustainability team was formed with the congress' stakeholders to co-create a strategy and implement a bold operational action plan called "Mission Zero". Aligned with the UN Sustainable Development Goals and with 4 main goals, here is the strategy that was defined:

Mission Zero is ESCRS commitment and plan to integrating social and environmental sustainability into our society, its events and activities.

CATALYST	EXEMPLAR
Inspire our memebers to improve the Unvironment and Social sustainability of opthalmic healthcare care	Lead by example by innovating and improving the sustainability of ESCRS operations and practices

Our Goals

Content	Climate Action
Inspire action about sustainable opthalmic care	Net Zero Carbon Emissions
Circular economy	**Diversity Equality Inclusion**
Zero Waste to Landfill	Socially Responsible

Our Principles

Design out waste, emissions and pollution	Keep materials and products in use	Switch to more sustainable materials
Regenerate natural systems	Design for inclusiveness a nd diversity	Improve participant event experience

Key achievements

By embarking all stakeholders in their approach (participants, exhibitors, sponsors, organisers and suppliers), they were able to implement a number of impactful initiatives:

Communications & Engagement: Developed a sustainability communications campaign to engage, inspire and educate delegates: website, emails, social media; Onsite: Sustainability Wall about sustainable practices at the congress and beyond; Exhibitors' engagement: exhibitors guide and Sustainable Exhibitor Award won by Johnson and Johnson Vision.

Material: Badges, pins and lanyards recycled for future events; ESCRS reusable water bottles and water stations connected to the drinking water system at the venue; Advanced recycling system of paper, glass, plastic & cans, compost and food waste.

Food & Beverages: No red meat served on the entire congress; 60% locally and regionally sourced ingredients; Healthy, climate-friendly, vegetarian and vegan options; 90% compostable packaging

Carbon emissions: The congress' carbon emissions were measured using the TRACE tool. After reducing the congress' emissions as much as possible, 12,000 tons of unavoidable emissions have been offset through Climate Impact Partners and three projects that:

• Provide clean and safe cooking and water systems to isolated communities

• Increase well-being and eye health by reducing smoke inhalation and air pollution

• Provide renewable energy solutions that protect the local environment and offer communities affordable and reliable energy access.

In addition, 6,723 participants have offset their travel.

2022 International Cooperation Forum

The Swiss Confederation organised the first International Cooperation (IC) Forum on climate change in Geneva from 31 March to 1 April 2022.

The IC Forum gathered experts from the fields of academia, business, politics and civil society to find ways out of the climate crisis. **MCI Switzerland** worked hand in hand with **Dorier** and **logos** teams on this event, hosted by the President of the Swiss Confederation, Ignazio Cassis.
The Swiss Federation was committed to integrating sustainability into the entire life-cycle of the online and offline event design and execution. Our teams partnered with the Global Destination Sustainability Movement and key suppliers to develop a sustainability strategy for the event and measure, report and compensate the carbon footprint of the Forum, to make it **CO2-neutral**.

The teams worked with all suppliers and subcontractors right from the signing of the contract, advising and monitoring them to guarantee a CO2 optimised service or delivery of goods. The unavoidable emissions are compensated by the Resource and Environmental Management of the Federal Administration (RUMBA).

The following common opportunities and focus areas were identified:

WASTE
Produced 0.5 Metric Tons of waste

Equal to average weight of 1 year old baby elephant

CARBON EMISSIONS
Produced 45.42 Metric Tons of carbon emissions

Equal to annual footprint of 4 Swiss residents

FOOD
45% of food served was organic 70% was vegetarian or vegan

Total food emissions 1.76tCO2

FOOD
Sourced 90% of food locally

within 160km or less

Make event CO2 Neutral

Reducing waste and carefully monitoring recycling

Support LOCAL BUSINESSES
Supporting local communities & business

CO2
Measuring carbon emissions

SALAD
Offer healthier and more responsibly sourced food and beverages

Ensuring sustainability awareness and showcasing results to all stakeholders

Increase awareness and engagement to enable behaviour change

THE INTERNATIONAL COOPERATION **FORUM**
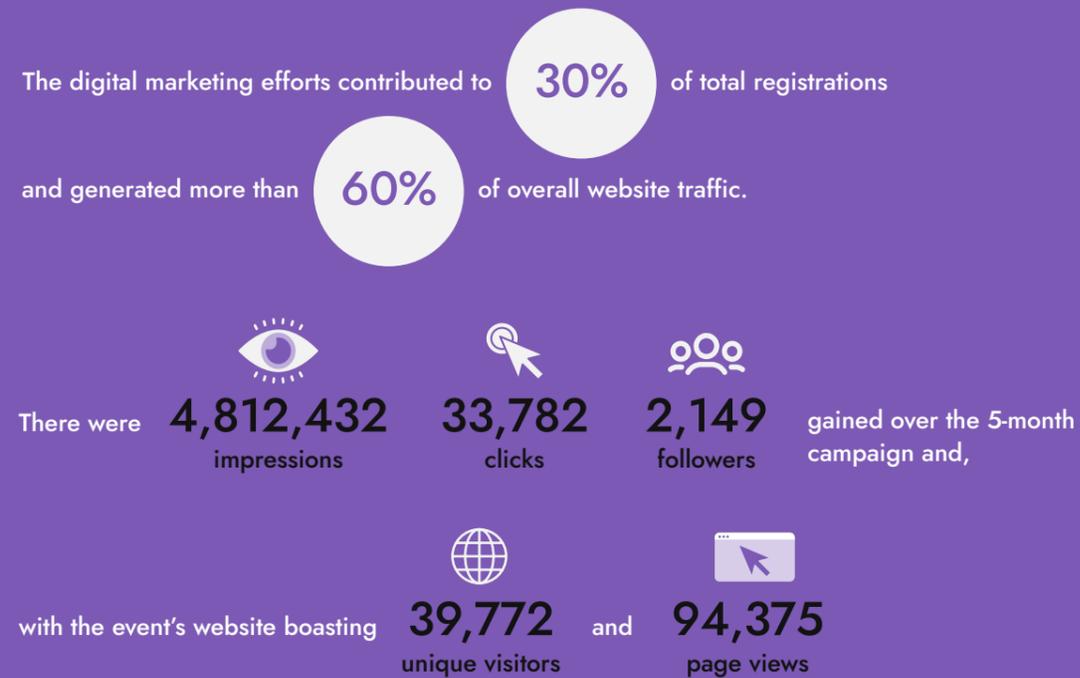
FOR **THE PLANET.**
FOR **THE PEOPLE.**

A Forum for Global Challenge

On behalf of the University of Birmingham, our teams created a public-facing campaign for the Forum for Global Challenges, an inaugural event that brings together thought leaders in sustainability and equality, along with other academics, policymakers, NGOs, students and corporate leaders.

The campaign celebrated the connection between those taking part in the Forum and those around the world who need solutions. It adopted a dynamic and emotive tone of voice with calls to action, like the strapline "I deliver every day, now it's your turn".

Our teams also created a dedicated campaign for the Youth Programme, specifically targeting the forum's target audience of people aged 18-25. This campaign was promoted on the University of Birmingham TikTok channel and as part of the Forum on all social media channels.

The event was a collaborative mci group effort, with MCI UK coming up with the creative ideas to promote the event, the narrative and designs of the campaign, which built lasting brand recognition, and Kabloom using their expertise to promote and maximise it across all digital channels.

The digital marketing efforts contributed to **30%** of total registrations

and generated more than **60%** of overall website traffic.

There were **4,812,432** impressions **33,782** clicks **2,149** followers gained over the 5-month campaign and,

with the event's website boasting **39,772** unique visitors and **94,375** page views

MCI The Netherlands team helped plan the official opening of the <u>Energy Transition Campus Amsterdam</u> with Shell.

The Energy Transition Campus Amsterdam (ETCA) Opening Event celebrated the transformation of the Shell Technology Centre Amsterdam (STCA) into an open innovation campus, where researchers, engineers and entrepreneurs are welcomed to tackle the world's challenge for a cleaner energy future.

The team transformed the campus' atrium into a professional-looking studio, and the garden into an entertaining festival area. Health, Safety, Security and Environment (HSSE) and therefore, sustainability were embedded and showcased throughout all the organisational elements of the event.

Some of the key sustainability practices and achievements our teams implemented include:

- Worked exclusively with local suppliers only and businesses
- Suppliers followed the HSSE rules and regulations
- Encouraged the use of public transportation as much as possible
- Booth, stage and technical set up used reusable materials only
- Zero waste of materials
- Used inhouse digital signage only

- Used local ingredients only and menus made mainly of vegetarian products
- Reduced waste by ordering and serving food in the right quantities (based on registrations)
- Badges & lanyards produced with sustainable materials only and lanyards were reused on the campus after the event
- Digital communications only

MCI & Dorier Switzerland create climate neutral event.

MCI & Dorier Switzerland team guided a commodity trading company and long-term client in making their 20th-anniversary event carbon neutral for the first time.

After reducing the environmental impact of the event where possible, the team worked in collaboration with our HQ Sustainability Team and MyClimate to measure and report the carbon emissions created by the +600 guests, the venue, F&B, transports and material.

As a result, they decided to offset the 3308 tCO2 to fund the project Efficient Cook Stoves for Returnees in Burundi. The stoves are handed out in reception camps in Burundi by aid organisations. They have improved combustion, resulting in reduced household air pollution and its associated adverse health effects.

This first experience sparked further discussions with our client about creating a sustainability strategy for their future events. We will work with them to define a long-term sustainable approach to improve the emissions of their annual events with clear reduction targets before offsetting what is left.

First Global Challenge 2022.

Empowering the next generation to tackle the challenges we face as a global society.

In October, MCI Switzerland PCO, Meetings & Events and Dorier teams worked hand-in-hand on the FIRST Global Challenge 2022. This Olympics-style, international robotics competition sees each nation send a team of young people to build a robot and compete around one of the greatest challenges facing our planet.

For this year's edition, the theme was "Carbon Capture." It challenged 186 teams to capture and store carbon using robots. This challenge was designed to foster collaboration, diversity, imagination, courage and awareness among the youth.

mci group worked collaboratively across the event, with the MCI PCO team handling merchandising, registration, bookings, shuttles, accommodation, the MCI Meetings & Events team orchestrating the opening ceremony and the Dorier team managing technical production.

Kabloom: Exceeding a global climate change virtual conference's registration target by 145%.

After a successful 2021 campaign for a leading global financial organisation, we were asked to continue work for their 2022 conference on climate change. In 2021, the organisation was affected by the global COVID-19 pandemic and needed help driving registrations, so we used our extensive research, data insights and GDPR-compliant databases to help them create the first-ever virtual edition of the event.

We provided a digital advertising campaign, ad design, and website/landing page content consultation and guidance. This enabled us to attract more attendees than ever before, meaning that this year we exceeded our registration targets by 145%.

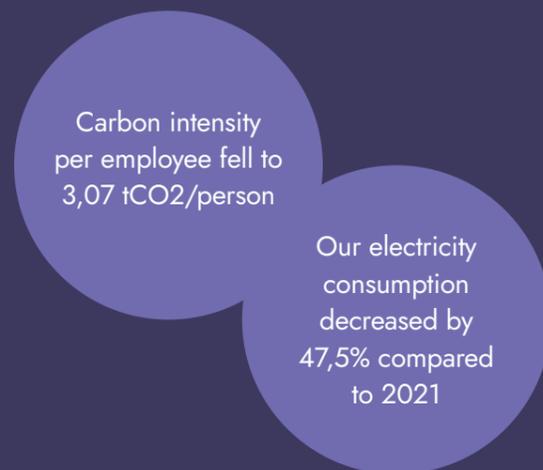| 55+%	9.8M+	42,939	145%
Total contribution to 2022 registrations	Digital ads seen for 2022 campaign	Potential leads to the 2022 event websites from ads	Exceeded 2022 registration goal by 145%

Environmental impact

We want to ensure that the legacy we leave behind is one of compassion, care and responsibility. At the heart of any sustainability strategy is the instinct to protect those assets that are far more valuable than any business asset could be: the planet, its people and the places they call home.

That's why we are committed to measuring and reducing our environmental impact and carbon footprint at every possible opportunity, so we can leave a legacy to be proud of long after our work is done.

Strategic objectives

1. Being Net-Zero Carbon in 2050 and reducing our GHG emissions by 30% in 2030 compared to 2019 for scopes 1, 2 and 3.

2. By the end of 2024, we will have a functional tool to track emissions linked to business travel.

3. By the end of 2023, group sustainable and safe office guidelines to transition and quantify impacts.

4. Every office has adopted a "company culture" action at the end of 2023.

5. By the end of 2024, an environmental approach will be systematically proposed to the client.

Key highlights 2022:

Carbon intensity per employee fell to 3,07 tCO2/person

Our electricity consumption decreased by 47,5% compared to 2021

MEASURING OUR CARBON FOOTPRINT

In order to affect lasting change, businesses must be an open book, and this is especially important in terms of emissions.

We believe that transparency is a bedrock for growth, which is why, for more than ten years, we've voluntarily reported all our emissions. Our commitment to transparency, accuracy and reliability has allowed us to gain a true perspective of where we're doing well and where we could improve, giving us the tools to work as a powerful actor in contributing to broader change.

OUR TOOLS AND PERIMETER

We aim to refine our measurement tools to be increasingly transparent, reliable and accurate. That's why, in 2022, we switched to a new carbon emission measurement solution. This new tool uses the Greenhouse Gas Protocol (GHG), which is considered the European carbon tracking methodology, as well as using emission factors from the French database, Base Carbone® by the ADEME (the French environmental and energy agency), and other certified databases.

Our new tool is certified by CDP (a not-for-profit charity that runs the global disclosure system for investors, companies, cities, states, and regions to manage their environmental impacts), the ABC (owner of the Bilan Carbone® methodology, the French equivalent of the GHG Protocol), and AICPA for data security and ISO compliance.

Concerning the reporting perimeter for 2022, we included the following three scopes:

Scope 1:
direct emissions from our vehicles fleet, and fuel emissions from stationary sources.

Scope 2:
emissions linked to our electricity consumption.

Scope 3:
travel, assets, waste, other fuel emissions, and purchased goods and services.

There are some limitations to the scope of our measurements this year, which will be corrected in next year's report:

- Waste emissions are based on international average

- Adding employee commuting to work.

Results

Category (EN)	2019	2021	2022	SCOPE
Direct emissions from mobile combustion units	Not measured yet	Not measured yet	38.52	1
Direct emissions from stationary combustion units	41	0	3	1
Indirect emissions linked to electricity consumption	961	280	145	2
Business travel	6631	1060	4156	3
Air business travel	6481	846	4072	3
Road business travel	100	202	52	3
Rail business travel	50	12	31	3
Capital goods	577	358	577	3
Fuel- and energy- related activities (not included in scope 1 or scope 2)	58	83	58	3
Purchased goods and services	245	3	21	3
Waste generated in operations	126	126	126	3

	2019	2021	2022	
TOTAL	8639	1910	5125	
Number of employees	2352	1545	1685	
tCO2/person	3.67	1.24	3.04	

Between 2021 and 2022, our carbon footprint increased significantly. This can largely be explained by the recovery of in-person events and our staff travelling to manage the projects.

In previous pre-Covid years, flights already represented 80% of our emissions. Therefore, whilst our carbon footprint appears to have nearly tripled, this is because we have returned to a pre-Covid activity level.

We also consumed a total of 1025023 kWh of energy, including an equivalent of 171620 kWh of fuel for our vehicles, 17567 kWh in gas and 835836 kWh in electricity. Therefore, our energy intensity is 608 kWh/ETP.

OUR EMISSION SOURCES PER SCOPE
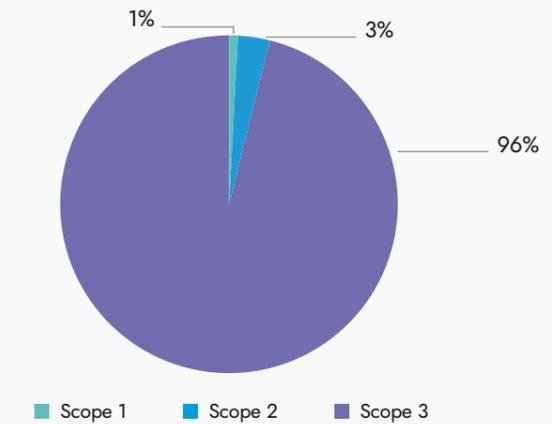
BREAKDOWN OF OUR SCOPE 3 EMISSION SOURCES
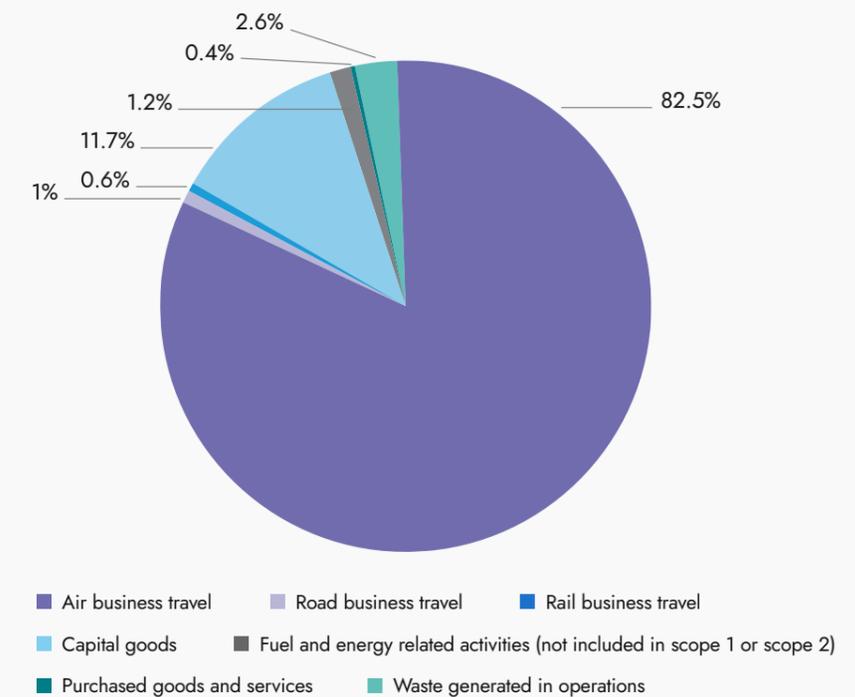
COMPARISON TO 2021

SCOPE 1

- Scope 1 represents 0.8% of our global emissions.

- Emissions from scope 1 increased between 2021 and 2022. This is because we started reporting direct emissions from our own vehicles fleet.

SCOPE 2

- Scope 2 represents 3% of our global emissions.

- Between 2021 and 2022, our electricity consumption decreased by 47,5%. This can be explained by the fact that in 2021, more of our events were done online, powered by our offices' electricity. As events shifted back to in-person, our own electricity consumption decreased.

SCOPE 3

- Scope 3 represents 96,2% of our global emissions.

- Business travel is responsible for 84% of the scope 3 emissions, and flights for 98% of business travel emissions. This means that flights represent 79% of our global emissions.

COMPARISON TO 2019

Global comparison

2019 was the most recent pre-Covid year. As for most companies in the events sector, Covid was a big hit, and we were led to downsize. This means that much of the general decrease in our carbon footprint can be attributed to several of our offices being closed, and it isn't easy to compare against pre-covid levels.

What can be compared is the carbon intensity per employee. In 2019, the carbon intensity per employee was 3,34 tCO2e/person. In 2022, this figure has fallen to 3,07 tCO2/person. We can explain this great difference because Covid led us to shift from in-person to online events more, reducing carbon footprint.

SCOPE 1

Pre-Covid, several of our offices used gas for heat. Multiple offices have now moved to more efficient, electrically heated buildings, therefore reducing gas usage.

However, direct emissions from vehicles were not measured yet, so we could not compare them. As a first approximation, we would say that business was similar in 2019 and 2022, and therefore emissions should be similar.

SCOPE 2

As there was a decrease in the size of the company, electricity consumption decreased as well.

SCOPE 3

As expected with a downsize, the number of flights decreased, and the emissions followed.

MITIGATING UNAVOIDABLE EMISSIONS

Over the years, we have taken significant steps towards reducing our carbon emissions by increasing our efficiency and encouraging our offices to optimise their operations for our Earth. Since 2017, we started mitigating our unavoidable emissions by partnering with Cool Earth, a non-profit organisation that works alongside rainforest communities to halt deforestation and its impact on climate change.

In 2021, we took the decision that all internal group-wide meetings organised for our management teams and talents are carbon neutral. We start by reducing the total footprint of the event by making the right choices and then mitigate our unavoidable emissions with Cool Earth.

Cool Earth is not a carbon offset programme per se. We decided to partner with them because their strategy of putting people first is aligned with our own core values. With Cool Earth, we are therefore able to offset our carbon emissions while helping to preserve indigenous culture and the people of the Amazon.

WHAT'S NEXT

As we look to the future of sustainability for mci group, we continually identify ways in which we can improve. One of the key ways we want to do this is by including mobility in our carbon footprint and measuring waste emissions more precisely.

We are also developing our capability to measure business travel more accurately, so that we can assess the percentage of travel emissions that result from our clients' projects versus our travel for our company operations. From there, we will be able to develop a global strategy to reduce our emissions.

With the transformation and evolution of our client solutions offer, we also expect overtime a reduction of our travel. In 2022, 50% of our projects were online marketing and engagement campaigns.

COOL EARTH

CARBON FOOTPRINT FOR OUR CLIENTS' PROJECTS

Connections and social interactions are an integral part of human life. Events are where people meet, celebrate, share and learn. Like many other human activities, large-scale in-person events are often accompanied by a significant climate footprint.

The average conference produces 1.89kg of waste per day for each attendee and 176.67 kilograms of CO2 emissions per person, according to MeetGreen. Over three days, a large corporate event could therefore contribute around 3,480kg of waste to landfill. A third of what is disposed of during an event is recyclable, and delegate travel accounts for almost 90% of its carbon emissions.

We want to accompany our clients in their sustainability journey and we feel it is our responsibility to propose more sustainable choices to reduce the carbon footprint of the projects we run on their behalf.

In 2023, we plan to launch two new tools to help measure, reduce, and, if needed, offset our client projects' carbon emissions. In order to ensure all our events are going above and beyond on sustainability, we are committed to integrating an environmental approach to 100% of our clients' proposals by the end of 2024.

RAISING AWARENESS ABOUT CLIMATE CHANGE

In order to inspire change, organisations need to nurture deeper discussions about sustainability and create a corporate culture of care.

By cultivating shared values and beliefs within our organisation, whereby the words and actions of our leadership demonstrate the importance of sustainability within mci group and beyond, we can educate and inspire positive action from our talents.

To further promote this corporate culture and infuse our teams with the will and means to fight climate change, as of 2023, we will ask all our offices to choose at least one "Corporate Culture Action" from our office sustainability guidelines (see below).

Lastly, through regular internal initiatives, we also raise awareness of what sustainability is to us, and what we do within our company to contribute to it. Some examples include:

- Sharing insights in The Beacon, our quarterly sustainability newsletter
- At group level: Sustainability onboarding for newcomers, regular webinars
- Face-to-face workshops or training organised by our offices
- One of our objectives is to train specifically Managing Directors, Human Resources responsible, and sustainability champions on sustainability, what it is to mci group, and what are the objectives and what is expected.

SUSTAINABLE WORKING ENVIRONMENTS

All our agencies are guided in the process of implementing sustainable office operations. Programmes include reducing energy and/or water consumption, sourcing clean energy, smart printing practices, using healthy and sustainable catering options for internal events, and recycling and/or banning single-use plastic.

In 2023, we plan to develop comprehensive office sustainability guidelines to support our agencies in this process further. These will include tips to improve their operations on environmental aspects, but also on diversity & inclusion and health & safety.

CERTIFICATIONS

Around the world, our offices ensure that they adhere to best practice sustainability processes. In many cases, our agencies have sought to have these processes validated, and their performance measured, through widely recognised certifications. A list of these instances can be seen below:

- Dorier, our audio-visual experience design agency in Geneva, in addition to existing ISO 9001 certification, is now also ISO 14001 certified. This standard certifies Dorier's effective environmental management system and highlights the agency's progress in reducing the environmental impact of its events and day-to-day operations
- MCI France and MCI Middle East are ISO 20121 (Event sustainability management systems) certified
- MCI Spain received the Biosphere certification, a private voluntary and independent certification system, based on the principles of sustainability and continuous improvement

As our sustainability practices continue to grow, more of our agencies are following the lead with the acquisition of sustainability certifications of their own.

DIGITISATION — THE CLOUD

Since the end of 2021, we have migrated and outsourced our servers to a cloud-based infrastructure to reduce our environmental footprint.

Our infrastructure and applications are now hosted on Microsoft Azure and Office 365, which are the best-in-class solutions in terms of sustainability. Microsoft has implemented energy-efficient technologies and solutions and commits to limiting the CO2e consumption of its data centres.

We have also been able to further reduce our impact by adopting collaborative digital tools such as Microsoft Teams, which connect our teams whilst reducing travel.

Best practices and tips on how to reduce our digital carbon footprint are regularly shared through internal awareness campaigns, training and are part of our onboarding programme.

In 2022, we earned the ISO 27001 and 27701 certifications, which certify an efficient security system and a data privacy management system.

"As a group, we turn to technology to increase efficiency and innovation wherever possible. Our use of cloud-based solutions allows us to reduce our carbon footprint and, whilst our Data usage is growing, we have launched a cleaning project to reduce our storage and control our emissions.

We continue optimising our infrastructure and implementing solutions such as AI, AR and VR to keep mci group as innovative as possible."

Edouard Duverger,
Chief Information Officer

Stories on environmental impact

Making a local impact by sponsoring a beehive

logos have been supporting local apiculture in France by sponsoring a beehive, exemplifying how the small actions our teams take can make a big difference. Logos now have their own sponsored hive, which features their logo.

Thanks to this simple yet impactful initiative, logos are helping to protect the honeybee population and the wider local ecosystem.

The team also received their personalised honey to give them an extra kick coming into the new year.

Dorier: Adopt a battery

Our Dorier Teams use an average of 10.000 batteries per year. That's about 833 batteries per month.

When running an event, the life cycle of a battery is very short, often lasting only a few hours. And, since we can't precisely determine the remaining energy levels of our batteries, our technicians must regularly change batteries in order to avoid a microphone failure. This means that most batteries are sent for recycling while they still contain energy.

With "Adopt a battery", Dorier is giving their batteries a new lease on life. Talents from outside the events team can enjoy fully charged batteries for personal use, avoiding unnecessary expenses. Dorier then collects the used batteries and makes sure they are efficiently sorted and recycled with their partners.

This approach is linked to Dorier's ISO 14001 certification process, and desire to apply and set up an effective environmental management system.

Governance

Strategic objectives

1. 100% or our talents have passed our internal business ethics test every 2 years

2. 100% of our talents with a procurement role or who sign supplier contracts are trained on key procurement & ethic topics

3. 100% of our new Managing Directors, Human Resources responsible and sustainability champions are specially trained on our sustainability strategy within 3 months of arrival

4. By 2030, 10 of our offices have a sustainable certification

5. 100% of our offices create at least one case study (2 for the 10 larger offices) every year showcasing sustainability integration on client projects

Key highlights 2022:

● We celebrated 15 years as a signatory of the United Nations Global Compact Agreement

● MCI Middle East received ISO 20121 in Sustainable Event Management

We understand that our culture can affect meaningful change far beyond our own agencies and ventures. That knowledge drives us to do better and grow further every day. That's why we are committed to building an ethical business culture, ensuring we conduct ourselves with honesty and integrity, driving positive change throughout our supply chain.

"As a signatory of the United Nations Global Compact, mci group does not tolerate bribery or corruption. We are committed to acting ethically in all aspects of our business, maintaining and improving the highest standards of honesty and integrity. It is part of our core values, and we firmly support international and local efforts to eliminate corruption and financial crime."

Sebastien Tondeur,
Chief Executive Officer

BUSINESS ETHICS

Our business ethics approach is based on the UN Global Compact framework, which we have been signatories of for 15 years. It is also guided by Transparency International's Guide — Business Principles for Countering Bribery. It consists of the following key pillars:

COMMIT
UN Global Compact call to action

In addition to our CEO's commitment, we signed the UN Global Compact Call to Action and are calling on governments to promote anti-corruption measures and implement policies that will establish sound governance systems. The call to action urges governments to underscore anti-corruption and good governance as fundamental pillars of a sustainable and inclusive global economy.

ASSESS
Compliance with best practices, laws and regulations

Following our business ethics risk assessment, the risk of corruption and bribery across our group was defined as low. Some of our offices are in countries with an increased risk of corruption, especially in projects with governmental organisations, and we will continue to monitor and assess these situations on a need basis.

In 2022, mci group received no fines or sanctions for unethical business practices and non-compliance with environmental or marketing & communications laws and regulations. We had no substantiated complaints regarding breaches of customer privacy and losses of customer data. No cases of discrimination or human rights violations were reported, no injury, fatality or notifiable incident for attendees or staff.

Finally, mci group does not make contributions to political parties or politicians.

Healthcare industry regulations and compliance

In addition to our standard event practices, the projects we organise for our clients in the pharmaceutical and medical device sector are bound by strict codes of conduct in compliance.

We adhere to the rules and guidelines laid down by IFPMA, EFPIA and MedTech Europe, and related respective regional and country codes. These rules cover activities such as commercial and medical publications, interactions with healthcare professionals (HCPs) and related hospitality through direct and indirect sponsorship, and give guidance for personal, virtual and hybrid engagements with HCPs and HCOs.

Our healthcare Subject Matter Experts and the respective Account Directors are responsible for the implementation and the training of processes and procedures to our talents and work closely with our ethics team.

DEFINE
Procedures and policy

Our **code of business conduct** sets clear ethical expectations for all our talents and agencies. Based on the UN Global Compact principles, our code expresses values and beliefs for conducting business responsibly and transparently.

Our policies and expectations are an integral part of our employee contract, and are shared with all new talents as part of our onboarding programme. So that our employees always have easy access to the relevant information, we have a dedicated "ethics" section on our intranet with our policies and guidelines, as well as training presentations on how to deal with ethics-related challenges.

The policies are assessed regularly by our group sustainability team and ethics council, collaborating with the appropriate shared service teams (finance, procurement, legal, HR). They must also be reviewed and signed off by the executive committee.

We strive for associate ventures, affiliate companies and preferred partners to adopt ethical standards that are consistent with our own. For acquisitions, our due diligence processes also cover ethical risks.

We apply our values to our supply chain through our **supplier code of conduct**.

MANAGE

Implementing good governance

Our advisory board, executive committee and group management team ensure the tone of good governance at the board level, applying the solid principles and values that provide the framework for how we do business.

The Ethics Officer is responsible for reviewing and responding to any compliance issues.

Escalation and whistleblowing procedures

mci group encourages reporting any suspected unethical, illegal, corrupt, fraudulent, or undesirable conduct involving our business and protects individuals who raise a concern without fear of victimisation or retaliation.

Reports of violations or suspected violations will be kept confidential to the greatest extent possible, consistent with the need to conduct an adequate investigation.

Our employees will not suffer demotion, penalty or other disciplinary action for reporting a concern, even if our company may lose business due to the refusal to do so.

When in doubt about a potentially unethical situation or the best course of action, employees, clients or suppliers can communicate directly with the local management team. If they are not comfortable speaking with their contact person, or not satisfied with the resolution, they can fill out a report on our external and secured platform or contact our business ethics team at ethics@mci-group.com.

As part of our 2021 Talent Engagement survey, we asked our talents "If faced with or if I see a harassment, discrimination or misconducts situation, I would feel most comfortable reaching out to", the vast majority of our talents ticked "my direct manager" and/or "my local HR responsible", only 2% would prefer to reach out to an external consultant.

Our talents trust their manager, which was confirmed again in our 2022 talent engagement survey with 86% of talents saying they trust their manager.

In 2022, we received zero reports from whistleblowers.

ECOVADIS CORPORATE SOCIAL RESPONSIBILITY ASSESSMENT

ecovadis

EcoVadis evaluates mci group's sustainability performance across four categories: environment, labour and human rights, ethics and sustainable procurement. Our sustainability policies, initiatives and results are analysed following international CSR standards, including the Global Reporting Initiative, United Nations Global Compact and ISO 26000.

EcoVadis assesses more than 90,000 companies in 200 industries throughout 160 countries. In 2021, we achieved an EcoVadis score of 56 out of 100 points, with a "silver" status rating.

56
EcoVadis score of 56 out of 100 points

Silver
EcoVadis "silver" status rating

We will continue to engage with our stakeholders and suppliers to increase our positive impact across everything we do.

We are currently renewing our assessment and results should be available by the end of July 2023.

Sustainability awards

We endeavour to champion and celebrate the positive impact our offices make through their achievements in sustainability.

Our annual internal Sustainability Awards recognise those of our offices that are leading the charge in creating change by concretely implementing sustainability into their day-to-day practices, on clients' projects, and in their local communities.

mci group donates €500 to each winning agency to support a charity programme of their choice.

We celebrate our offices' successes in the following categories:

Client Project of the Year

Recognising an office that has effectively implemented sustainability practices on a client project:

This year, we have two winners in this category:

Winner: MCI Switzerland for the ESCRS 2022 congress (European Society of Cataract & Refractive Surgeons) for the holistic approach to how sustainability was implemented at the congress.

Runner-up: MCI Germany who helped one of their clients develop an ambitious sustainable event management system to be used on all their projects.

Community Engagement

Celebrating the office that has created the best culture of giving back to the community.

Winner: MCI Brazil for supporting NGO "Talentos do Capão"

Supplier of the Year

Rewarding a supplier making a difference to people and the planet, with purpose-driven sustainability and social impact at their core.

Winner: Marriott International for their SERVE360 programme.

Leadership in Sustainability

Honouring an office's commitment to raising awareness and embedding sustainability into their day-to-day practices, taking office sustainability scorecard results into account.

Winner: MCI United Kingdom

Innovation in Sustainability

This year's special category recognises a highly innovative project:

Winner: MCI Canada for their Events for Change programme

Community & giving back

Strategic objectives

Corporate actions have the power to cause communities harm, or help to grow, evolve and enrich them. At mci group, we're committed to always championing the latter. We believe that, in giving our teams the tools to do more, we can bring this positive impact on global communities to life, which is why we want 100% of our talents to be provided with a full working day each year to take part in community outreach initiatives.

Key highlights 2022:

- € 3,376,513 directly or indirectly raised for charity or through our pro-bono work
- 1,909 hours volunteering
- 38 community projects

"We are proud to see how committed, creative and enthusiastic our talents are in making positive impacts on their local communities throughout the year. With the passion, dedication and expertise of our teams, we have the power to bring about change and truly make a difference."

Erica Fawer, Emmanuel André, Marine Mugnier, Group Sustainability Team

As part of our dedication to thinking beyond sustainability, we are committed to working together to build a vibrant culture of responsibility and care that generates value not only for our business, and for the planet, but for the communities in which we work.

It is through the commitment and creativity of our talents that we can make this happen.

Structurally, each local sustainability team is responsible for engaging their talents around an annual sustainability plan, including their chosen community outreach initiatives (based on affinity or local needs).

Our goal is that each of our agencies provides one full working day per year for community service activities to all of their talents.

USING OUR EXPERTISE FOR GOOD

On top of our community outreach programmes, we use our expertise and contacts to help organise charity events.

Non-profit organisations often do not have mci group's resources, expertise or purchasing power to stage major events to support their cause, meaning we are uniquely positioned to deliver impactful sustainability events on their behalf.

In addition to empowering communities and driving change, we believe that these opportunities provide an inspiring way for our talents to apply their skills — giving them a deeper sense of fulfilment and job satisfaction.

OUR ACHIEVEMENTS

Since 2010, our talents have invested more than 50,000 hours in community projects around the world, raising over €21.6 million.

In 2022, our agencies have continued to find meaningful ways to give back to the community. Collectively, we supported 38 community projects, and raised more than €3.3 million directly or indirectly for these programmes.

Supported **38** community projects

Raising more than **€3.3m** directly or indirectly for these programs

Stories on community and giving back

Healing communities through the power of communal cooking

For the past years, MCI The Netherlands team has been participating in the "Cooking in Another Kitchen" initiative.

This initiative is held at a homeless shelter in Amsterdam where people come to cook hearty meals for socially disadvantaged and isolated people. The cooking project offers these individuals a healthy, warm dinner and creates opportunities for them to reconnect and develop a sense of community and belonging.

Once again, our talents from MCI The Netherlands got hands-on in the kitchen, peeling and cutting onions and potatoes and cooking a stew and dessert for the guests.

MCI Spain and Portugal and the AO Team spread Christmas cheer with the Red Cross

For Christmas, the Spanish Red Cross offers new toys to children in the families they support.

Various donators contributed to this initiative by offering toys to the NGO, and our teams were keen to get onboard. MCI Spain & Portugal talents offered new toys to be donated to this programme.

Then, 19 talents from the AO Team, while in Barcelona for their "Christmas Kick-off", joined the Red Cross volunteers at one of the logistics centres to check and sort all the toys received (around 7 pallets in total). This meant checking that the toys were new, gender neutral and did not convey violence. They also helped the Red Cross go and pick up toys from supermarkets.

By working together on such an initiative, our teams not only grew a sense of comradery, they also made a meaningful impact on the lives of the children they were supporting.

2022 Swiss Red Cross Ball

On the themes of Oxygen, Water, Blood and Creativity, the 20th annual Swiss Red Cross Ball of Geneva was an astonishing success.

Once again, Dorier and MCI Switzerland collaborated to make this beautiful charity gala happen.

During the evening, CHF 1,035,050 (over € 1 million) were raised to support healthcare programmes for those in need in Lebanon and in Geneva.

In charge of the creation of the concept, MCI put together the artistic show and decor and managed the global coordination for the 570 guests attending this event. Dorier was behind all the technical production.

Congratulations to our teams!

ABOUT OUR REPORTING

STAKEHOLDER ENGAGEMENT AND MATERIALITY

The scope and issues covered in our sustainability report were selected based on the GRI standards reporting principles, the GRI boundary protocol, stakeholder input from our materiality assessment and ongoing trend analysis.

We take a precautionary approach to our sustainability strategy and report on issues that are material to our current and future business, and to our stakeholders. The pandemic was an opportunity to pause and define what we can/should do better, not only within our group strategy but also within our sustainability approach.

We already do a lot in terms of sustainability, but what can we do even better? To find out, we conducted regular materiality assessments to ensure our programme and initiatives are in line with our stakeholders' expectations and feedback.

STAKEHOLDER ENGAGEMENT APPROACH

Our process towards understanding key stakeholder issues and identifying our priorities follows eight steps, which we conduct as part of the reporting process:

- Manage and review key stakeholders
- Conduct surveys with key stakeholders
- Research trends affecting our business
- Review third-party research to understand global megatrends
- Conduct an internal risk assessment (by the group finance team)
- Assess all identified issues and prioritise critical issues for focus within our strategy (by the group sustainability team)
- Review, discuss, give feedback and approval (by executive management)
- Present findings to key stakeholders for review

KEY STAKEHOLDERS

Our management team identifies our primary stakeholders as those who have a significant interest in the actions and views of the company, and whose actions and opinions are, in turn, of significant importance to us. We validate our identified stakeholder groups through comparison with our industry peers.

Our stakeholders are clients, talents, suppliers, the meetings industry, shareholders, the community, media, NGOs, governments and regulators.

We use the input from our stakeholders to create, validate and improve our sustainability strategy. Our stakeholder engagement process focuses on five key stakeholder groups (clients, talents, suppliers, the meetings industry and the community). We gather information and feedback from those groups via various formal and informal methods.

These included:

- An online sustainability survey of 338 talents
- An online sustainability survey of 88 key corporate and institutional clients
- An online talent satisfaction survey of 844 talents (52% of all talents)
- Evaluations between talents and their managers during their annual appraisal
- Face-to-face interaction with clients, suppliers and meetings industry partners
- Face-to-face project meetings
- Online client satisfaction surveys as part of our satisfaction measurement programme.

After the survey results are produced, they are shared with the respective stakeholders, and further input is solicited. We engage with our media and government stakeholders on an ad-hoc basis. Our shareholders are addressed through the management team and the advisory board.

Summary of stakeholder feedback

Talents feedback (338 respondents)

Rated 4.19/5 on the importance of sustainability for mci group's business with the top three reasons being:

70.2%
because it inspires and enables them to live a more sustainable and healthy life at work

68.9%
because it's strategic

56.9%
because it encourages innovation

74.7%
of talents indicated they have a clear or adequate understanding of what is expected from them at work in terms of sustainability

71.9%
say they have excellent or adequate material/tools/ resources on sustainability to do their job

75.2%
think the Covid-19 pandemic is an opportunity for the mci group to step up its sustainability commitment
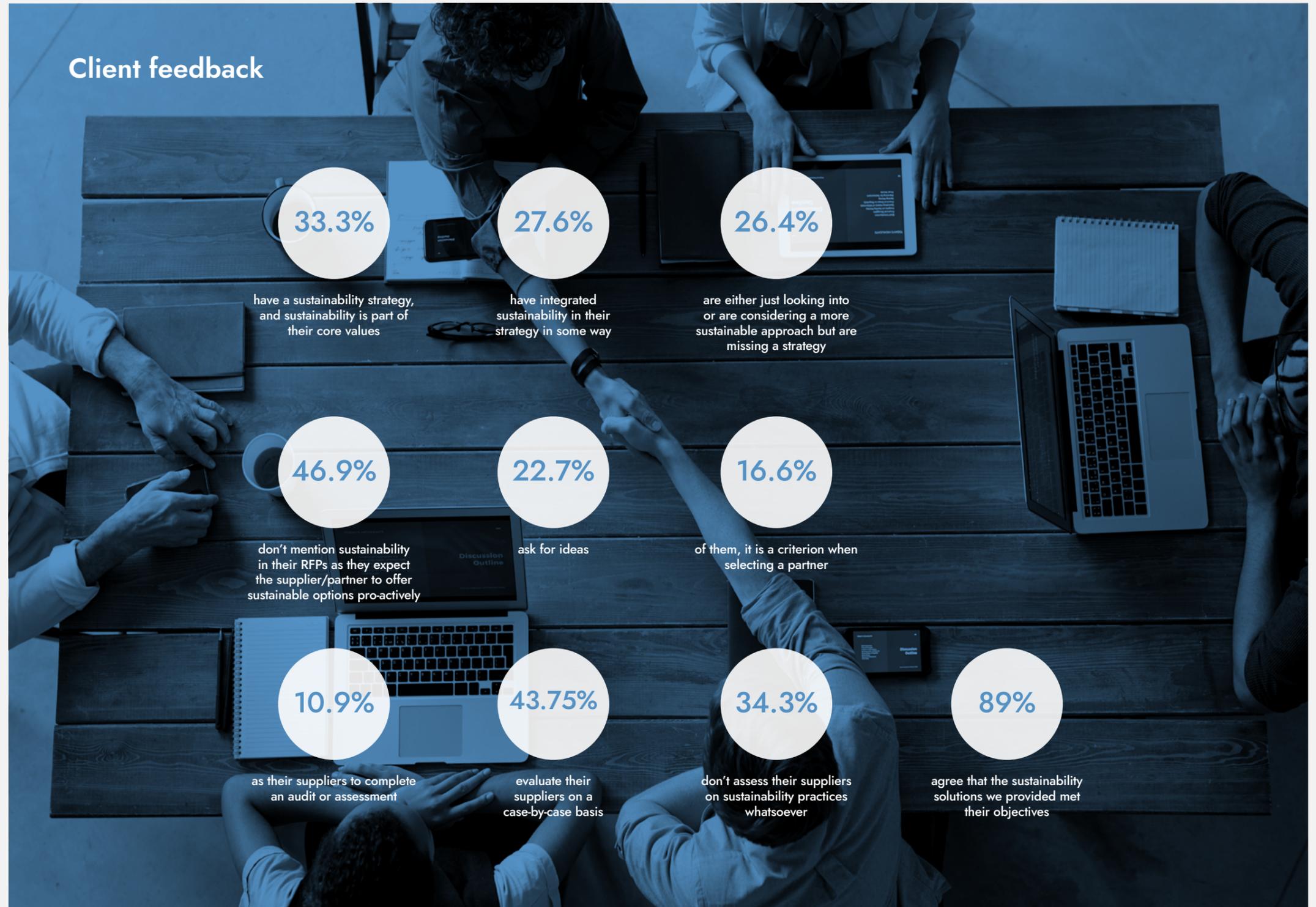
Talents ranked the following four categories as the most important aspects of sustainability within mci group:

1. Ensure equal opportunity and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status (Gender equality – SDG #5 + Reduced inequalities – SDG #10)

2. Ensure safe and secure working environments in our offices and within the events we organise (Decent work and economic growth – SDG #8)

3. Contribute to a better life for people by supporting decent work and good ethics throughout our supply chain (Decent work and economic growth – SDG #8)

4. Integrate sustainable practices within the events we organise to reduce waste and unnecessary consumption of resources (Responsible consumption and production – SDG #12)

Clients ranked the following five categories as the most important aspects of sustainability within mci group:

1. Good health and wellbeing – SDG #3

2. Gender equality – SDG #5

3. Responsible consumption and production – SDG #12

4. Decent work and economic growth – SDG #8
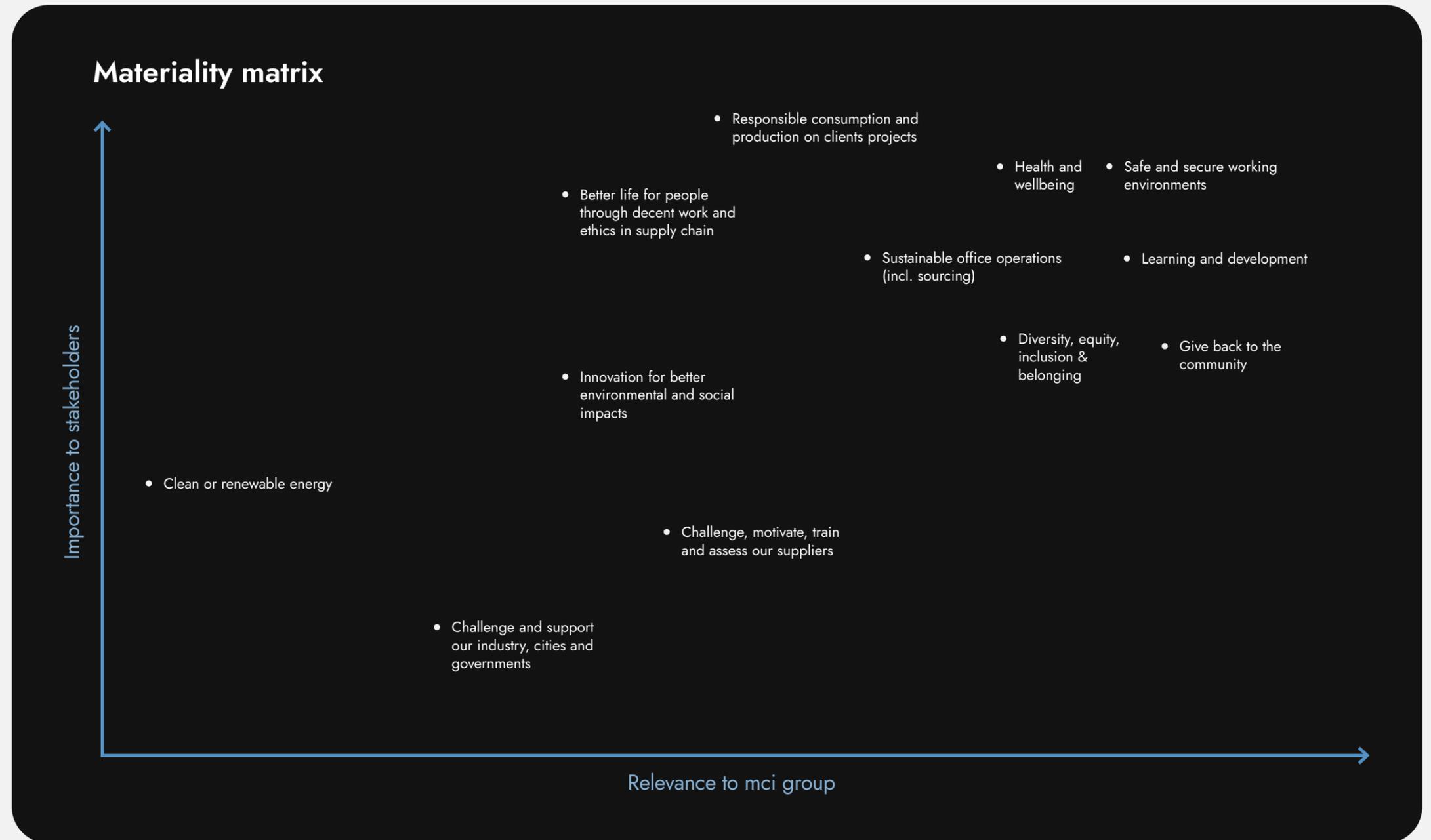
5. Reduced inequalities – SDG #10

Client feedback

33.3% have a sustainability strategy, and sustainability is part of their core values

27.6% have integrated sustainability in their strategy in some way

26.4% are either just looking into or are considering a more sustainable approach but are missing a strategy

46.9% don't mention sustainability in their RFPs as they expect the supplier/partner to offer sustainable options pro-actively

22.7% ask for ideas

16.6% of them, it is a criterion when selecting a partner

10.9% as their suppliers to complete an audit or assessment

43.75% evaluate their suppliers on a case-by-case basis

34.3% don't assess their suppliers on sustainability practices whatsoever

89% agree that the sustainability solutions we provided met their objectives

MATERIALITY MATRIX

We define issues that are material to our company as those that:

- Have or may have a significant impact on the company's finances or operations
- Have or may have a significant impact on the environment or society, now or in the future
- Can substantially influence the assessments, decisions and actions of our stakeholders and shareholders

We chose to prioritise the following material topics:

- Health and wellbeing
- Diversity, equity, inclusion and belonging
- Safe and secure working environments
- Learning and development
- Responsible consumption and production
- Responsible sourcing
- Sustainable office operations (focus on digital carbon footprint)
- Giving back to the community

Materiality matrix

Importance to stakeholders

- Responsible consumption and production on clients projects
- Health and wellbeing
- Safe and secure working environments
- Better life for people through decent work and ethics in supply chain
- Sustainable office operations (incl. sourcing)
- Learning and development
- Diversity, equity, inclusion & belonging
- Give back to the community
- Innovation for better environmental and social impacts
- Clean or renewable energy
- Challenge, motivate, train and assess our suppliers
- Challenge and support our industry, cities and governments

Relevance to mci group

KEY IMPACTS, RISKS AND OPPORTUNITIES

The global scale of mci group can have significant indirect and direct impacts on our business, and the wider world.

Economic impacts

Our 2022 revenue and direct financial impact reached almost €465.8 million.

Not only do the projects we organise generate revenue for our company and tax for the local governments where we operate, but they also provide a return on investment for our clients whilst generating indirect income for local businesses.

This injection of capital into local areas helps to create jobs, drive tourism and even accelerate innovation and economic development.

When considering its wider indirect and induced impacts, the travel and tourism sector contributed an estimated €5.5 trillion to the global economy last year, and supported more than 280 million jobs. This is equal to 6.1% of the world's GDP and approximately 1 in 11 of all jobs. (2021 figures published by the World Travel & Tourism Council (WTTC).

Environmental impacts

In 2022 we managed more than 5,510 projects across +30 countries, bringing 1.5 million participants. With the evolution of our service offerings, we're shifting towards more online activations, which reduces our direct (travel) and indirect impact.

Pie chart:
- Virtual: 9%
- Hybrid: 16%
- Strategic Consulting: 23%
- Live: 52%
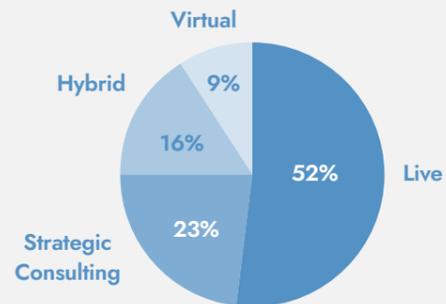
Large-scale on-the-ground experiences are highly resource intensive and can have both positive and negative environmental consequences for the host city and population.

Our direct environmental impacts are the energy used to power our offices, the carbon emissions from data traffic and storage, waste, talent mobility and travel.

Our highest emission source is the travel we do to manage our client projects (close to 80% of our total CO2 footprint).

Indirectly, if we include our client events in our total footprint, our impacts are transportation, waste, water and energy consumption, food and beverage and materials usage (communication and materials, audio-visual, etc).

Social impact

Events bring people together and, by their very nature, have an impact on our talents, our suppliers, attendees and the communities where we operate.

Our social impacts include labour practices, human rights, occupational health and safety, training and education, community citizenship and investment, communication and legacy.

We believe that by engaging and supporting local communities and international sustainability causes we can leave a positive legacy through education, workshops and collaborations.

Participating more deeply in local economies by employing local talent, choosing local suppliers and adding a community element in support of local needs will also have a positive impact.

Since 2010, mci group talents have raised close to €20 million for community projects.

In 2022, we made an indirect contribution of over €3 million in pro-bono event management, and through the fundraising programs we helped to run, excluding any charity programs organised within client projects.

OPERATIONAL RISK ASSESSMENT

A formal risk management process takes place every year, in which mci group key stakeholders identify and assess global operational risks. The top 12 risks are then presented and validated by the Board.

So that we can continue to move the group's sustainability efforts forward, a specific action plan to mitigate these key risks is defined and monitored for next year's risk assessment.

Our risk assessment process reviews over 90 risks, which are divided into eight areas:

- Business development
- Fraud
- Governance/structure
- Human resources (HR)
- Information technology (IT)
- Laws and regulations/compliance
- Reporting control
- Reputation

Key risks identified in 2022:

- Loss of key personnel — Failure to retain employees
- Macro-economic developments
- Business interruption due to a pandemic, a health issue, government restrictions etc.
- Inflation and rising costs
- Lack of productivity and unified systems, no adherence to operational processes
- Incorrect pricing models
- Acquisition mistakes
- Incorrect / incomplete contracting with customers and suppliers.
- Lack of skilled employees to face Horizon 2025 challenges
- A global connectivity / technology failure of some kind
- Issues around brand positioning and awareness
- Cyberattack

TREND ANALYSIS — TOMORROW'S CHALLENGES AND OPPORTUNITIES

Today's global business environment is more complex, uncertain, volatile and dynamic than ever, with sustainability being one of the most significant challenges facing the global economy. As such, we have outlined several key trends that will impact our clients, our business, and our industry over the coming decades:

PLANET

As the impact of climate change becomes increasingly apparent, and public concern heightens, we will likely see an escalation of citizen protests, increased employee advocacy and disruption of fossil fuel supply chains by climate activists.

Climate mitigation
We should see a rapid acceleration in the advancement and application of low-carbon technologies. Asset managers will increasingly move to divest from carbon-intensive coal companies in their actively managed portfolios, to reduce exposure to risk.

Sobriety
The limited resources that we have access to will encourage people to adopt a more sustainable and sober way of living. It will encourage companies to provide services and products that last longer and are produced locally, so that buying habits can become more sustainable.

Circular solutions
Driven by societal and regulatory pressures, consumer goods companies are increasingly piloting and adopting circular strategies. More companies are expected to innovate, collaborate, and demonstrate the opportunities presented by a net-zero emissions circular economy.

Plastic
With several national bans and regulations due put in place in 2020, and an increased emphasis on producer responsibility, particularly in Europe, companies will come under increased pressure to action robust plans to achieve their plastic commitments and invest the necessary resources into implementing those plans.

Sustainable consumption
Concern about the environment is increasing worldwide, and consumers — most notably millennials and Gen Z — are feeling anxious about the state of the planet.

We will continue to see a growing number of companies respond to this shift in consumer values by providing products and services that enable consumers to live more sustainably.

Technological and digital innovation
Rapid advancements in internet, mobile, artificial intelligence, data management and other technologies hold enormous potential to offer solutions to some of the world's most complex social and environmental problems.

But, with new technologies come new challenges. There is a deepening inequality within the spread of technology across the world and between citizens and corporations. Impactful technology also poses significant challenges: from cybersecurity and privacy to rising inequality and job automation.

Questions about bias in technologies driven by algorithms and artificial intelligence and how to make them accountable will only increase in urgency and importance.

PEOPLE

Demographic and social changes will see governments and businesses finding huge opportunities, as well as facing enormous challenges, as the largest generation in history, the millennials, drive the economy.

Millennials, and those that come after them, will be more educated, and will come with different expectations regarding opportunity, mobility, relationships, and ownership, compared to previous generations.

Human capital
Unaddressed mental health conditions, poor stress management and lack of flexibility in work schedules are impacting the wellbeing of workers and companies' bottom lines.

A growing number of companies will seek out ways to go beyond basic healthcare services and benefits, trialing new approaches to wellness and work/life balance that help employees thrive in the workplace. Efforts to define and measure human capital will also accelerate.

Retaining talents
Beyond society's longstanding emphasis on continual personal development and change, people are now invested in the importance of structural change, and want that to be reflected in their jobs.

Sustainable companies could therefore attract more talents and, most importantly, retain them, by shifting their focus to employee wellbeing and a more sustainable, diverse and balanced company culture.

Differentiated lifeworlds
The divergence between people's individual lifeworlds will increase by 2030. To begin with, gender roles will no longer be accepted as being predetermined and will increasingly be defined by individuals themselves.

New forms of individuality will also be established based on complex identity formation processes and modified body images.

Patterns of consumption, which are motivated by multiple factors, such as the increasing demand for personalised products, a deeper integration of customers in product development processes, increasing sensitisation to sustainable consumption and a transition from ownership to sharing platforms in certain product categories, will also become increasingly differentiated.

Changing work environments
Whether it's organisational forms, work equipment, operational profiles or competency requirements, a fundamental change is recognisably taking place in the work environment at all levels.

Work is being organised on a more flexible basis in terms of where and when it takes place, and companies are attempting to dissolve traditional silos in favour of more open structures.

Workers will be increasingly expected to accept more personal responsibility and self-organisation. In addition, they will be required to work continuously on the development of their personal skill profiles.

At the same time, workforces will become more diversified, which will present new challenges for both managers and staff.

Strengthening community bonds
Sharing will be our new normal, and we will need to optimize resources accordingly. This will allow us to create strong communities of collaboration and growth.

When people work together towards common goals such as clean air or clean water, it creates stronger bonds within each community that are built on a foundation of safety and mutual care.

PROFIT

Globalisation has produced unequal returns. Rising inequality is challenging trust in traditional global economic institutions and agreements. More frequent trade wars and rising protectionism will continue to drive uncertainty and instability.

A volatile economy
Throughout the world, companies and economies are experiencing increasingly volatile development dynamics.

Global mutual dependencies have increased at the same pace as the flows of international capital and goods have burgeoned in the wake of globalisation. The risk of contagion in times of crises has also increased, and local events can have global consequences.

In addition, the incidence rate of crises of an international character is also growing, which deprives national economies of the ability ever to achieve full recovery. Increasing global inequalities further complicate this situation.

Increasingly, a reliable monetary, economic and fiscal policy is becoming a thing of the past. Industry structures are changing under the influence of disruptive innovations and speculative investment activities are also destabilising the global economic system.

Increased productivity
Beyond the virtuous impact on the environment and climate, building sustainable habits for the company benefits profit.

In fact, research shows that sustainable practices not only reduce costs, they also contribute to increased talents efficiency and productivity. Furthermore, making workplaces sustainable and more environmentally friendly helps improve employees' morale, cognition, and comfort while reducing absenteeism.

Finally, research shows that happy talents are more productive and creative, producing a win-win situation.

Saving across time
Promoting sustainable practices can be an investment in the beginning, but it will help companies save money in the long run. As sobriety is a key factor of sustainable development, companies will pay less in energy, single-use items, waste fees, etc. allowing them to invest further in the wellbeing of their company, their people and the planet.

THE GRI INDEX

Our 2022 Sustainability Report was developed following the Global Reporting Initiative (GRI) standards guidelines, ensuring accuracy, credibility, and consistency.

Scope of report

This Sustainability Report covers the period from 1 January 2022 to 31 December 2022. The scope and issues covered in the report were selected based on the GRI standards reporting principles, the GRI boundary protocol, stakeholder input and ongoing trend analysis.

We take a precautionary approach to our sustainability strategy and report on issues that are material to our current and future business, and our stakeholders.

This website also serves as our Communication on Progress (COP) Report for the United Nations Global Compact. We report at the GC advanced level.

Changes and restatements

- Black Flower, our event and experiential agency specialising in luxury, expanded its New York studio to Geneva and Paris.
- The acquisition of Business Bridge Europe (BBE) strengthened logos, our global public affairs and strategic communication agency
- 50% of the share capital of CI Events, previously held by minority interests has been acquired by mci group.
- Dorier North Asia Ltd, based in Hong Kong, has been liquidated.

Why do we report?

We produce this sustainability report for three key reasons:

1. To drive the performance of our sustainability processes and accountability beyond that of previous years
2. To build trust in our brand by transparently communicating our past performance and future strategy
3. Compliance: clients, governments and financial institutions are increasingly demanding that we report on our sustainability programme

Help us shape our sustainability journey

The sustainability journey is a collaborative one. Your thoughts about this report and any suggestions that might help us improve the efficiency and impact of our efforts towards sustainability are more than welcome.

Please email your comments to our sustainability team: sustainability@mci-group.com

Acknowledgements:

We want to say a special thank you to our sustainability champions for their dedication and passion and our colleagues from People and Culture, H&S, Finance, L&D and IT for their help in producing this report.

Thank you to the King & Tuke agency for the design and copywriting of the website and PDF, and to Samantha Fouche from Red Calabash for developing our website. We would also like to thank the TRAACE (GHG emissions measurement tool) for their support in upgrading our carbon measurement approach.

GRI INDEX: TABLE

Our reporting follows the Global Reporting Initiative Standards Guidelines.

We currently report in accordance with the GRI Standards Reporting Guidelines: Core option

GENERAL TOPICS

Disclosure	Location
2-1 Organizational details	mci group Annual Report
Nature of ownership and legal form	mci group is a private company. The Tondeur family owns 37% of shares, 43% are owned by the senior management are the remaining shares are divided between out two equity investors, Indigo Capital (8%) and EMZ Partners (12% of shares).
2-2 Entities included in the organization's sustainability reporting	About mci group
2-3 Reporting period, frequency and contact point	About our reporting - The GRI index
2-4 Restatements of information	About our reporting - The GRI index
2-5 External assurance	Our sustainability approach - Governance
2-6 Activities, value chain and other business relationships	About mci group
2-7 Employees	Our shared goals - Diversity, Equity and Inclusion - Striving to be a responsible employer
2-9 Governance structure and composition	Our sustainability approach - Governance
2-12 Role of the highest governance body in overseeing the management of impacts	Our sustainability approach - Governance
2-13 Delegation of responsibility for managing impacts	Our sustainability approach - Governance
2-14 Role of the highest governance body in sustainability reporting	Our sustainability approach - Governance
2-15 Conflicts of interest	Our shared goals - Governance - Business ethics
2-16 Communication of critical concerns	Our sustainability approach - Governance Number of critical concerns communicated during the reporting period: 0
2-17 Collective knowledge of the highest governance body	Our shared goals - Governance - Business ethics Our sustainability approach - Governance"
2-18 Evaluation of the performance of the highest governance body	Our sustainability approach - Governance
2-20 Process to determine remuneration	Our shared goals - Diversity, Equity and Inclusion - Striving to be a responsible employer
2-22 Statement on sustainable development strategy	Introduction - A statement from our CEO
2-23 Policy commitments	Our sustainability approach - UN Commitments
2-24 Embedding policy commitments	Our sustainability approach - UN Commitments
2-25 Processes to remediate negative impacts	Stakeholders engagement: About our reporting Grievance mechanisms: Our shared goals - Governance - Business ethics / Our shared goals - Diversity, Equity and inclusion - Listening to and communicating with our talents"
2-26 Mechanisms for seeking advice and raising concerns	Our shared goals - Governance - Business ethics
2-27 Compliance with laws and regulations	Our shared goals - Governance - Business ethics
2-28 Membership associations	Our shared goals - Responsible consumption and production - Engaging with the industry to drive positive change
2-29 Approach to stakeholder engagement	About our reporting
2-30 Collective bargaining agreements	Our shared goals - Diversity, Equity and Inclusion - Striving to be a responsible employer

MATERIAL TOPICS

Disclosure	Location
3-1 Process to determine material topics	About our reporting
3-2 List of material topics	About our reporting - Materiality matrix
Economic performance	
3-3 Management of material topics	mci group Annual Report
201-1 Direct economic value generated and distributed	mci group Annual Report
201-2 Financial implications and other risks and opportunities due to climate change	About our reporting - Key impacts, risks, and opportunities
201-3 Defined benefit plan obligations and other retirement plans	Our shared goals - Diversity, Equity and Inclusion - Striving to be a responsible employer
201-4 Financial assistance received from government	None
Market presence	
3-3 Management of material topics	About our reporting
202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Our shared goals - Diversity, Equity and Inclusion - Striving to be a responsible employer
Indirect economic impact	
3-3 Management of material topics	Our shared goals - Community and giving back
203-2 Significant indirect economic impacts	Our shared goals - Community and giving back
	About our reporting - Key impacts, risks, and opportunities
Anti-corruption	
3-3 Management of material topics	Our shared goals - Governance
	Our shared goals - Responsible consumption and production - Supply chain management and procurement
205-1 Operations assessed for risks related to corruption	Our shared goals - Governance - Business ethics
205-2 Communication and training about anti-corruption policies and procedures	Our shared goals - Governance - Business ethics
205-3 Confirmed incidents of corruption and actions taken	Our shared goals - Governance - Business ethics
Anti-competitive behaviours	
3-3 Management of material topics	Our shared goals - Governance
Energy	
3-3 Management of material topics	Our shared goals - environmental impact
302-1 Energy consumption within the organization	Our shared goals - environmental impact - Results
302-3 Energy intensity	Our shared goals - environmental impact - Results
302-4 Reduction of energy consumption	Our shared goals - environmental impact - Results

MATERIAL TOPICS CONTINUED

Disclosure	Location
Emissions	
3-3 Management of material topics	Our shared goals - environmental impact
305-1 Direct (Scope 1) GHG emissions	Our shared goals - environmental impact - Results
305-2 Energy indirect (Scope 2) GHG emissions	Our shared goals - environmental impact - Results
305-3 Other indirect (Scope 3) GHG emissions	Our shared goals - environmental impact - Results
305-4 GHG emissions intensity	Our shared goals - environmental impact - Results
305-5 Reduction of GHG emissions	Our shared goals - environmental impact - Results
Employment	
3-3 Management of material topics	Our shared goals - Diversity, Equity and Inclusion
401-1 New employee hires and employee turnover	Our shared goals - Diversity, Equity and Inclusion - Striving to be a responsible employer
401-3 Parental leave	Our shared goals - Diversity, Equity and Inclusion - Striving to be a responsible employer
Occupational health and safety	
3-3 Management of material topics	Our shared goals - Protecting our people and assets
403-1 Occupational health and safety management system	Our shared goals - Protecting our people and assets
403-2 Hazard identification, risk assessment, and incident investigation	Our shared goals - Protecting our people and assets
403-3 Occupational health services	Our shared goals - Protecting our people and assets
403-4 Worker participation, consultation, and communication on occupational health and safety	Our shared goals - Protecting our people and assets
403-5 Worker training on occupational health and safety	Our shared goals - Protecting our people and assets
403-6 Promotion of worker health	Our shared goals - Protecting our people and assets
403-9 Work-related injuries	Our shared goals - Protecting our people and assets
403-10 Work-related ill health	Our shared goals - Protecting our people and assets
Training and education	
3-3 Management of material topics	Our shared goals - Learning and development
404-1 Average hours of training per year per employee	Our shared goals - Learning and development
404-2 Programs for upgrading employee skills and transition assistance programs	Our shared goals - Learning and development
404-3 Percentage of employees receiving regular performance and career development reviews	Our shared goals - Learning and development

MATERIAL TOPICS CONTINUED

Discloure	Location
Diversity and equal opportunity	
3-3 Management of material topics	Our shared goals - Diversity, Equity and Inclusion
405-1 Diversity of governance bodies and employees	Our shared goals - Diversity, Equity and Inclusion - Thriving through diversity
405-2 Ratio of basic salary and remuneration of women to men	Our shared goals - Diversity, Equity and Inclusion - Striving to be a responsible employer
Non-discrimination	
3-3 Management of material topics	Our shared goals - Diversity, Equity and Inclusion
406-1 Incidents of discrimination and corrective actions taken	Our shared goals - Governance - Business ethics
Public policy	
3-3 Management of material topics	Our shared goals - Governance
415-1 Political contributions	Our shared goals - Governance - Business ethics
Customer health and safety	
3-3 Management of material topics	Our shared goals - Protecting our people and assets
416-1 Assessment of the health and safety impacts of product and service categories	Our shared goals - Protecting our people and assets - Client project assessment
Customer privacy	
3-3 Management of material topics	Our shared goals - Protecting our people and assets - Cybersecurity
	Our shared goals - Protecting our people and assets - Data privacy and information security
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Our shared goals - Governance - Business ethics

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