

mci  
group



# THE REPORT 2023

# THE REPORT 2023



A 360° view

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# ABOUT



# We are mci group

We are an independent global marketing communications group with a human-first approach.

We combine the talent, technology and creative power of our wholly owned agency network to connect brands, institutions and communities with their audiences in the digital age.

Our purpose is clear: to help our clients to bring their people together and create a positive impact. Because it is our deepest insight that when people come together, magic happens.



# CEO's statement



It's amazing how much you can achieve in just one year

As we enter an ever more connected world, we face a time of unlimited opportunity, and unprecedented change, both of which are interconnected, and interdisciplinary in nature. That's why this year, for the first time ever, we've combined our annual and sustainability reports to bring you a decisive, 360° account of our efforts, activities and achievements over the past year.

Because today, we're seeing technological advancements, from AI to robotics, IoT (Internet of Things), blockchain and augmented reality, keeping pace with human imagination, unlocking innovations we could previously only dream of. At the same time, the world is growing more volatile and uncertain, calling for fundamental changes in the way we all operate. I know that for so many businesses, this can feel like an overwhelming amount to manage all at once.

It is my profound belief, and the belief of everyone at mci group, that the only way to seize today's opportunities, and to face down its challenges, is by coming together.

As an independent global marketing communications group with a human-first approach, we pride ourselves on the diversity, creative breadth, technological capability and robust ingenuity of our international community of talents.

United across continents, cultures and backgrounds, it is our people that enable us to serve as a trusted partner for our clients. With creative and strategic services, as well as operational excellency at our core, we build human relationships strengthened by a diversity of touchpoints.

As a signatory of the UN Global Compact agreement, and as a global agency network built on respect for the immense value of people, we strive to ensure that with every action, activation and engagement, we protect the environment, champion diversity, safeguard data and enrich communities around the world. It's my pleasure to be able to say that this year, we made more progress in this endeavour.

In just one year, we launched new tools to measure our operation's GHG emissions as well as the carbon footprint of client projects, trained 240 talents on sustainability practices, renewed our ISO 27001 and ISO 27701 certifications, and attained an exceptional score in the CyberVadis cybersecurity assessment.

I'm proud of all that we've achieved, and all that we've helped our clients to achieve, in the past year. And though there's always more to be done, I hope these achievements will show you that, in spite of the VUCA world in which we live, it's still true that when people come together, magic happens.

**Sebastien Tondeur,**  
Chief Executive Officer

# Our capabilities & group structure

Our portfolio integrates a wide range of creative practices, strategic disciplines and operational solutions.

## ENGAGEMENT MARKETING & EVENTS

 Global engagement marketing agency

 Live communication incentive travel and event agency


 Event and experiential agency specialising in the luxury sector

 Global destination management services & event organisation

## RESEARCH, DATA & INSIGHTS

 Consulting & market research agency specialising in marketing and sales performance

## SOCIAL & CONTENT MARKETING

 Social media agency and brand content studio

## COMMUNITY & ASSOCIATION MANAGEMENT


 Global engagement marketing agency

## PUBLIC AFFAIRS & STRATEGIC COMMUNICATION

 Global public affairs and communications agency

 Public affairs consultants specialising in political conferences

## PRODUCTION & CREATIVE TECHNOLOGY

 Audiovisual experience designers and content production

# Our focus

**mci group's holistic approach is designed to give our clients everything they need to thrive in the digital age.**

Our creativity is an integral part of our DNA, and a powerful tool that we use to unlock new ways to approach challenges and generate deep, lasting engagement between our clients and their audiences.

We're dedicated to implementing innovation at every touchpoint, integrating the use of breakthrough technologies, such as generative AI and Web3, with a human-centric approach defined by creativity and compassion. By doing so, we can provide our clients with the kind of ambidexterity they need to adapt to the challenges they face.

We approach every project with an aim to make it more sustainable, working closely with our clients to identify routes that go the distance in terms of having a low impact on the planet, building positive, ethical ties with local communities, and providing a safe and accepting environment for all.

United, we enrich culture, build communities, nurture growth and celebrate our shared success. Because by bringing people together, what we do shapes the future.



# Where we are

## Europe

- Austria
- Belgium
- Czech Republic
- Denmark
- France
- Germany
- Ireland
- Italy
- Portugal
- Spain
- Sweden
- Switzerland
- The Netherlands
- United Kingdom

## North America

- Canada
- United States

## Latin America

- Argentina
- Brazil

## Asia-Pacific

- Australia
- China
- Hong Kong (SAR China)
- Indonesia
- Japan
- Korea
- Macau (SAR China)
- Malaysia
- Singapore

## India & Middle East

- India
- Oman
- Qatar
- Saudi Arabia
- United Arab Emirates



# mci group leaders

**Sebastien Tondeur,**  
Chief Executive Officer

**"It is no longer about who attends your programmes or reads your content but about who engages."**



**Jurriaen Sleijster,**  
Group President & COO

**"Openness to diversity and a deep interest in what others bring to the table: these are the building blocks of collaboration."**



**Idoia Rodés Torrónategui,**  
Group President People & Culture  
| Belgium | logos & insidery

**"Shaping our company to build a high-performance organisation based on our values and culture to maximise the power of human interactions."**



**Richard Torriani,**  
Chief Operating Officer – Americas

**"Our passion for creating engaging experiences for our clients is what drives us forward."**



**Oscar Cerezales,**  
MCI Global Chief Strategy Officer

**"Magic happens at the intersection of 'trust your instincts' and 'trust the data'. Intelligence without courage won't take you far."**



**Olivier Giauque,**  
Chief Financial Officer

**"Our financial data and technology solutions deliver the insight at the right time to support our client operations and strategic execution decisions."**



**Edouard Duverger,**  
Chief Information Officer

**"For me, it's important to make my team believe in honesty and people as much as I do."**



**Sylvia André,**  
Chief Marketing Officer mci group  
and Chief Creativity Officer MCI Agency

**"I believe creative thinking leads to higher levels of engagement. Creativity enables cultivating a connection with audiences to help them feel represented and understood."**



**Robin Lokerman,**  
Group President

**"Strategic engagement of core stakeholders, both virtually and live, will be the key success factor for any organisation."**



**Cathie Cusin,**  
Chief Operating Officer – Europe

**"At mci group, we believe that every project is an opportunity to make a difference."**



**Tom Gibson,**  
Chief Executive Officer – USA

**"The best leaders cultivate a wide field of vision, as many of the most exciting opportunities for growth and innovation reside along the path less taken."**



**Nikki Walker,**  
Group Vice President Engagement,  
Associations & Communities

**"Engagement is the fuel that ignites our desire to collaborate, share ideas, and make a positive impact on the world around us."**



# Shared services leaders

Emmanuel André,  
Group Health & Safety Director

**"People sit at the heart of what we do, that's why safety, security and sustainability are vital to us."**



Erica Fawer,  
Group Sustainability,  
Internal Communications Director

**"Together, we have the power to change our tomorrow."**



Avinash Chandarana,  
Group Learning & Development Director

**"We create the environment to inspire our talents to continuously learn, grow and boost performance to achieve business objectives."**



Anne Lesca,  
Group Data Protection Officer,  
Risk & Compliance Officer

**"Let's stay ahead of the latest trends while keeping your personal data safe and secure!"**








Carlo Saya,  
Group Human Resources Director

**"At mci group, our goal is to build a partnership with our talents that supports their professional growth and personal success, enriching their lives both within the workplace and beyond."**






# Country leaders





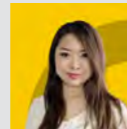



## North America

 <p><b>Carrie Hartin,</b> President, Association Solutions – USA</p>	 <p><b>Erin Fuller,</b> Chief Strategy Officer – USA</p>
 <p><b>Juliano Lissoni,</b> Managing Director – Canada</p>	 <p><b>Shawn Pierce,</b> President Strategic Events, Meetings &amp; Incentives – USA</p>
 <p><b>Tom Gibson,</b> CEO MCI USA</p>	



## IMEA

 <p><b>Ajay Bhojwani,</b> Managing Director – United Arab Emirates</p>	 <p><b>Samir Kalia,</b> Managing Director – India</p>
 <p><b>Tahir Masood,</b> Managing Director – Saudi Arabia</p>	





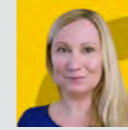














## APAC

 <p><b>Bernard Akili,</b> Managing Director – Indonesia</p>	 <p><b>Chris Oh,</b> Managing Director – South Korea</p>
 <p><b>Cynthia Khoo,</b> Managing Director – Singapore</p>	 <p><b>Frankie Gao,</b> Managing Director – China</p>
 <p><b>Mayumi Ninomiya,</b> General Manager – Japan</p>	 <p><b>Nick Millis,</b> Managing Director – Australia</p>
 <p><b>Olinto Oliveira,</b> General Manager – Hong Kong &amp; Macau (SAR China)</p>	 <p><b>Stephan Wurzinger,</b> Managing Director – Australia</p>

## Latin America

 <p><b>Igor Tobias,</b> Managing Director – Brazil</p>	 <p><b>Mariano Castex,</b> Managing Director – Argentina</p>
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## Europe

 <p><b>Adriano Rossini,</b> Managing Director – Switzerland</p>	 <p><b>Andreas Laube,</b> Managing Director – Germany &amp; HAGEN INVENT</p>	 <p><b>Antonio Guadagnoli,</b> Managing Director – Switzerland</p>	 <p><b>Arnaud Chouraki,</b> Managing Director – France &amp; Black Flower Agency</p>
 <p><b>Charlee Gough,</b> Managing Director – UK</p>	 <p><b>Daniel Bissinger,</b> Director – insidery</p>	 <p><b>Eglantine Chevallier,</b> Head of brand content – matter</p>	 <p><b>Fred Soudain,</b> Managing Director – logos</p>
 <p><b>Idoia Rodes Torrontegui,</b> Group President People &amp; Culture   Belgium   logos &amp; insidery</p>	 <p><b>Joelle Vanderauwera,</b> Managing Partner – Business Bridge Europe</p>	 <p><b>Lea Mastroeni,</b> Head of creative &amp; Partner – matter</p>	 <p><b>Michael Libotte,</b> Managing Director – Italy</p>
 <p><b>Nicolas Hersant,</b> Managing Director – Dorier</p>	 <p><b>Per Ankaer,</b> Managing Director – Denmark</p>	 <p><b>Peter-Willem Burgmans,</b> Managing Director – The Netherlands</p>	 <p><b>Rob Allidine,</b> Managing Director – Ireland</p>
 <p><b>Sandrine Castres,</b> Managing Director – Spain &amp; Portugal</p>	 <p><b>Stellan Eriksson,</b> Managing Director – Sweden</p>	 <p><b>Sylvie Neves,</b> Managing Director – Czech Republic</p>	

# Corporate governance & compliance

## Governance

### Strategic objectives

1. Every two years, all our talents complete the internal business ethics assessment successfully
2. 100% of our talents with a procurement role or who sign supplier contracts are trained on key procurement and ethics 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

### Key highlights 2023

- MCI Middle East and MCI France renewed their ISO 20121 (Sustainable Event Management) certification
- MCI Denmark renewed its Green Key certification
- MCI Benelux received EMAS certification
- We received a silver medal (59/100) from EcoVadis

## CORPORATE GOVERNANCE

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

Here's how they do it:

<b>Board of Directors</b>	<p>The Board of Directors is the highest governance body of mci group and an external entity required by Swiss law.</p> <p>The board is responsible for reviewing the overall strategic direction and performance of the group.</p>
<b>Executive committee</b>	<p>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.</p>
<b>Group management team</b>	<p>Through regular meetings, the Group Management Team aims to capitalise on opportunities, solve issues, and ensure alignment with the general day-to-day management of the group. The Team comprises the CEO, Group President, COO, CSO and the Chief Officers of our shared services..</p>
<b>Brand agencies &amp; global leadership teams</b>	<p>The Leadership Teams are composed of agency Managing Directors and Global Leaders, and are led by the Regional COOs.</p> <p>They oversee the business planning and execution in line with our strategy.</p>

## SUSTAINABILITY GOVERNANCE

<b>Board of Directors</b>	The Board of Directors reviews our sustainability programme annually.
<b>Executive Committee</b>	Our CEO oversees the mci group's sustainability strategy and sponsors key projects.
<b>Group President People &amp; Culture</b>	Our Group President People & Culture (member of the Group Management Team) meets monthly with the Group Sustainability team to review action plans and KPIs.
<b>Agency Managing Directors</b>	Our Managing Directors have overall responsibility and accountability for sustainability on a local basis, as evaluated annually via the Sustainability Scorecard.

### Group Sustainability Team

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

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.

**Erica Fawer**  
Group Sustainability Director

In charge of defining and implementing our sustainability strategies that align with the group's objectives and values, Erica is also responsible for overseeing 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.



**Céline Noir**  
Group Sustainability Manager (as of January 2024)

Céline joined the team in early 2024. Her role is to provide direction on environmental and social regulatory compliance and maintain our sustainability key performance metrics to support continuous improvement toward our Net Zero Carbon target. With her experience as sustainability consultant and marketing/business developer, she will also work with offices to eco-design sustainable events for their clients.



**Emmanuel André**  
Group Health & Safety Director

With an engineering background and a degree in sustainability (SDGs 2030 – University of Geneva), Emmanuel brings 13 years of experience to the mci group, developing our health and safety programme. Emmanuel acts as a consultant on processes and certifications.



**Marine Mugnier**  
Group People and Culture Coordinator (until the end of 2023)

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.



**SUSTAINABILITY CHAMPIONS**

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



“We understand the significant impact the events industry can have on the planet. By integrating sustainable practices into event planning and execution, we demonstrate that even small steps towards sustainability can positively impact our world. Ultimately, our dedication to environmental sustainability stems from a genuine concern for the well-being of our planet and future generations. It’s deeply ingrained in our organisational culture and values at MCI France.”

**Leeloo Brancher**



“As citizens of the world, we all have a duty to protect our environment. Simple, concrete actions generate positive impacts. Over the last few years, we have seen a real change in the awareness of our stakeholders (talents, customers, suppliers) of this major issue. mci group France team is committed to continuous improvement and is already seeing positive changes in how we design our events and our teams’ commitment, which is very motivating!”

**Marie Roulet**



“The pandemic has been a challenge; it impacted us all, highlighting our collective responsibility. In these unpredictable times, businesses had to reevaluate their organisational strategies, and we’ve realised that we were neglecting our planet and ourselves.

We know we have the power to recover, and sustainability is the key; by embracing sustainability, we honour our commitment to the planet while building stronger, more empathic connections with our partners, clients, and talents.

For us, sustainability is about ‘doing things well’. When we act with integrity and coherence, magic can happen!”

**Sonia Nicolau**



# Compliance

As a group, we want to ensure we operate within legal boundaries and responsibly, while using sustainability as a lens to inspire us to continuously improve and drive positive change.

This is why we have aligned ourselves with leading international standards and frameworks:

## The United Nations Global Compact Agreement (UNGC) & UN Sustainable Development Goals (SDGs)

As a signatory of the United Nations Global Compact Agreement for more than 15 years, we remain dedicated to aligning our operations and strategies with the ten universally accepted principles in human rights, labour, environment and anti-corruption.

The 17 UN Sustainable Development Goals are a roadmap for a better, more sustainable and more equal world. We are firmly committed to achieving these goals, using them as an overarching framework to help us shape, steer, communicate and report on our sustainability strategies and activities.



## 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







### UNGC Communication on Progress (CoP)

To showcase our commitment to sustainability, transparency and responsible business practices, we communicate our progress through the CoP.

[Access our CoP](#)

Note: We are transitioning to the new reporting questionnaire, which will be available by July 2024.



### Global Reporting Index

We continue to align with the Global Reporting Initiative (GRI) Standards as a basis for disclosure. GRI Standards help businesses, governments and other organisations to understand and communicate their impacts on ESG issues.



### EcoVadis corporate social responsibility assessment

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 according to 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 2023, we achieved an EcoVadis score of 59 out of 100 points, with a "silver" status rating.

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

We are renewing our assessment, and results will be available by the end of July 2024.



### Greenhouse Gas Protocol (GHG Protocol)

We are measuring our carbon footprint based on the GHG protocol, a globally acknowledged standard for measuring and managing greenhouse gas emissions.



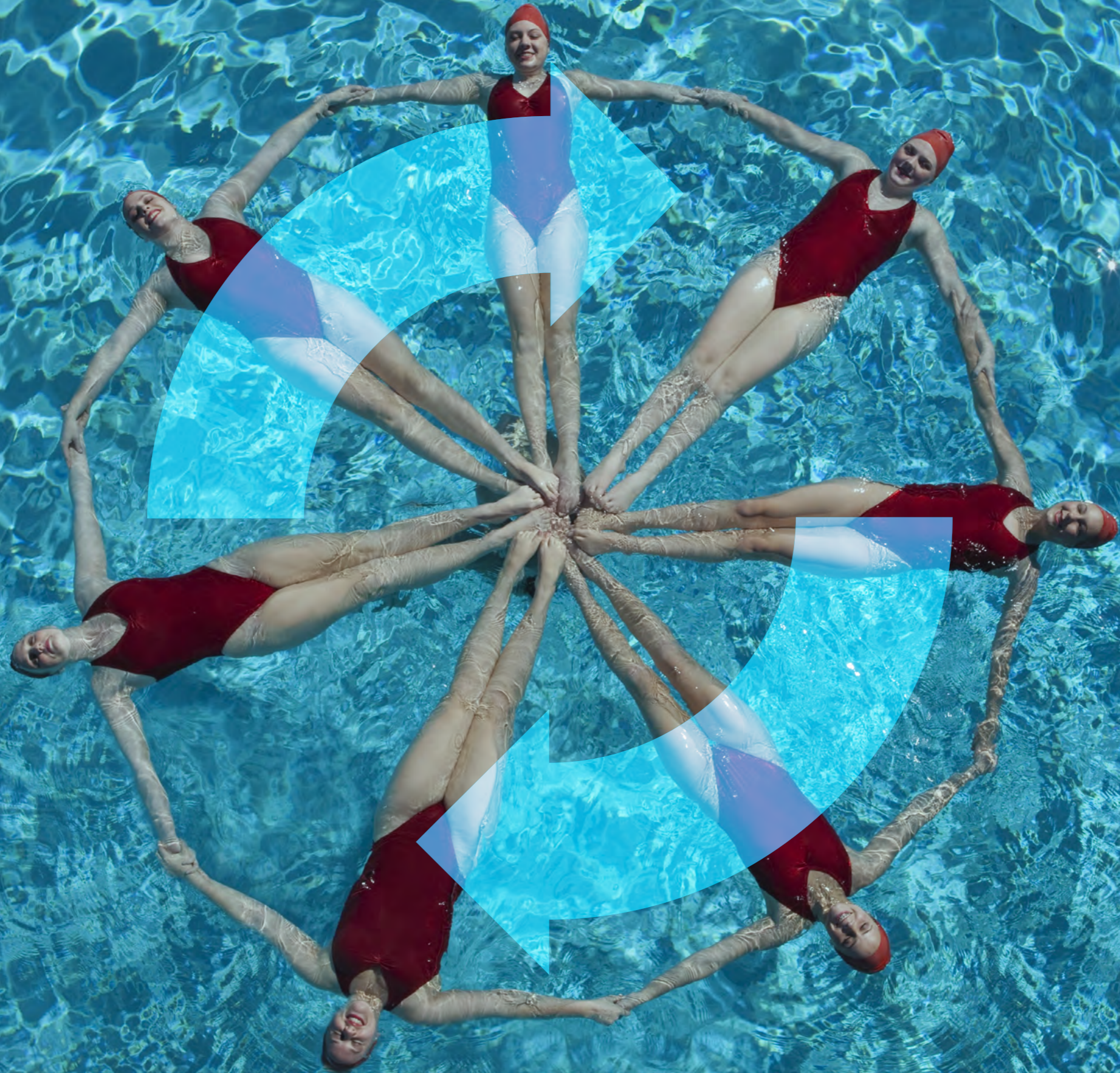
### ISO certifications

Our methodology is based on ISO 20121, the international standard for sustainable event management and we encourage our offices and brands to get certified to deepen their local expertise. The following offices/brands hold an ISO certification:

- ISO 9001 (Quality Management): Dorier Group, MCI UAE, MCI Italy
- ISO 20121 (Sustainable Event Management): MCI France, MCI UAE
- ISO 14001 (Environment Management): Dorier Group
- ISO 27001 (Information Security Management): MCI Switzerland
- ISO 27701 (Data Protection Management): MCI Switzerland
- EMAS (Eco-Management and Audit Scheme): MCI Benelux
- Green Key (Environment and Sustainability): MCI Denmark
- Biosphere (Sustainability): MCI Spain

Standards and compliance continuously evolve. We are currently assessing the disclosure gaps between our present environmental, social and governance reporting and the new EU CSR Directives. This will also help us fine-tune our approach to set science-based targets (SBTi).

# PERFORMANCE



# Global advancements



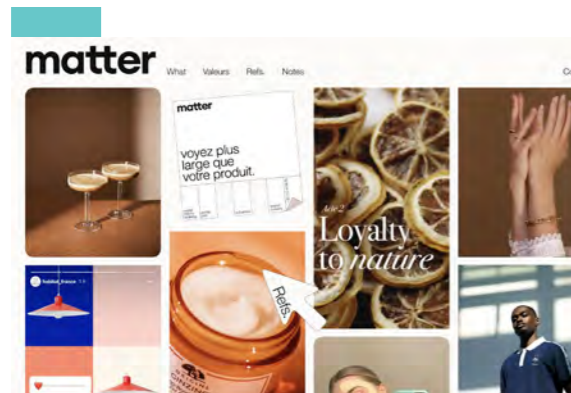
MCI Suisse SA achieved ISO 27001 + ISO 27701 certifications, underscoring the group's commitment to the highest international standards in data privacy and security.



The MCI Canada team acquired Montreal's Plani-Concept Plus, expanding its service offerings and reinforcing its presence in the Quebecois meetings and conferences market.



MCI Brussels created innovative Strategic Meetings Management Program, TRACE, which enables mci group agencies and partners to offer revolutionary event management solutions. The tool provides real-time, integrated data, simplified registration, enhanced ROI calculation, streamlined sourcing, top-tier execution tools, improved attendee engagement, and secure data management.



The French marketing and communication team expanded with the addition of Matter, enhancing the group's consulting, strategic expertise and social media capabilities in response to market demands.

mci group attained an exceptional score of 939 in the CyberVadis cybersecurity assessment, demonstrating industry-leading data protection and risk management practices.



MCI collaborated with Global Destination Sustainability to adjudicate the 2023 GDS Awards and announce the 2023 GDS-Index results, promoting sustainable destination growth.



The digital & creative tech team at MCI developed Markus, an innovative audience configuration tool that ensures seamless event experiences through real-time management and optimised seat allocations.



Sylvia André, our Chief Marketing Officer, has been appointed to the additional role of Chief Creativity Officer. In this capacity, she will spearhead our creative strategy, working closely with agency directors and creative technologists to cultivate innovation across our initiatives.



MCI USA, in collaboration with Black Flower Agency, has been recognised on the MeetingsNet list for the second year, highlighting its exceptional experiential design and service in corporate events.

logos, Business Bridge Europe, Ovation Global DMC and MCI Brussels celebrated their new joint office space, which underlines mci group's commitment to delivering expert guidance in public affairs, communications, and events to EU institutions

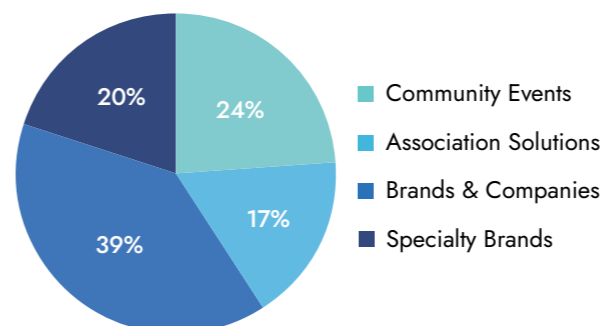
# Financial review



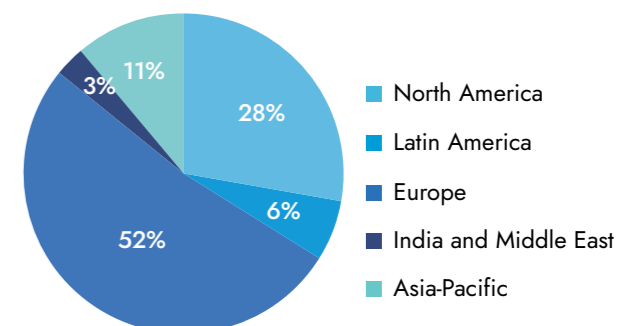
## Financial Figures (in Million Euros and pre-IFRS16)

	2022	2023	Variance vs 2022	Forecast 2024
Revenues	465,8	493,1	+6%	530m+
Purchases and external charges from operations	-300	-303,6		-330m
Gross margin from operating activities	165,8	189,5	+14%	200m+
General expenses	142,1	159		168m
EBITDA from Operations	23,7	30,5	+29%	32m+

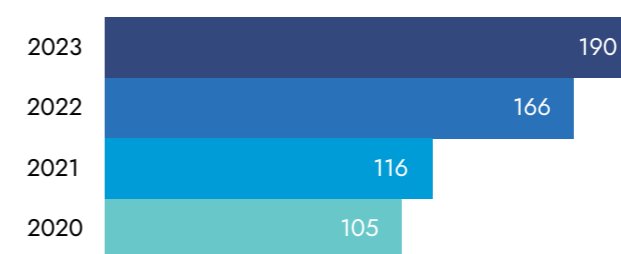
### Gross Margin by expertise



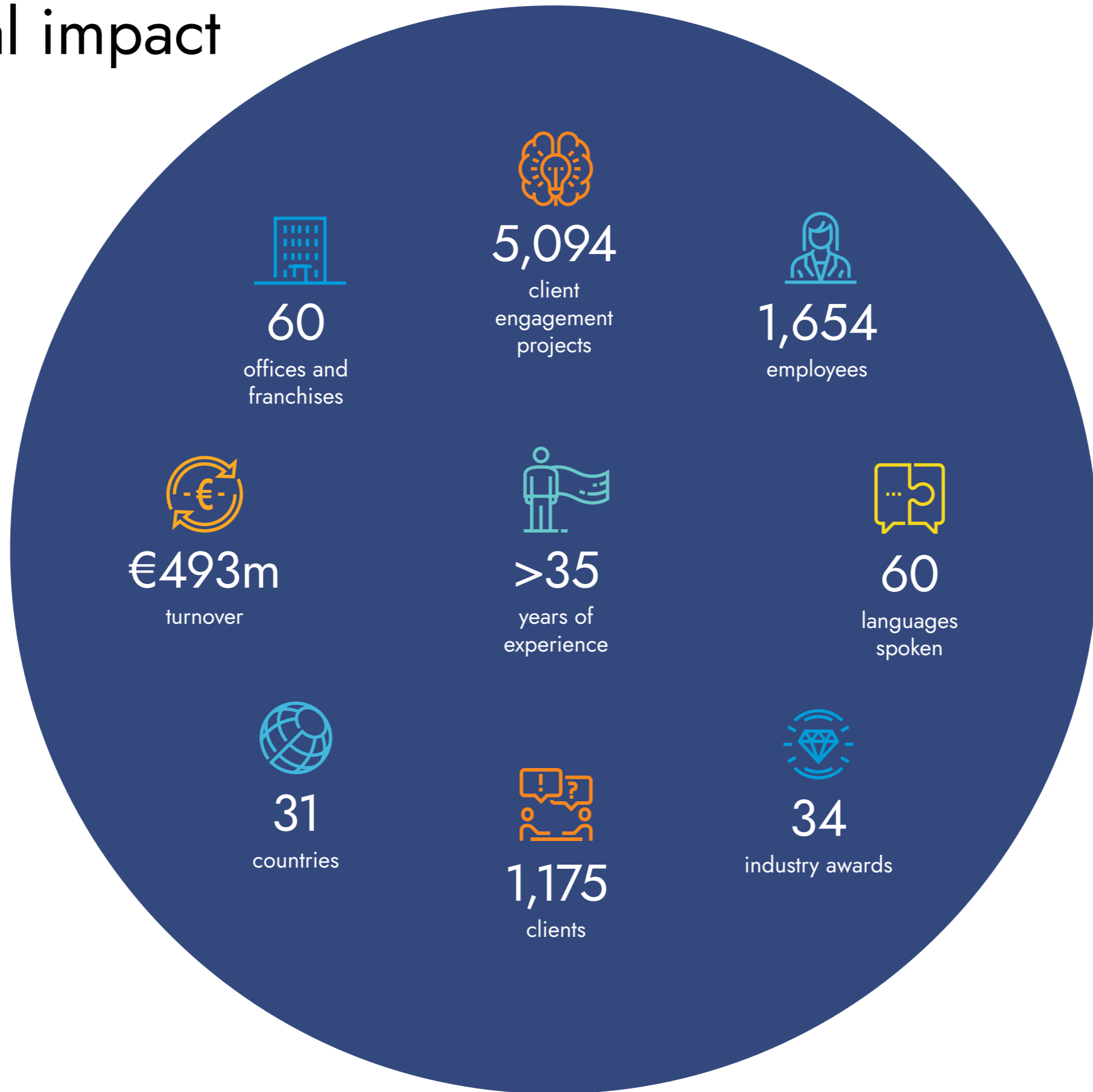
### Gross Margin by region



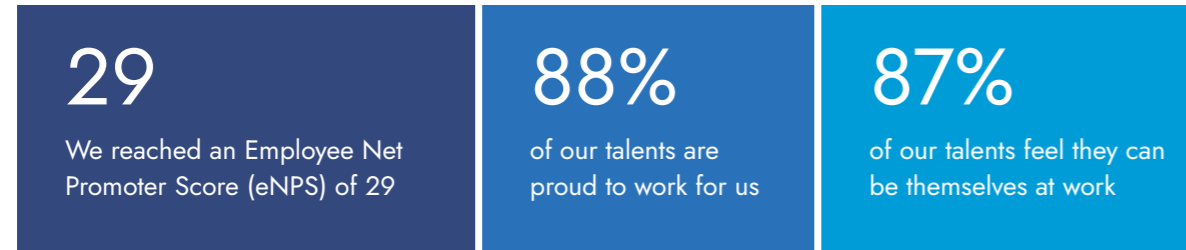
### Gross Margin (in Million Euros)



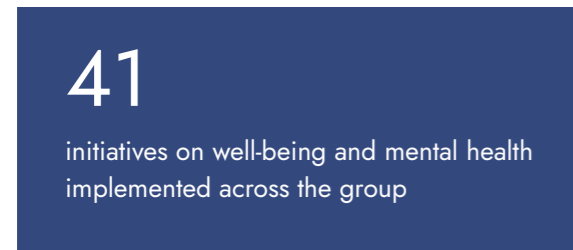
# Our global impact



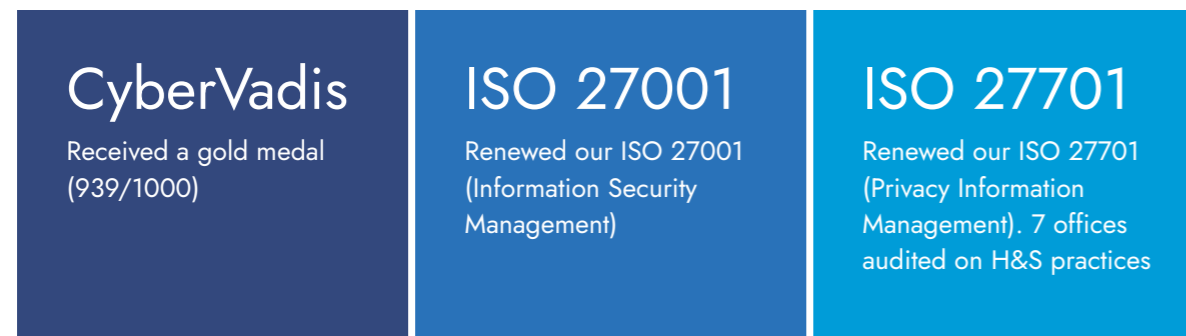
### Diversity, Equity, Inclusion



### Well-being



### Protecting our people & assets



### Learning & Development



### Responsible consumption & production



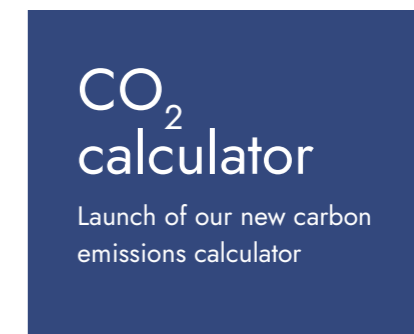
### Governance



### Community & Giving back



### Environmental impact



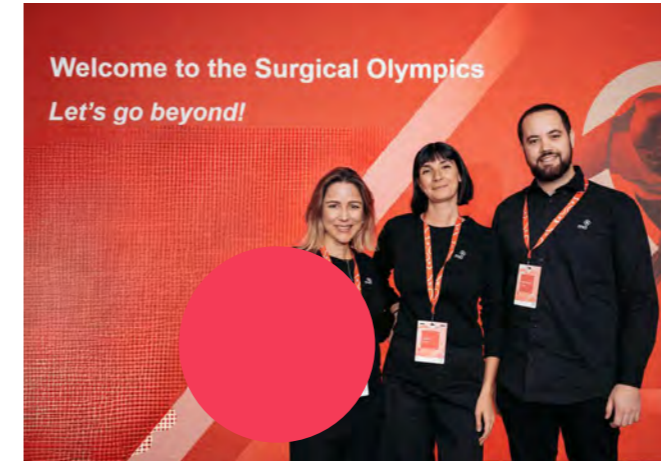
# Client success stories



Black Flower Agency collaborated with Veuve Clicquot in the conception and execution of their 51st Bold Woman Award Ceremony. The event, which took place at the prestigious Institut Français de la Mode, and featured an exceptional panel of guests including Stella McCartney, helped Veuve Clicquot to support female entrepreneurs, and inspire future generations.



At the opening event of the Panerai store in Geneva, Black Flower Agency collaborated with celebrity influencer, Mike Horn, hosting a photo call and exclusive meet-and-greet session to establish a deep connection between his community, Panerai and its audience.



MCI Spain brought the spirit of the Olympic Games to life with a dynamic event for 200 participants in Madrid. With creativity at the forefront, they created an interactive experience with an LED-based main stage, combined with an integrated race runway and focused gamification, designed to help their client foster connections between a community of healthcare professionals.



Dorier combined the skillsets of a Creative Technologist, Designer, MadMapper Manager and Developer, to design a game that demonstrated how IBM Watson revolutionises customer care with unparalleled speed and precision. The game has already travelled across New York, Frankfurt, Cannes and Orlando; and recently Madrid.



Black Flower Agency developed a strategic partnership with Warner Bros. Entertainment to deliver sponsorship access and exclusive experiences around summer blockbuster, "Barbie," for American Express. These activations helped American Express tap into the film's cultural currency as a record-breaking box-office success.



The Dorier team brought the Watches & Wonders exhibition in Geneva to life, providing design, technical direction, and white-glove technical support for exhibiting Maisons and producing conferences in The Auditorium that injected new interest in and engagement with Geneva's watchmaking movement.



Dorier helped bring LVMH's steadfast commitment to diversity and inclusion to life through the creation of their 'Walk the Talk' event. The team collaborated with William Lambourg of Paris Est Une Fete, and Hamid Hassani of têtù, to bring impactful, inclusive scenography to the stage.



HAGEN INVENT brought together over 70,000 guests for the BMW Group Anniversary Days at BMW Group Plant Munich. The party, which hosted friends and family of the BMW workforce, featured vehicle exhibitions and exhibitor stands, as well as drift shows, live music and fine catering, and led to the cohesion and growth of the BMW group community.



The HAGEN INVENT team supported BMW Group in giving 30 international journalists comprehensive insight into their sustainability measures. The event enabled BMW Group to showcase their sustainable transformation technologies, from renewable energies to digital solutions, and intelligent programmes for the promotion of young talent.



MCI Brazil used AI & human expertise to create an impactful event for BCG X, combining cutting-edge tools like ChatGPT with a host of interactive games to engage the audience whilst communicating BCG's position as a market leader to over 200 participating executives, and expanding their lead base.



MCI China partnered with the China Anti-Cancer Association to deliver a series of activities to over 3700 participants at the Tianjin Stadium, and an audience of over 100M online. The event, which took place across several venues, with multiple elements, from keynotes to tree planting, helped CACA to deliver vital education and awareness around cancer research.



Business Bridge Europe, MCI Brussels & logos curated the third edition of the European Defence and Security Conference, which welcomed over 500 participants to the Palais d'Egmont in Brussels alongside key European defence experts including NATO's Deputy Secretary General, to discuss the future of the sector.



The MCI Brazil team brought Beiersdorf AG's Eucerin brand to life with a launch event for the Sun Hydro Fluid 60 sunscreen. They implemented a multi-sensory live experience which explored the brand's history and products in an instagrammable setting, earning the event over 1,000,000 digital impressions.



HAGEN INVENT unveiled the new, all-electric Ford Explorer to around 1,200 Ford employees at the Ford plant in Cologne, as well as to thousands of Ford employees around the world via live stream. The event helped Ford to mark a significant milestone in their journey to electrification, and to establish and celebrate their vision with their employees.



Seamless collaboration between Business Bridge Europe, MCI & logos saw this year's European Space Conference soar, with 20 VIP keynotes delivered across 50+ sessions for over 1800 attendees.





MCI Brussels & logos joined forces in Canada's Montreal to deliver the flagship Harmonized Skies 2023 conference, which gathered 150+ representatives from across the Global UTM association and drone services to raise awareness and discuss the future of their industry.



During the Sands Bosum Business News Conference, MCI Indonesia assisted Bosum in presenting its educational initiative in Indonesia for the very first time. During the event, they delivered quality production, as well as creating digital content for live streaming, all of which helped Bosum to grow brand recognition.



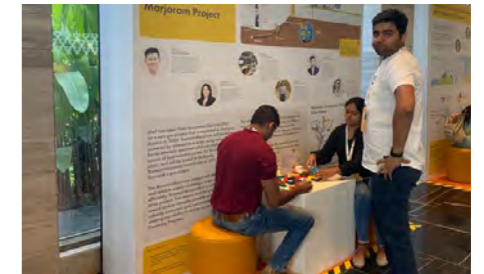
MCI Sports managed the Tournament Guest Programme for the Rugby World Cup, France 2023, handling over 20,000 invitations across 48 matches with the help of their cutting-edge audience configuration and management tool, Mark.us. Their largescale digitisation meant fans enjoyed a smooth experience, and the client enjoyed seamless communication.



MCI USA worked closely with OCEANS conference & expo to deliver a rebrand, comprehensive event management, registration & housing, and exhibit sales enhancement. They provided tangible results for their client, including a 15% increase in social followers, a 109% spike in website visitors and a 16% increase in email opens.



MCI Singapore clinched two prestigious awards at the Marketing Event Awards 2023 for their Prudential Star Club Event 2022. The event helped Prudential Assurance Company Singapore celebrate the story of love by bringing their team together in the city of love itself, Paris.



MCI India collaborated with Shell to host the 2023 Shell PT-festival across three locations, with a total audience of around 6,000 employees. The team created content, built show & tell booths, and designed fun interactive & learning experiences to bring participants closer together and drive deeper engagement with the brand.



MCI France crafted a meticulous brand activation, The Range Rover House, for Jaguar Land Rover in the prestigious Cap d'Antibes. The luxuriously decorated space featured bespoke art, immersive experiences and a host of masterclasses, providing a highly engaging backdrop Range Rover to showcase their new Sport SV, Edition One.



MCI Canada received a BizBash EventExperience Award – Best Social Event, for their event with Mortgage Professionals Canada. This win speaks volumes about the team’s unwavering commitment to excellence and innovation in event planning, and underlines the quality of engagement they were able to bring to the MPC 2022 National Mortgage Conference.



MCI Netherlands created a camp-inspired company retreat to build camaraderie within the International Association of Paediatric Dentistry. The three-day weekend event featured an 80s retro theme, which was brought to life in vibrant colour across the Golden Lakes Village in Belgium, delighting the 350+ employees who attended.



Ovation Spain supported several major ICT companies during the Mobile World Congress in Barcelona. The team executed a variety of services, including the chartering of over 70 limousines, thousands of hotel nights, staff manning various booths, and plenty of off-site events. Their quality logistical support was key to ensuring that their clients can focus on their own business and clients.



Ovation Spain crafted a bespoke evening at the iconic Convent dels Àngels in Barcelona, where attendees were treated to local cuisine, unique cocktails, live music, and interactive experiences including tarot readings. The activation successfully fostered new connections between the client and their valued audience.



MCI Dubai executed complete turnkey solutions for the IFOS Dubai 2023 conference, delivering impactful engagement across a five-day event with over 7000 delegates, 2500 speakers and 90+ industry partners and associations. They provided a full suite of support, including project management, scientific content and committee management, as well as being responsible for the event’s website, app and complete end-to-end marketing.

## Client satisfaction measurement programme

Our client satisfaction measurement programme is designed to ensure we consistently meet and exceed client expectations through regular performance analyses and necessary organisational adjustments.

### 2023 Client satisfaction results:

72

Our Net Promoter Score (NPS) reached 72 in 2023, up from 69 in 2022. This score is notably higher than the average NPS of 60 typically seen in our sector, indicating strong client endorsement.

123

Customer Experience Index (CXI): This score reflects a "strong relationship" with our clients, compared to last year's index of 118. This number illustrates our commitment to exceeding standard client relationship expectations.

96%

of clients rated their relationship with our company as excellent or very good, showing our consistent dedication to client satisfaction.



# Client recognition

## Our valued customers share their feedback

“The integrity, transparency, and professionalism that we value... open to feedback, suggestions, comments.”



“An outstanding level of service, attention to detail while delivering a premium product and working with a great team.”

“A true partnership where I can trust the agency to deliver what we need, and we work as a team to achieve it.”

“Professionalism, good relationship with people, a mutual trust.”

“Dependability, creativity, timely answers, solutions-driven, relationships.”

# Industry recognition

 <p>BrandEx Gold award: Best Digital Architecture</p>	 <p>German Design Award 2023: Special Mention</p>	 <p>MUSE Creative Awards: Gold MUSE Award for Corporate Identity Silver Muse Award for Event Video Silver Muse Award for Advertising Flyer</p>	 <p>Xaver Awards: Bronze The Swiss Award for Excellence in Live Communication, for Best Corporate Event</p>	 <p>Marketing Interactive: Bronze Event Marketing Agency of the Year</p>	 <p>MeetingsNet: CMI Top 25 Meeting &amp; Incentive Companies 2023</p>
 <p>Deutscher Digital Award 2023: Silver Digital Live-Experience Digital Installations/Events</p>	 <p>2023 Excellence in AMC Client Advancement Award</p>	 <p>Memcom 2023 Excellence Awards: Best Website</p>	 <p>Marketing Events Awards: Gold Best Internal Business Event Silver Best B2B Brand Experience</p>	 <p>Marcom Awards: Outstanding Communications/Public Relations Strategic Plan Outstanding Digital Marketing Campaign Outstanding Project Achievement</p>	 <p>CNT: Golden ticket for being a TOP Seller</p>
 <p>EXCEL Awards: SILVER Website Redesign SILVER Single Promotional Piece BRONZE Media Kit Design</p>	 <p>MEAs Meetings &amp; Events Australia Awards: Event of the Year award Professional Conference Organiser of the Year award</p>	 <p>Eventex Global Awards 2023: Set Design Silver B2B Event Gold Event Team Silver Personal Event</p>	 <p>ABPCO Outstanding Contribution to Industry: Barbara Calderwood</p>	 <p>Superbrands status: 9th consecutive year</p>	 <p>Caio Awards (Prêmio Caio): Silver Best sustainable event Bronze Best medium-sized scenographic projects Bronze Best technical infrastructure for event and audiovisual</p>

# PEOPLE & CULTURE



We are a company of passionate community builders, experts, designers and project managers focused on client performance.

Our culture is built around acceptance, enriched by diversity and elevated by creativity. Our people have a digital mindset, an eye for opportunity and the drive to make it happen.

### Idoia Rodés Torrónategui appointed Group President in charge of People & Culture

Idoia, who has been a part of our company for over 23 years, has been appointed to lead People & Culture, focusing on aligning the group's strategy and vision across the People & Culture functions to build a high-performance organisation based on our values and culture, and to maximise the power of human interactions.



# 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 initiate a transformation for the better.

## 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.

## 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.

## Promoting innovation and entrepreneurship

To us, sharing the future means sharing the insight, knowledge and practical experience we've acquired over 35 years, encouraging and enabling entrepreneurs, innovators and thinkers to thrive.

# Diversity, equity & inclusion



## Strategic objectives

Review our existing policies from a diversity and equity perspective and put missing policies/guidelines in place (with a focus on a more inclusive hiring programme) by the end of 2024

Ensure pay equity throughout all operations and functions by conducting a global salary disparity assessment across all offices before the end of 2024.

Annually, 80% of our talents experience a sense of belonging within the company (as measured in our talent engagement survey).

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

## Key highlights

29

We achieved an Employee Net Promoter Score (eNPS) of 29 (19 in 2022)

85%

of our talents intend to stay for the next 12 months (79% in 2022)

88%

of our talents are proud to work for us (85% in 2022)

87%

of our talents feel they can be themselves at work



## Striving to be a responsible employer

Our company maintains a healthy employee turnover rate of 13.8%, showing improvement from 17.4% in the previous year. According to our yearly engagement survey, an impressive 85% of our talents (up from 78% last year) plan to continue their careers with us over the coming year. These statistics confirm that we are a great company to work for.

In 2023, 86% (82% in 2022) of our workforce had a permanent employment contract, 11% (14% in 2022) had fixed-term or long-term freelancers' contracts, and 4% were interns/ apprentices.

We are 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, in compliance with global lawmakers (i.e., International Labour Organisation).

Remuneration is aligned with local industry standards and is compliant with local laws and regulations. We take pride in fostering a supportive environment by offering a variety of benefits, which may vary from one country to another. But most commonly, these benefits encompass 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 are offered the possibility to participate in a share-based incentive plan.

We regularly monitor wage equality in the workplace at a country-specific level. Recognising the importance of comprehensive pay equity throughout all operations and functions, we will conduct a global gap analysis across all offices. Scheduled for 2024, this proactive initiative will enable us to identify opportunities to enhance our commitment to fairness and equality.

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

**"At mci group, our goal is to build a partnership with our talents that support their professional growth and personal success, enriching their lives both within the workplace and beyond."**

**Carlo Saya,**  
Group Human Resources Director



## Thriving through diversity

“At mci group, we hold diversity as a fundamental principle that we actively champion. Our commitment transcends mere statistics or targets; it’s about cultivating an environment where everyone feels welcomed, respected and valued for who they are.”

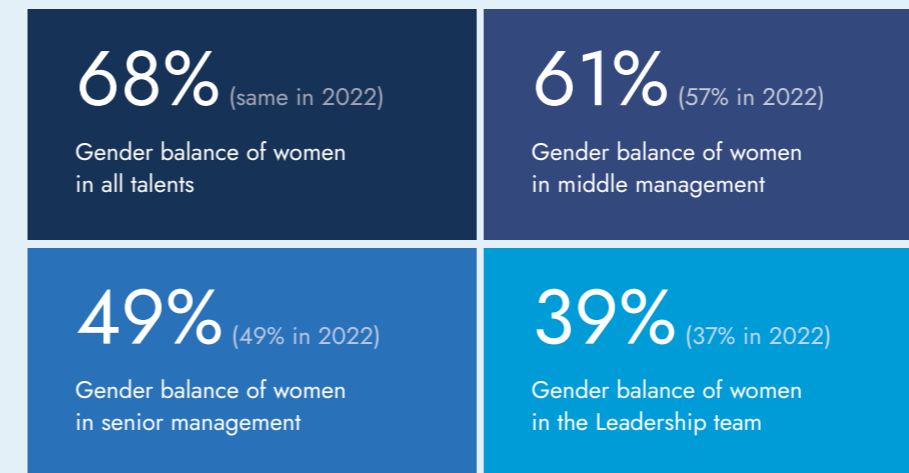
**Erica Fawer,**  
Group Sustainability Director



With talents originating from more than 70 countries and collectively speaking over 60 languages, our group’s worldwide presence affords us the unique opportunity to collaborate with a diverse array of talents from various cultural backgrounds.

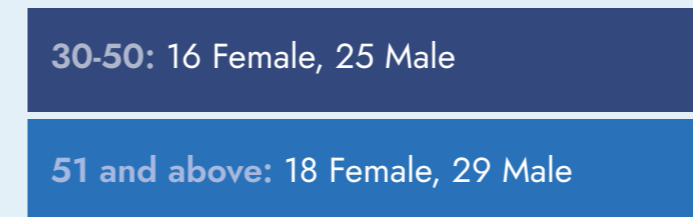
This diversity fosters an international mindset and an understanding of society that enriches our group, enhances creativity and amplifies our ability to work cross-culturally as we accompany our clients into new markets.

## Gender diversity at mci group

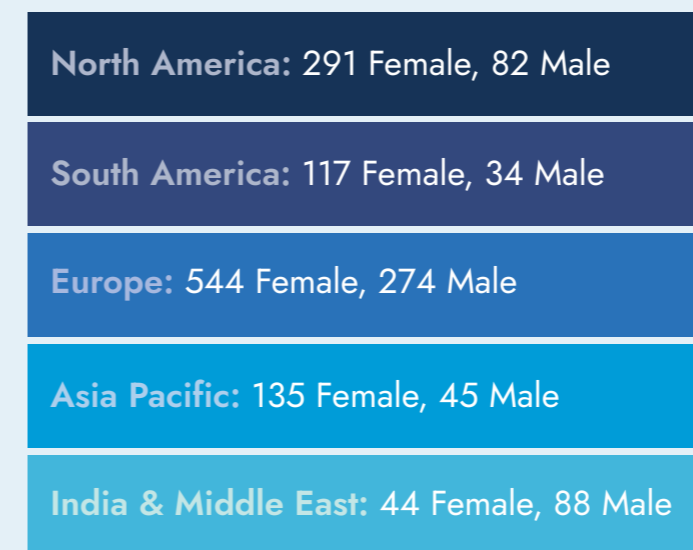


## Age and gender diversity

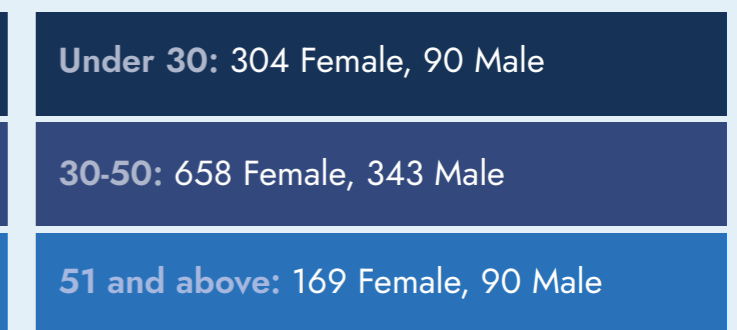
### Governance bodies by age group



### Headcount by region and gender



### Headcount by age and gender



## Our Diversity, Equity, Inclusion & Belonging (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 DEI&B 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.

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. 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.

**Here is a snapshot of a survey conducted in the autumn of 2023 with a focus on DEI&B (821/1564 respondents = 52% participation rate)**

**87%** feel they can be themselves at work

**82%** know that if they experience or witness discrimination, their concerns will be properly addressed

**71%** answered favourably to the question "My company is committed to providing equal opportunities for all"

*(Percentage of favourable answers)*

Despite these encouraging figures, we are committed to ongoing self-reflection, identifying areas for enhancement, and positively influencing our internal practices. Based on the initial gap analysis we conducted using the Women's Empowerment Principles and the LGBTQ+ Standards tools, we are currently working on the following initiatives:

- Implementing self-identify on a voluntary basis where legally permissible and preparing awareness-raising campaigns on the importance of self-ID and including pronouns in employee descriptions.
- Revising our existing policies from a diversity and equality perspective and putting missing policies/guidelines in place, notably our Diverse and Equitable Recruitment Guidelines
- Improving our data collection to help us make better informed decisions
- Setting up a pay gap audit and defining future targets
- Providing more training for our managers

## Listening to and communicating with our talents

As part of our talent experience strategy, in 2022 we upgraded our talent feedback survey tool to an external measurement platform, providing us with more detailed employee insights and comprehensive analytics. Managers are also provided with tips and guidance on areas that could be improved.

We run an annual full engagement survey (with approximately 30 items), complemented by two shorter "pulse" questionnaires, to help us spot problems early, and act on them swiftly.

Our annual engagement survey took place in October 2023, with a total of 963/1410 respondents (68% of our full-time workforce).

### Annual engagement survey highlights:

**eNPS\* +29** / which is a significant increase compared to 2022 (+10 points) while detractors have also decreased by 3%

**79%** / talents average satisfaction score (77% in 2022)

**89%** of talents say that in their team they actively support each other when they fall or make mistakes

**88%** of talents feel people at mci group treat each other with respect

**88%** of our talents are proud to work for our company (85% in 2022)

**81%** of talents appreciate our CEO's transparent communication (same results in 2022)

*(Percentage of favourable answers)*

(\*) Employee Net Promoter Score (eNPS) is a way of measuring how likely your employees are to recommend your organisation as a good place to work.

## Stories on Diversity, Equity, Inclusion & Belonging



### The power of vulnerability

Naomi Green is a great example of a talent taking concrete actions for their community, not because it's impacting them, but because it is the right thing to do. In 2023, Naomi won the Dr. Carolyn Lipshey Galerstein award, which aims to celebrate someone whose work, leadership and community service centres around bringing awareness to and practicing Diversity, Equity and Inclusion.

Involved in several efforts to increase awareness around Diversity, Equity, and Inclusion, Naomi was the perfect candidate to win the prize. She advocates for People Living with HIV/AIDS (PLWHA), bringing awareness to the need for resources and education for this community, especially those who are also most vulnerable such as communities of colour and members of the LGBTQ+ community, especially Black trans women.

Naomi also serves on the Board for Black Ladies in Public Health, a network of over 16,000 Black women working in various fields of public health providing mentorship, internships, career opportunities, collaborations, and working to advance the impact of Black women in Public Health. She also advocates for the LGBTQ+ community, especially Black trans women, serving on the Board for Texas Pride Impact Funds, Texas' only community foundation focused on securing a future for LGBTQ+ Texas for generations to come. Additionally, Naomi provides DEI trainings and speaks nationally as an advocate for PLWHA and LGBTQ+ people at conferences, on panels, at universities, on TV, news, radio, print, podcasts, and other media.



### Celebrating our talents' uniqueness

During Pride Month in June 2023, MCI Brazil took the opportunity to gather their talents to raise awareness on diversity and inclusion.

MCI Am What I Am brought panel discussions, conferences and performances to celebrate the LGBTQIAPN+ community and strengthen our inclusive culture.

Through this event, MCI reaffirmed its ongoing commitment to creating an inclusive environment where every individual is valued and respected in their essence. Although June is a time for celebration and recognition for the LGBTQIAPN+ community, the fight for equality and visibility takes place all year round, and fostering an inclusive mindset and culture remains a top priority.



### Driving diversity and inclusion in Australia

The Banksia Foundation is a non-profit organisation promoting sustainability excellence through its Awards programme and other associated events.

MCI Australia is a proud partner of the Banksia Sustainability Awards, considered the most prestigious awards in the field in Australia. Since 2015, our team in Australia has sponsored the Diversity and Inclusion Award and helped organise the ceremony, offering their creative, production and event management services.

In 2023, the event took place at the Melbourne Convention and Exhibition Centre, where Ventia won the Diversity and Inclusion Award for their work on disability employment.

## Case story

# Transforming the global education landscape through emotional storytelling

Education Cannot Wait (ECW) is the United Nations global fund for education in emergencies and protracted crises. The Fund addresses the importance of education in times of crisis, including natural disasters, armed conflicts, forced displacement and other circumstances. It aims to keep supplying the children with quality education in crisis situations, providing them with opportunities to continue learning despite challenges in their respective countries.

In close collaboration with MCI and Dorier, ECW held a high-level financing conference in Geneva in February 2023, encouraging political and other leaders to place educational needs high on the international agenda. With the strategic help of MCI, they ensured the exhibition area had a greater impact and engaged their global audience of donors, government representatives, civil society, the private sector, youth, beneficiaries and other key partners.

To encourage people to donate, MCI's strategic team focused on creating an emotional, genuinely humane storytelling: people needed to hear and read stories, not just from big organisations, but unique stories from the children themselves. Emotionally connecting with these stories would encourage people to donate. Therefore, MCI worked closely with ECW's team to develop compelling videos for the opening session and other key conference moments.

ECW had a strong commitment to inclusivity for this conference, and Dorier had someone dedicated to ensuring inclusivity throughout the process. From the general event logistics, to content, stage design and technical production, our teams made the event accessible to all, whether they attended the event online or physically.

## Key highlights

ECW High-Level Financing Conference helped raise an outstanding \$826 million

MCI won a XAVER award for Best Corporate Event for their contribution

MCI provided coaching to youth speakers to help them better share their stories on stage



# Learning & development

## Strategic objectives

- DEVELOPING AI KNOWLEDGE**  
 Gain expertise in utilising AI tools to boost productivity, creativity, strategy and professional growth, laying the groundwork for AI knowledge across all business units.
- LOCAL LEARNING ACTIVATION**  
 Align local learning strategy to meet the specific business and talent needs by driving ownership of talent development at local level.
- 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
- BUSINESS ACADEMY**  
 Gather senior leaders from all offices for a strategic learning event focused on networking, best practice exchange, and learning about industry trends, ways of working, well-being, and professional development.

## Creating a learning culture, empowering performance

“At mci group, our learning and development focus is to provide talents the opportunity to develop their capabilities and to thrive in their personal and professional journey. With our rich suite of learning resources and a strong digital backbone, we’re dedicated to fostering a culture of continuous learning, building an organisation powered by a highly capable workforce.”

**Avinash Chandarana,**  
Group Learning and Development Director



## Key highlights

**8,999 hrs** of learning received by our talents

### Mentorship programme

**243** Total Registrations by role (117 mentors and 199 mentees)

**370** Total hours of mentoring completed

### Business Academy

**84%** of senior leaders attended the business academy

**192** Total participants

**3,072** Total hours of learning

### Local learning activations

**96%** of talents participated in local learning activations (for the offices that organised them)

**14** activations organised

**4,173** Total learning hours received

### Learning accessibility

**2,000+** talents actively learning through our on-demand learning platforms

**173 days** spent in on-demand learning

**2,792** Completed resources

**80 hours** of online sessions delivered

### Digital Acumen programme

**502** Total participants

**67** Global Digital Quotient



## MCI Institute: Empowering talent and organisational success

At mci group, we are committed to creating a culture of 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-based exchange, feedback and on-the-job experience.

Our comprehensive digital learning ecosystem is at the heart of the MCI Institute, 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.

## Establishing artificial intelligence (AI) knowledge foundations

To ensure our talents stay ahead of technology trends, MCI Institute designed and curated the AI Essential Series, covering key areas of the use of (Generative) AI in areas such as creativity, project management, events, design, finances, creative technology, marketing and communications, and data analysis.

Through a blend of live online sessions led by internal experts and self-paced courses, mci group talents are empowered to enhance their digital skills in AI. These AI-focused training opportunities will evolve continuously, with a focus on cultivating our talents' mindset to thrive in this era.

## Igniting innovation through Business Academy

The Business Academy serves as a pivotal event, bringing together minds from all our global offices to engage in discussions, learning, and forging meaningful connections aimed at propelling the business forward.

With a concentrated emphasis on Account Management, Consultative Approach, Operations, and Talent, the Business Academy delivers actionable methodologies and inspiration to senior managers. Armed with renewed mindsets, they return to their teams equipped to drive progress and innovation.



### Business Academy 2023

At mci group, learning and development is never a solitary journey. In 2023, the Business Academy was held in Vienna, gathering 192 people across our brands to build connections, gain fresh industry insights, and identify new ways of thinking and working. The sessions were designed to challenge everyone to think critically, solve problems, and develop new ways of boosting client-facing opportunities while approaching business problems from different and thought-provoking perspectives. 84% of our senior leaders engaged in practical, case-based workshops, interactive sessions, and community-driven dialogue, representing 3,072 hours of learning.

The Business Academy 2023 was a success, with 88% rating their experience as "excellent".

## Aligning local learning to business priorities

Continuing our commitment to empowering local offices, MCI Institute spearheaded the process for local offices to tailor learning and development plans that were aligned with their local business priorities. These plans offer clear, actionable steps for their annual learning approach, incorporating initiatives such as Learning Week, local learning initiatives, and leveraging the resources available through MCI Institute's digital ecosystem.

Moving forward, our goal is to encourage collaboration among offices facing similar challenges and opportunities, amplifying the #ThePowerofMany.



### Local learning for global growth

In 2023, 14 Learning Weeks were organised across our offices, gathering 96% of the talents from the participating agencies. Topics varied from one office to the other as the content was personalised to the local needs and market trends, however, their objectives remained identical: uniting talents to learn, improve and be inspired as a team. Through 4,173 learning hours received, the 991 talents who participated made the most of their experience.

# Well-being

## Strategic objectives

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

## Key highlights

**41** initiatives on well-being and mental health implemented across the group

We further developed our strategy on mental health and well-being with an extra focus on psychological safety

### Nurturing well-being and mental health

We value our talents above all other assets, which makes their mental health, well-being and happiness a key concern for mci group. Our approach on well-being and mental health is in constant evolution as we encounter new challenges and opportunities along the journey, however, the following elements remain at the core of our strategy:

- We continuously encourage each office to implement local initiatives promoting well-being and mental health following local needs and affinities.
- We adapt our talent engagement surveys strategy according to the key areas of improvement identified the previous year, and monitor the progress over the year.

In 2023, 41 initiatives were put in place across our offices, including digital health services, mental health counselling or psychological support via external experts, massage sessions, healthy breakfasts, physical activities (yoga, Pilates, running, etc), internal conferences and workshops on mental health and well-being, Mind Over Miles (our group step challenge) and more.





# Stories

## A day to nurture our talents' dreams

The Dream Day is part of our DNA and is intertwined with our approach to mental health and well-being. Every year, offices are free to organise a day during which talents can think about their dreams, and set themselves objectives to fulfill them. The Dream Day aims to bring hope, meaning and inspiration to everyone's lives in a sharing and caring environment.

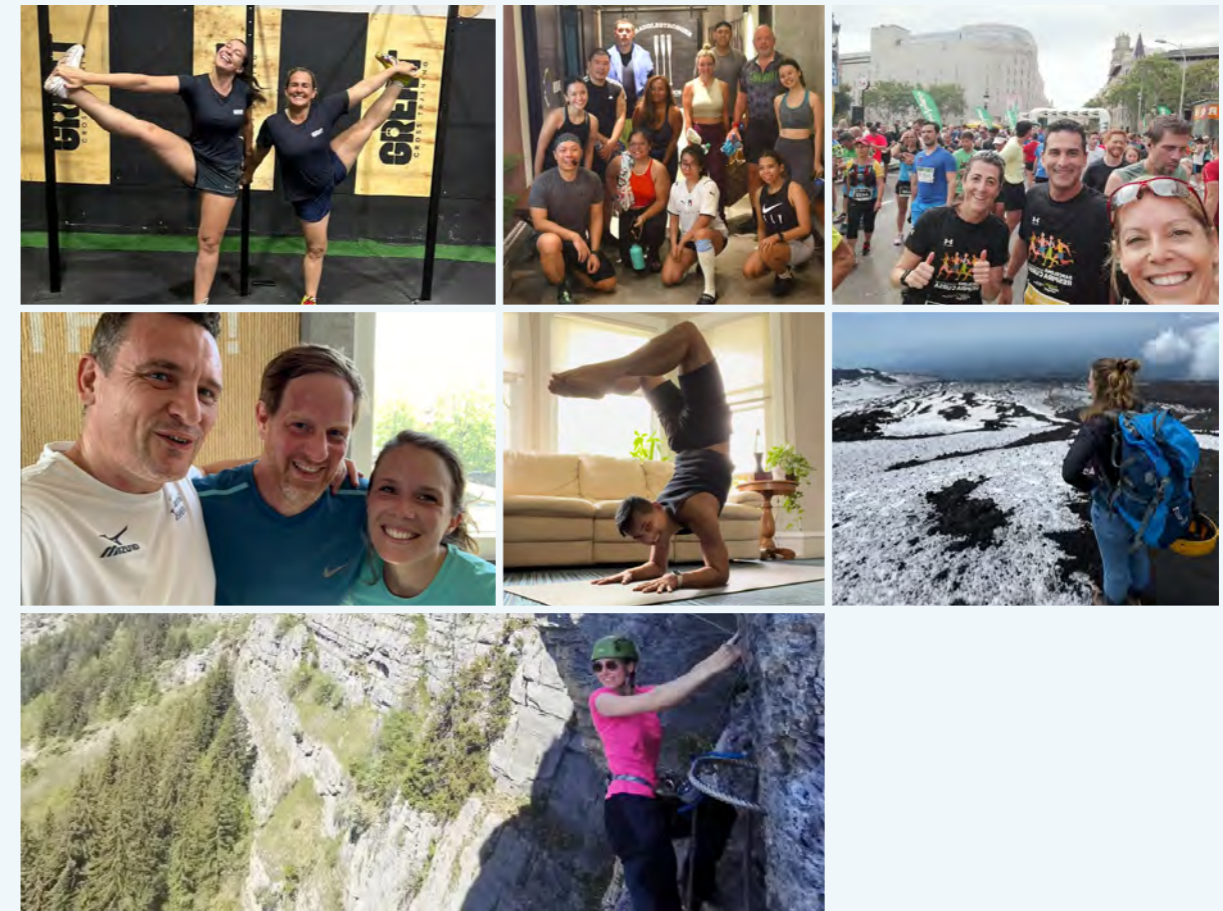


## Mind Over Miles Challenge: encouraging physical activity and well-being

Tackling the challenges of a sedentary work life is crucial to maintaining good health. To promote physical activity and encourage talents to be more active, we created the Mind Over Miles Challenge: for one month, participants use a step-tracking app and compete in teams to win a place on the podium.

With this challenge, we invite people to take care of their physical and mental wellbeing by moving their bodies in a fun competition where team spirit always leads the way.

### Key highlights



## A culture of care

Thanks to Christelle Vitasovic who recently joined the Group HR department as Group Talent Relations Director, we put an extra focus on psychological safety, and further developed our strategy on mental health and well-being. Christelle is a valuable asset, building and maintaining positive relationships between talents and the company while offering counselling services to employees, local HR teams, and management. Holder of a master's degree in psychology and counselling, she is also responsible for preventing and addressing psychosocial risks and implementing initiatives to promote mental health and well-being at work.

Through our 2023 talent engagement surveys strategy, we collected feedback on wellbeing, mental health and psychological safety.

We are pleased to note that:

**89%** think we actively support each other when we fail or make mistakes and treat each other with respect

**87%** trust their manager and have confidence in the senior leadership to make the right decisions for the company.

**81%** feel comfortable voicing their ideas and opinions even they differ from the rest

**87%** have enough autonomy to make decisions regarding our work

**87%** feel they can be themselves at work and count on their colleagues to help each other do the job better.

**“These results demonstrate a positive ‘open error’ culture that enables progress and innovation in an environment where our talents feel safe to make mistakes, respect and support each other. Also, being autonomous in our jobs and understanding how we contribute to the success of the company is a stress-protective factor I am particularly enthusiastic about.”**

**Christelle Vitasovic,**  
Group Talent Relations Director



Even though the surveys' results are positively promising, there is always room for improvement, especially to help our talents manage their workload and job responsibilities in a way that allows them to have a good work-life balance; 32% of respondents feel they could have a better work-life balance, and 39% struggle to manage their workload. However, from the 300 talents who answered unfavourably, 69% feel they can discuss it with their manager, and 70% feel recognised at work, which positively impacts time management, stress, self-esteem, personal achievement and engagement.

## Work from home and flex workplace

We strive to provide our teams with the freedom to 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. The possibility to work from home is very much part of our culture today and our talents appreciate the flexibility it offers while providing a better work-life balance.

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



# Community impact

## Strategic objectives

As a multinational company with more than 1,600 talents working for clients worldwide, we are uniquely positioned to participate in making positive changes in communities across the globe. In today's interconnected world, corporate actions wield significant influence, capable of catalysing growth and enrichment within communities. At mci group, we firmly believe that by equipping our teams with the resources and support to amplify their impact, we can bring forth positive change that resonates across global communities.

### Key highlights

**€421,000+** directly raised in support of local community and charity programmes

**€3,565,000+** indirectly raised through pro bono work and other charity initiatives

**2,047 hrs** volunteering for 70 community projects

Through our culture of responsibility and care, we encourage our talents to use their creativity to generate value not only for our business but for the planet and the communities in which we work. Structurally, each office created a local sustainability team to engage their talents and implement local community initiatives based on their needs or affinity. With this vision at our core, we are committed to empowering our employees by ensuring that 100% of our talents are granted a full working day each year to actively engage in community outreach initiatives.

"As Group Internal Communication Assistant, I've been collecting dozens of inspiring stories about our agencies' efforts to empower and support hundreds of communities. It's exhilarating to see how much passion our CSR teams put into making a positive impact on the people around them. We all come from different horizons, but our genuine desire to help and use our skills to do good unites us all."

**Tania Colsa Tella,**  
Group Internal Communication Assistant



## Our achievements

Since 2010, our talents have invested more than **52,000 hours** in community projects around the world, raising over **€25.5 million**.

In 2023, our agencies have supported **70 community projects** and directly raised **€ +421,000** for these programmes. From donation drives to a cycling marathon to giving blood, our talents have again used their creativity and genuine care to help those in need.

Here is a glimpse of some of the local community projects we have initiated or supported in 2023.

**MCI Switzerland and Dorier** – collection of Christmas presents for children for the Swiss Red Cross



**MCI The Netherlands** – food donation for Voedselbank Amsterdam



**MCI The Netherlands** – cycling marathon for the Erasmus MC Sophia Children's Hospital



**MCI The Netherlands** – walking with the elderly for WoonZorgcentra Haaglanden



**MCI USA** – donation of children's toys for She Believes in Me Foundation



**MCI Brazil** – food and clothes donation drive for children for Casa dos Curumins



**MCI The Netherlands** – cooking for those in need for Resto vor Harte



**MCI The Netherlands** – baking for a local shelter



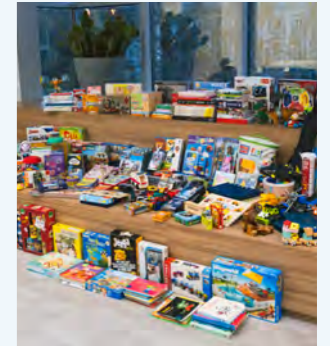
**MCI Switzerland and Dorier** – blood donation for the Hôpitaux Universitaires de Genève



**MCI USA** – Food packages for the Baltimore Hunger Project for local students residing in food-insecure households



**MCI Belgium** – essential items collection for the homeless with Les Samaritains



**MCI Belgium** – toys collection for children with Arc-en-Ciel ASBL



**MCI Switzerland and Dorier** – Movember awareness party and fundraising for the Movember Foundation



**MCI Switzerland and Dorier** – clothes and games donation drive for the Carrefour-Rue & Coulou Foundation



**MCI USA** – donation of back to school supplies for Ronald McDonald House



**MCI Germany** – packing Christmas presents for children in Africa



**MCI Brazil** – donation of computers and collection of hygiene products for the LGBTQIAPN+ community for Casa 1

## Using our expertise for good

In addition to our community outreach initiatives, we leverage our knowledge and connections to assist in coordinating charitable events. In 2023, € +3,565,000 were indirectly raised through pro bono work and other charity initiatives.

Many non-profit organisations lack the resources, expertise or purchasing power that mci group possesses to organise significant events to further their missions. This places us in a distinctive position to orchestrate impactful sustainability events on their behalf.

Moreover, beyond just empowering communities and catalysing change, we view these endeavours as avenues for our team members to apply their abilities meaningfully, fostering a deeper sense of fulfilment and job satisfaction.



### Dorier's pro bono work to protect children from the internet

Action Innocence is a private Foundation whose aim is to "protect the integrity and dignity of children, teenagers, and individuals with special needs in their use of screens and digital technologies".

During months of close collaboration, Dorier and Action Innocence worked hand in hand to create an outstanding immersive experience for the charity gala dinner that takes place every two years.

Immersion was key to communicate in an impactful way, and Action Innocence knocked on the right door: Dorier created a 180 degrees LED projection on walls, using sound, voice-overs and actors to convey the Foundation's messages.

#### Key highlights

**4.5 million Swiss francs** were raised from **400 attendees** thanks to Dorier's creativity, technological expertise and profound interest in supporting Action Innocence's cause during the charity gala in Gstaad.

**83,000 Swiss francs** were offered on the final bill.

### A night of giving for the Red Cross, from Geneva to Togo



Once again, Dorier and MCI Switzerland orchestrated the beautiful Swiss Red Cross Ball in Geneva, with the theme "Embracing resilience and empowering communities". The 2023 charity gala aimed to raise funds to support the Red Cross programmes in Togo, which included: improving access to clean water, hygiene and sanitation, as well as enhancing the ability to identify and manage the risks of natural disasters such as floods and landslides that directly affect the health and livelihoods of local populations.

The gala event programme included the acquisition of sponsors, development of a creative theme, executing the event marketing and staging a full show production. The atmosphere created a perfect occasion for deepening relationships with donors whilst honouring the humanitarian cause and bringing this community together. The night featured live music, fabulous cuisine and entertainment with 643,500 CHF funds raised.

With exceptional eclectic programming, strong visual identity, audiovisual scenery, and seamless technical production, our teams participated in the success of this 21st edition.

#### Key highlights

**15,550 Swiss francs** were offered on the final bill

Talents from MCI Switzerland and Dorier volunteered, offering their time and expertise to ensure smooth logistics onsite.

**643,500 Swiss francs** were raised (over €665,000) to support the Red Cross programmes in Togo.

### Building a platform for the world's largest international gathering on refugees

The Global Refugee Forum is the world's largest international gathering on refugees, taking place every four years. From 13 to 15 December 2023, the Forum was co-convened by five States – Colombia, France, Japan, Jordan and Uganda, and co-hosted by the Government of Switzerland and UNHCR.

MCI Switzerland and Dorier collaborated in the organisation of the 2023 edition and the Nansen Awards, an annual event celebrating individuals, groups and organisations who go the extra mile to protect refugees, as well as internally displaced and stateless people.

These results provide hope for the over 36 million refugees who have been forced to leave their homes worldwide.

#### Key highlights

**4,200 participants** from **168 nationalities** attended the Forum, with **10,000 people** participating online

Over **1,600 pledges** were made in support of refugees and their host communities

Approximately **\$2.2 billion** in new financial commitments by States and other actors was announced, including some **\$250 million** pledged by the private sector



# SUSTAINABILITY



# Our strategy

As a multinational company with a global and local reach, we recognise the immense responsibility and opportunity that comes with our global footprint. Forming the mci group wasn't just about business growth; it was about harnessing our collective strength to make a positive impact on our world. With a presence that spans across continents and communities, we believe we are uniquely positioned to drive change and foster a more sustainable and inclusive society.

Committed to the United Nations' Sustainable Development Goals (SDGs), we strive to be more than just a company; we aim to be a catalyst for meaningful change. Leveraging our skills, voice and relationships, we are dedicated to promoting an active culture of care and responsibility. Our commitment extends beyond words; it is reflected in our actions as we work tirelessly to make a tangible difference in the world around us by achieving Net Zero Carbon by 2030.

As a group, we aim to adopt a comprehensive and forward-thinking approach to sustainability that covers environmental, social and governance issues. By conducting thorough materiality assessments and incorporating feedback from diverse stakeholder surveys, we continuously adapt our strategy to align with global trends and innovations. Therefore, in 2024, we will conduct a double materiality assessment and prepare mci group to comply with the new Corporate Social Responsibility Directive enacted by the European Union.

Since starting our sustainability journey in 2006, our dedicated team has made a significant impact, transforming our company's operations and contributing to a better future for both mci group and the wider world.

## With-in and with-out

We're committed to sustainability across all our activities, fostering a culture of care and responsibility that influences both our internal operations and external collaborations with clients and communities. Our aim is to build a resilient and sustainable business that makes a positive impact beyond our operations.

### Within mci group

Within our agencies, we cultivate caring, inclusive and eco-conscious environments in which our talents can thrive. Our focus is on ethical leadership and governance, equality, diversity, and a culture of continuous learning encouraging sustainable solutions wherever possible.

### With our clients

We champion sustainable solutions by showcasing environmentally and ethically conscious solutions in our events and experiences. We do so by integrating design thinking, minimising waste, and conserving resources to deliver impactful and eco-friendly outcomes.

### In our communities

We recognise our extensive influence on the communities in which we operate. Therefore, we are always mindful of engaging with ecologically certified suppliers and integrating community-centric aspects into all our projects to foster positive local impact.

Additionally, our global teams contribute over 2,000 pro bono hours annually to social action efforts and NGO events. Furthermore, we partner with Cool Earth to support the preservation of the Amazon rainforest, safeguarding both its indigenous communities and the crucial oxygen it 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.

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





## Why sustainability matters to us

### Sustainability is central to our mission

Our purpose is to bring people together and create a positive impact in our world.

Climate change, the loss of biodiversity, the health and social crisis and all the consequences that result from it push us to question the impact of our actions.

We want to use our collective skills and relationships to contribute positively and invent a more harmonious society – for our clients, our talents and our communities.

### Operating responsibly

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

We want to be part of the solution and lead the transition to a more sustainable global economy, enhancing resource efficiency and boosting social benefits, thus also securing our business's future.

### Building trust

In the digital era, building trust means being transparent about our sustainability efforts. With increasing regulatory focus on environmental impact, we strive to exceed basic standards and support our clients in adopting sustainable practices.

### 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.

Sustainability is a business imperative. It spurs innovation, engages stakeholders, and motivates our team, setting us apart in the market.

### Resilience

Resilience reflects our ability to thrive amidst challenges like climate change and resource scarcity. Our sustainability programme equips us to navigate disruptions and evolve to meet stakeholder expectations.

### 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 engage and activate their stakeholders around sustainable development issues.

# Creating responsible experiences

## Strategic objectives

1. Supply chain assessment approach and guidelines ready by 2024
2. 100% of our client proposals include an environmental/social and carbon tracking approach by 2025

## Key highlights

**90** client projects won or delivered about sustainability or with an integrated sustainability approach

Successfully launched our event carbon footprint measurement tools (with 22 super users)

**240** talents trained in sustainability practices

**“Our choices must have the potential to transform our world. Our commitment is simple: to walk the talk. And fast. Placing sustainability at the heart of what we do. For real. With our clients. With our partners. For our industry. For positive change. For our communities. For our planet.”**

**Oscar Cerezales,**  
Chief Strategy Officer



**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. 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:

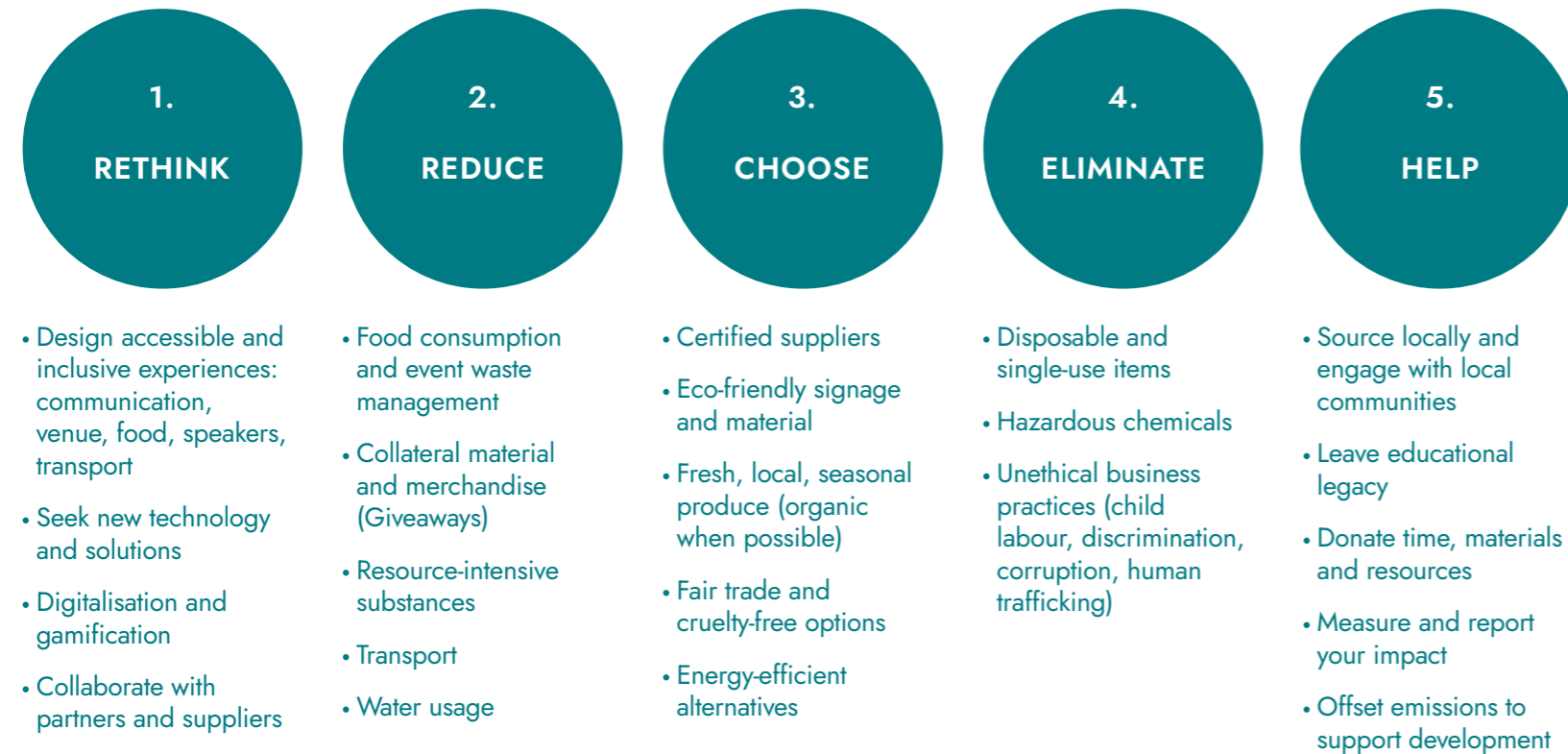
## Sustainable project journey

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 responsible experience model

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



## 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 addition to Sustainable and Inclusive Events Guidelines, we provide regular online webinars or in-person training at group level or locally. In 2023, 240 talents followed sessions on sustainability practices.

As part of their onboarding programme, all new talents have to follow a module on sustainability.

## Using data to future-proof events

With the EU CSR Directive coming into effect, we expect that many of our clients will need to disclose carbon footprint data not only on their products but also on the (event management) services they acquire.

In 2023, we launched two tools to measure the carbon footprint of client projects. These solutions ([TRACE by isla](#) and [MyClimate calculator](#)) give us very useful insight into the environmental cost of live, hybrid or digital events, helping us and our clients take informed decisions on where and how to minimise the project’s carbon footprint.

We are still in the testing phase with 22 “Super users” who assessed over 30 projects in 2023. However, our aim is that 100% of our client proposals include an environmental and carbon-tracking approach by 2025.

## Sustainable audiovisual design and production

The audiovisual (AV) industry uses energy-intensive equipment to create immersive experiences. This poses an environmental challenge, as our industry consumes a lot of energy, and produces e-waste.

The Dorier team, from our AV Experiences branch, is committed to evolving and finding creative solutions that fulfill our clients' desires to engage and inspire their audiences, all while minimising environmental impact at events.

Dorier holds ISO 9001 and ISO 14001 certifications, underscoring their commitment to ongoing environmental performance enhancements.

### Here are some of their strategies:

- Source green and smart control technologies
- Waste management processes
- Support a circular economy by giving preference to material that can be repurposed or recycled
- Leverage their strategic alliances with 100+ audiovisual companies in over 80 countries (to minimise equipment transportation and staff travel)
- Use their skills and reach to educate and raise awareness about sustainability issues and solutions.

### “Metaverse – a brand new world

The metaverse is an exciting realm that merges physical and virtual reality, creating a shared space where users can interact with each other and digital objects in real time.

These technological revolutions invite us to rethink the entire digital strategies and business models of the future, including de facto the event industry. Instead of flying across the globe for conferences, imagine attending them virtually within the metaverse. Participants can interact, network and share knowledge without leaving their homes, and we can provide them with an immersive experience while significantly reducing the carbon footprint associated with travel.

The metaverse promises to transform how we interact, socialise and build communities, but it relies on energy-intensive technologies, so let's use it wisely to create a more sustainable future!”

**Nicolas Hersant,**  
Managing Director, Dorier Group



## AI for Good Global Summit

Dorier orchestrated and operated the technical environment for the International Telecommunication Union's AI for Good Global Summit, an influential platform driving AI advancements in global development priorities such as health, climate, and gender equality. They also held engaging workshops on immersive AI experiences.



## 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. Furthermore, they are well positioned to help advance many of these issues and goals outlined by the United Nations's SDGs by activating the collective power, knowledge and experience of their members, member companies and affiliated organisations.

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 focusing on skill-building, competencies 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 can 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.



## Sustainability, circular economy and converging industries: the key trends in international and European public affairs

Societal shifts such as digitisation, decarbonisation and the sharing economy are leading industries to converge and seek partnerships beyond their traditional realm. They generate new policy challenges for governments the world over. logos, our global public affairs and communications agency, is helping businesses and organisations to navigate through complex policy-making and regulatory processes, and to get their voices heard.

Already active in the sustainability, energy and mobility sectors, Logos is also fostering cross-industry synergies. One example is the 5G Automotive Association (5GAA), which brings together the automotive, technology and telecommunications industries (ICT), working together to improve the overall transportation industry to make it safer, greener and more efficient for vehicles, road users and the surrounding infrastructure.

They are also currently working on a project to hold a conference for C-level corporate leaders to discuss ESG reporting regimes.

**“Technology, climate change and globalisation are pushing industries to converge, and transforming the way we live, work, move and consume. As major economic sectors adapt, they must forge robust circular economy value chains with far-reaching impacts. At logos, our mission is to serve as a vital bridge connecting organisations, policymakers and communities. Through collaboration, we aim to facilitate sustainable practices that yield positive environmental and societal outcomes.”**



**Frédéric Soudain,**  
Managing Director, logos

## Connecting Europe’s decision-makers at the 2023 European EnerGreenDeal Conference

In June 2023, logos and Business Bridge Europe brought together EU decision-makers and business leaders in the energy sector for the 3rd European EnerGreenDeal Conference: a unique space in which to meet and shape the future of energy in Europe.

European Commission Executive Vice-President for the EU Green Deal Frans Timmermans and Commissioner for Energy Kadri Simson were among those involved in the discussions, which closely examined the delicate balance between competitiveness, sustainability and energy security in Europe.

**You can read our 10 takeaways here.**



## Revolutionising sustainability awareness through strategic digital marketing

As the world increasingly focuses on sustainability, digital marketing has become pivotal in shaping a more environmentally conscious and socially responsible landscape for associations and businesses alike. Kabloom, our specialised association agency, anticipates a profound transformation in how corporations and associations leverage technology to foster positive change. The digital age presents an unparalleled opportunity to integrate sustainability into the core narrative of brands, enabling them to advocate for and enact real-world solutions to environmental challenges. As digital platforms evolve, they become more than just channels for marketing; they transform into arenas for impactful storytelling and community-building around sustainable practices.

The World Economic Forum reported that sustainability-driven messages on digital platforms have increased engagement rates by up to 55%. When it comes to driving registrations for sustainable events, multiple event campaigns run by Kabloom have consistently shown that strategic advertising is a powerful tool. It drives over half of web traffic and boosts sustainable event registrations by over 30% of its original target. In addition, world awareness days, such as World Thrombosis Day, serve as prime examples of the synergistic relationship between advertising and an association's well-established public relations campaign. Strategic advertising delivers crucial information to a targeted audience, providing them with access to vital details and opportunities for active engagement. By utilising compelling visuals, infographics and engaging content, these campaigns can educate individuals about health risks, encourage healthy behaviours, and promote early detection and intervention.

Digital marketing is not just a tool, but a collaborative effort that supports organisations in their sustainability and educational initiatives. By promoting their website, utilising hashtags, and sharing impactful stories, digital marketing helps disseminate critical information globally. This collaboration with like-minded professionals encourages other institutions to adopt environmentally responsible policies, fostering a sense of shared responsibility and inclusion in global sustainability efforts.

Through strategic digital marketing, organisations can utilise diverse platforms to drive positive change, build awareness, and nurture a culture of health and sustainability among their audiences. Digital helps amplify their initiatives' impact through effective communication and compelling content to yield favourable outcomes for people and the environment.

## I4C 2023: Designing digital advertising for driving sustainable investment

Kabloom, in alignment with its sustainability commitment, collaborated with the World Bank Group for the third year running to boost global registrations for the Innovate4Climate (I4C) initiative. Their digital advertising campaign was highly successful, accounting for 80% of website traffic and securing over 60% of event registrations. By targeting specific personas with tailored content and messaging, Kabloom generated more than 10 million impressions and 32,300 leads, significantly advancing I4C's objective of linking climate innovation with investment opportunities.

The I4C 2023 digital advertising strategy was structured around three key phases. Firstly, the pre-event campaign utilised multi-channel marketing to raise awareness, incorporating search campaigns, digital advertising, and social advertising, along with tailored messaging for specific audiences. Secondly, the live event campaign focused on promoting engagement through various strategies such as onsite activities, social media walls, and advertising. Lastly, the post-event campaign leveraged the engaged audience to promote on-demand content, extending the reach of I4C's goals beyond the live event dates through targeted digital ads.



## Leveraging our global network

Ovation Global DMC, our global destination management services & event organisation, has a network of 67 local offices or strategic destination management company (DMC) partners worldwide, all embracing sustainability as a core value. This translated into integrating social and environmental considerations into their strategy, policies and day-to-day operational practices.

Ovation prioritises selecting partners and suppliers who align with our sustainability goals. This means responsible sourcing and event production, and ensuring partners adhere to our Code of Conduct, which emphasises ethical and sustainable practices.

Our local experts not only create meaningful sustainable experiences, but they can guide our clients in their sustainability journey.

“Incorporating sustainable practices in destination management services is not just a trend; it’s here to stay. And we DMCs have a crucial role to play in leading the way and making sustainability a mainstay of our business.

We want to continue to help our clients, partners and suppliers embark on that journey, showing that it’s possible to deliver engaging experiences, while minimising our carbon footprint and having a positive impact for local communities.”

**Rutger Hoorn,**  
Vice-President Global Sales & Strategic Partnerships,  
Ovation Global DMC and IRF Board of Trustees



## Ovation Global DMC analyses net zero carbon in the events industry

In response to the growing urgency of climate change and environmental concerns, the events industry is recognising its significant carbon footprint due to factors like energy consumption, transportation, waste generation, and venue operations, as well as the need for sustainable practices. Mid-2023, Ovation Global DMC conducted a survey to assess the industry’s stance on net zero carbon events.

### Key insights:

- Most respondents were event planners, yet only a minority measures their organisation’s carbon footprint comprehensively, with fewer assessing event-specific emissions.
- While there’s a growing trend towards selecting sustainable vendors, only a small percentage mandate such practices.
- Achieving net carbon zero requires a holistic approach, including carbon footprint measurement, sustainable vendor selection, renewable energy adoption, and emission offsetting.

### Conclusion

Although the survey indicates that currently, only a small fraction of events worldwide actively focus on reducing carbon emissions, there’s optimism that companies are gradually transitioning towards sustainability in the future.

Ovation Global DMC is committed to contributing to a sustainable future, and encourages collaboration within the events industry.





## Case story

# Delivering a 360° sustainability approach to bringing great minds together

HSM+ is the annual rendezvous for Brazilian entrepreneurs and executives to connect with top scholars from prestigious international universities. During this two-day event, executives participated in lectures and workshops, gaining insights into the global market's challenges.

MCI Brazil approached HSM+ 2023 with a holistic sustainability strategy; from ensuring diversity, equity and inclusion to reducing the environmental impact by compensating carbon emissions, all aspects of sustainability were considered. On site, an ESG specialist was constantly monitoring the event, managing waste separation, checking all ESG items, and training teams and suppliers.

## Key highlights

Environmental: 158.1 tons of CO2 emissions compensated by planting 790 trees.

DEI: multi-gender bathrooms, diverse speakers and staff, in terms of gender, origins and disabilities.

Training with 100% of suppliers: discrimination inclusion, waste management, people.

This project won mci group's Sustainability Award in the category "Client Project".



## Case story

# Helping clients lead the way towards sustainability

MCI Benelux organised the Land & Carbon Lab Summit with the World Resources Institute (WRI), a well-known research group dedicated to promoting sustainable development and tackling environmental issues worldwide. WRI works closely with different groups to lead projects that put sustainability first. Together with MCI, they successfully organised the Land & Carbon Lab Summit, showcasing our shared commitment to sustainability. The event content acted as a platform to champion eco-friendly initiatives, while encouraging suppliers and stakeholders to embrace environmentally responsible practices.

### Our objectives

- Utilising event session content to reinforce the sustainability of the hosted marketplace.
- Influencing the supply chain and stakeholders to contribute to sustainable practices.
- Minimising the overall event carbon footprint.
- Generating minimal waste.
- Prioritising sustainability in the selection process of our suppliers
- Ensuring inclusivity and accessibility for all participants.



## Key highlights

**Travel Impact:** The carbon footprint from travel was offset by virtual participation, engaging 839 individuals and enhancing content dissemination.

**Venue Energy Use:** A 3-star Green Key venue was chosen to minimise energy consumption for venue and AV installations.

**Food and Beverage Impact:** The certified caterer prioritised local suppliers and provided a vegetarian/vegan menu, reducing the environmental impact of food production, transportation and waste.

**Materials and Waste:** Sustainable choices were made for event materials, including signage, to minimise production and disposal.

**Accommodation Impact:** Opting for a Green Key hotel reduced energy and water use related to accommodation.

**Digital Carbon Footprint:** Digital services were optimised and centralised to decrease energy consumption.

**Community-Focused Initiatives:** Local community contributions were made through initiatives like Alpaca and Skyfarms, with representation of Indigenous communities at the event.

**Inclusive Environment:** The venue and session rooms were made accessible for people with reduced mobility, and amenities like prayer and nursing rooms were provided. Meal options were also adapted for various dietary needs.

**Sustainable Branding:** Seed paper lanyards embedded with wildflower seeds were used, allowing them to be planted post-event to enhance garden biodiversity. Returned lanyards were donated to Skyfarms, a Brussels-based urban landscaping specialist.

# Environmental impact

Our customers, our talents, governments and society at large are more and more worried about carbon impacts, and we recognise that our industry – and we as an organisation – need to address this global concern and be part of the solution.

Since 2009, we have been tracking and transparently reporting annually our environmental impact, improving how and what we measure. We remain committed to achieving specific, quantifiable objectives that align with climate science.

## Strategic objectives

- By the end of 2024, we will have a functional tool to track emissions linked to business travel
- By the end of 2024, we will use a centralised platform to assess and monitor the alignment of our suppliers/partners with our ESG goals
- By the end of 2024, an environmental approach will be systematically proposed to every client
- Be net zero carbon by 2030 on our scope 1, scope 2 and scope 3 (company operations activities) and working with our clients and supply chain to be fully net zero by 2050

## Key highlights

Successfully launched our event carbon footprint measurement tools (with 22 super users).

Successfully launched globally a new carbon emission measurement solution for our company operations.

## Our path to Net Zero

**As a founding signatory to the Net Zero Carbon Events (NZCE) pledge in 2021, we committed to the following four actions:**

- Publish before the end of 2024 our pathway to achieve net zero by 2050 at the latest, with an interim target in line with the Paris Agreement’s requirement to reduce global Greenhouse Gas (GHG) emissions by 50% by 2030.
- Collaborate with partners, suppliers, and customers to drive change across the value chain. Measure and track our Scope 1, 2, and 3 Greenhouse Gas (GHG) emissions according to industry best practice.\*
- Report on progress at least every two years.\*

*\*Measuring and reporting since 2009.*

**As part of our EU CSR Directives gap analysis, we plan to conduct a double materiality in 2024, which helps us refine our pathway to net zero. For now, we have identified the following key elements of our approach:**

- 3% emission reduction annually (base year 2019), across our Scope 1, 2 and 3 emissions from our own operations focusing on:
  - Fuel efficiency for company trucks (Dorier Group)
  - Energy efficiency and purchase of renewable energy
  - Continue to implement and improve existing energy efficiency programmes across our Information Technology (IT) landscape
  - Reduce impact of our travel (for business or internal), including better monitoring and development of travel policies.
- Continue to support our clients in their sustainability transformation
  - Systematically offer sustainable solutions in all our proposals
  - Measure the environmental cost of the production of their projects
  - Collaborate and educate our suppliers; especially around sustainability metrics.
- We know that it will not be possible to reduce all our GHG emissions to zero. We will balance any remaining emissions through high-quality nature-based climate solutions.

## Measuring our carbon footprint

We are constantly refining what and how we measure to be increasingly transparent, reliable and accurate. In 2023, we launched globally a new carbon emission measurement solution. This new tool uses the Greenhouse Gas Protocol (GHG), which is considered the world 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.

**Our reporting perimeter for 2023 includes 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, purchased goods and services. And NEW this year, we also factored in the emissions of the purchase of services (banking, insurance, consulting fees, mail...) and office supplies.

There are some limitations to the scope of our measurements this year, which will be corrected in our future reporting:

Our waste emissions are based on the international average per FTE, but we identified the need to consider also the waste generated from Dorier group's operations and activities (AV and event production).

Employee commuting: a complex measuring exercise, and industry-specific, as our talents don't work regular hours/days, we offer flex work, and we have people working fully remotely. We are working on a methodology to calculate this for 2024.

Our methodology to collect the business travel brings too much data uncertainty, so we are looking at solutions to better track our talents' travel.

The use of monetary emission factor for Dorier's audiovisual investment is subject to the impact of exchange rate fluctuation; we will analyse these expenses in more detail to set a more appropriate emission factor.

Between 2022 and 2023, our carbon footprint increased by 5%. This can be explained by a wider scope for analysing our emissions compared to previous years, as we included all our purchases of services and office supplies, three additional offices and the impact of the exchange rate against the investments in audiovisual equipment made by Dorier this year.

Business travel represents more than half of our total emissions, which is less than in previous years, but our overall travel carbon footprint has reduced. This is due to the change of method in calculating flights (adjusted to the ADEME methodology).

We also consumed a total of 704325 kWh of energy, including an equivalent of 33859 kWh of fuel for our vehicles, 40772 kWh in gas and 670466 kWh in electricity. At constant office perimeter, we increased our consumption by 2%. We are investigating what caused that increase in energy.

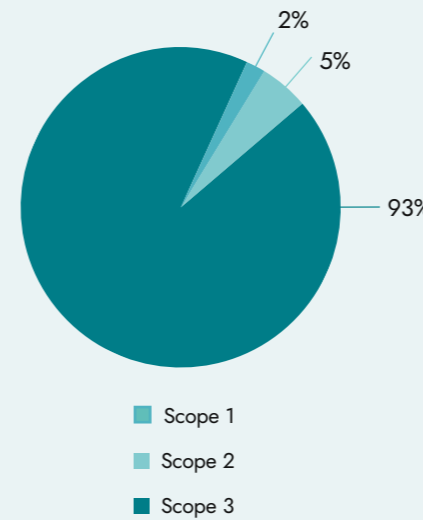
Renewable energy represents a large part of our energy consumption, and two of our largest offices use 100% renewable energy (from our own solar or geothermal solutions, and from contracted grid). In 2023, several of our offices switched to co-working spaces to optimise their environmental impact.

## Results

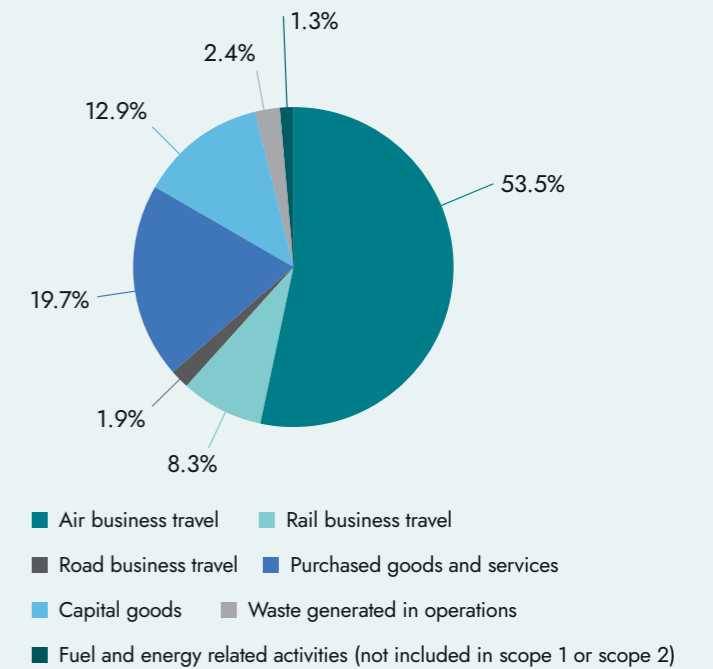
Category (EN)	2019	2022	2023	SCOPE
Direct emissions from mobile combustion units	Not measured	38.52	99.1	1
Direct emissions from stationary combustion units	41	3	8.2	1
Indirect emissions linked to electricity consumption	961	145	277	2
Business travel	6631	4156	3187	3
Air business travel	6481	4072	3025	3
Road business travel	100	52	59	3
Rail business travel	50	31	36	3
Capital goods	577	577	645.6	3
Fuel- and energy- related activities (not included in scope 1 or scope 2)	58	58	64.8	3
Purchased goods and services	245	21	986.1	3
Waste generated in operations	126	126	119.1	3

<b>TOTAL</b>	<b>8639</b>	<b>5125</b>	<b>5386</b>
Number of employees	2352	1588	1606
<b>Emissions per FTE (tCO<sup>2</sup>)</b>	<b>3.67</b>	<b>3.22</b>	<b>3.35</b>

Our emission sources per Scope



Breakdown of our Scope 3 emission sources



## Mitigating unavoidable emissions

To achieve our net zero goal, we will have to rely on carbon removal, or invest in climate protection programmes to offset our unavoidable emissions.

However, while we navigate the complexities of carbon offsetting, we are also striving to mitigate our carbon footprint. That's why, since 2017 we have partnered with Cool Earth, a non-profit organisation that works alongside rainforest communities to halt deforestation and its impact on climate change. We decided to partner with them because their strategy of putting people first is aligned with our own core values.

In 2021, we decided that all internal group-wide meetings organised for our management teams and talents would become carbon-neutral. We started by reducing the total footprint of the events by making the best possible choices, and by mitigating our unavoidable emissions with Cool Earth.

## What's next

We will use our improved methods and data quality to revise data from previous years if we find a significant discrepancy. We will also work on creating more reliable protocols and calculation methods.

Data quality is especially difficult for Scope 3 emissions, as they are sometimes outside our direct influence. We are looking at how we collect and compute Scope 3 emissions (especially around business travel and supply chain) and want to enhance both data quality and coverage so that over time we can obtain independent limited assurance over a bigger share of Scope 3 emissions.

We want to develop 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 own travel for 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 a reduction of our travel over time.

## 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 on their sustainability journeys 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 launched 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.

Through regular internal initiatives, we also raise awareness about what sustainability is to us, and what we do within our company to contribute towards 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 specifically train Managing Directors, Human Resource-responsible, and sustainability champions on sustainability: what it is to mci group, 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.

We have developed comprehensive office sustainability guidelines to further support our agencies in this process. These 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 Group, our audiovisual experience design agency, in addition to existing ISO 9001 certifications, is 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, and is currently preparing for ISO 20121 certification.
- MCI Benelux is EMAS-certified (the Eco-Management and Audit Scheme).
- MCI Denmark received the Green Key certification (Environment and Sustainability).

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. We have also organised a digital clean-up day to raise awareness among our talents, and push them to reduce their storage consumption.

In 2023, we renewed 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



### Delivering fully integrated sustainability consulting for a cause

Hosted by Gavi, the Vaccine Alliance, which helps vaccinate children against deadly and debilitating infectious diseases, the Global Vaccine Impact Conference convened world leaders and immunisation experts around the theme "Raising Generation ImmUnity".

MCI Spain was mandated to ensure sustainable practices were integrated into all aspects of the event, from the selection of suppliers to the choice of menus or decoration to the carbon footprint calculation and offsetting strategy. Our teams at MCI Spain designed a sustainability strategy following key objectives: Rethink, Reduce, Reuse & Replace. To do so, only suppliers with sustainability certifications were sourced.

Thanks to Trace, MCI Spain identified the environmental impact of the event. Using MyClimate, our teams compensated the event's carbon emissions by supporting a project providing biogas systems which benefit Nepalese families.



## Case story

# Crestron Summit: combining consultative excellence with sustainable operational mastery

The Crestron Summit aimed to elevate a conference to align with the brand’s global tech workplace summit in North America and Asia. The summit was designed to run smoothly with multiple digital touchpoints, brand amplification, and a sustainable approach.

MCI Australia’s honest open dialogue related everything back to the summit narrative, which was a driving factor of MCI’s growth across the event. MCI meshed perfectly acting as a valuable extension of the Crestron team while filling in gaps and becoming a trusted adviser.

Our team’s comprehensive approach, combining strategic alignment, operational excellence, consultative guidance, and creative sustainability, resulted in a successful event that met and exceeded the client’s expectations.

## Key highlights

- Reusable modular re-board signs made from recycled cardboard
- Green certified furniture supplier Valiant: 100% carbon-neutral featuring textiles made from recycled plastics, recyclable packaging and energy-efficient warehousing
- Digital collateral and QR code integration to reduce the need for print waste
- Recycled leather notebooks (merchandise)
- Green certified venue
- Sustainable menu options



## Case story

# Paris Peace Forum: Helping to build bridges for worldwide peace

For the sixth consecutive year, the Paris Peace Forum gathered key players in worldwide governance on November 10-11 at the Palais Brongniart. The focus of the 2023 Forum was to “Seek Common Ground in a World of Rivalry”, amidst growing divisions, posing a threat to international collaboration on critical global challenges.

MCI France is proud to have accompanied the Paris Peace Forum teams, uniting 4,000 attendees in over 80 sessions featuring speakers from governments, international organisations, civil society, the private sector, philanthropy and academia.

At this edition of the Peace Forum, we made significant strides towards sustainability. We took a holistic approach to reduce our environmental impact by implementing various initiatives.

## Key highlights

Use of environmentally-friendly cardboard badges, minimising the use of plastic and other non-biodegradable materials.

Waste management ensuring proper recycling and disposal practices

Reuse of existing infrastructure and materials such as structures, signage and audiovisual equipment from previous editions of the Forum.





## Case story

# Boston Consulting Group and MCI Germany unite for climate change

MCI's mission encompassed the end-to-end management of the C&S Global Meeting 2023 Berlin event which gathered 400 participants over two evenings in Berlin.

BCG's Climate & Sustainability (C&S) is an emerging area within the business, and the C&S Global Meeting 2023 in Berlin marked the first global convening of the company. Berlin was selected as the host city due to its central location globally and its strong climate and sustainability options.

The primary objective of the event was to facilitate global collaboration within the climate and sustainability teams. MCI's sustainable approach ensured the successful execution of BCG's C&S Global Meeting 2023, aligning with the client's commitment to climate change and sustainability. The event not only facilitated meaningful global collaboration, but also served as a testament to BCG's dedication to environmental responsibility.

## Key highlights

Sustainable transportation was prioritised with the use of climate-neutral e-buses for local transportation

The event was hosted at local, down-to-earth venues, specifically BRLOW Brewhouse and Armenius Markethall, both within walking distance of each other.

A 'plug & play' approach was adopted, leveraging the original aesthetics of the venues. This eliminated the need for surplus furniture, tablecloths and flowers, reducing waste.

A vegan and vegetarian menu was exclusively served throughout the event. To further minimise waste, menu cards were replaced with chalkboard buffet labelling, and recycled napkins were used.



# Protecting our people and 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 travel) 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

## Key highlights

**7** offices audited by our group health, safety and sustainability director in terms of security

**25** duty of care procedures were completed for medium-risk travel, and one duty of care procedure for a high-risk destination

**991** projects were subject to an extensive risk analysis

**70** project managers followed crisis training

**6** crisis exercises concluded

## A robust health & safety strategy

The health, safety and security of our employees, clients and events attendees across the world are a top priority. Through a comprehensive strategy following our six pillars of Health & Safety – office security, duty of care, risk management, data and information security, business continuity plan and crisis management – we ensure safe and secure operations all year round to protect our people and assets. Over time, we’ve gradually embedded this strategy in our processes, and refined it with increasingly efficient tools.

Our safety and security programme consists of 40 health and safety coordinators, and is managed by our group health, safety and sustainability director, Emmanuel André, a certified safety engineer. Together, they ensure safe and secure operations for mci group talents and clients around the world.

### Our strategy

- Office security
- Duty of care
- Risk management
- Data protection & information security
- Business continuity
- Crisis management

## Safe working environments

We ensure all our agencies follow office security guidelines such as implementing safety protocols, conducting risk assessments, providing safety training to employees, including first aid procedures, and investing in safety equipment and infrastructure, like fire protection systems.

All project managers and people involved in event management are familiar with our methodology for a safe event, and use checklists at their disposal to ensure all measures are in place to guarantee a seamless, secure experience onsite.

## Duty of care

Whether working from home or abroad, we’re dedicated to going the distance when it comes to protecting our teams. Thanks to the use of Safeture services, we can identify countries at risk and provide automated security alerts and safety information on users’ smartphones while they are abroad. With the Safeture app’s SOS button, our talents can instantaneously alert our group health, safety and sustainability director of any emergency so that assistance can be provided.

For employees travelling to high-risk destinations, additional procedures are in place to ensure appropriate measures are being taken to protect them from harm.

“My objective is to achieve a point when safety has become such an integral part of our processes that nobody thinks about it. It’s like wearing a seatbelt when driving; we’re so used to it that we don’t know it’s there.”

**Emmanuel André,**  
Group Health & Safety Director



## Risk management

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. In 2024, we will update the game to keep it engaging.

## Data privacy and information

Protecting personal information is crucial to ensure sustainable operations. We are committed to adhering to strict data protection regulations, and have put in place robust policies and technical measures to secure all the information we collect.

To ensure our methods and procedures remain effective over time, our group's data protection officer and chief information officer regularly review our policies and standards, adapting them to changes in our business, technology, infrastructure and regulations.

Our systems and processes comply with the European Union's General Data Protection Regulation (GDPR), ISO 27001 for Information Security Management Systems, and ISO 27701 for Privacy Information Management Systems, ensuring they are secure and meet high standards. We also conduct training sessions for our talents and local referents. Every member of our team has signed a dedicated data privacy charter, which reminds them of their rights and responsibilities concerning data protection.

In recent years, as we've shifted towards more virtual and hybrid solutions for our clients, we've updated our processes and policies to suit these changes.



## Responsible AI

We are committed to implementing systems that adhere to core principles in the responsible development and use of AI. All tools and platforms are assessed from an ethical, privacy and security perspective.

We have set up an AI Governance Committee to supervise the implementation, adoption and risk management related to artificial intelligence. This committee consists of our President & COO, CFO, CIO, CISO, DPO & Risk and Compliance Officer, and other senior stakeholders responsible for the safe and responsible use of AI within our group.

With the new entry into force of the EU AI Act, we are currently reviewing our processes to ensure our compliance.

## Cybersecurity

We're proud to announce that in 2023 we've renewed the ISO27001 (Information security management systems) and ISO27701 (Privacy Information Management System) certifications. We've also added Dorier Suisse SA services to the scope.

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

As part of our onboarding programme, we provide IT security training for new talents joining the group, making sure 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.

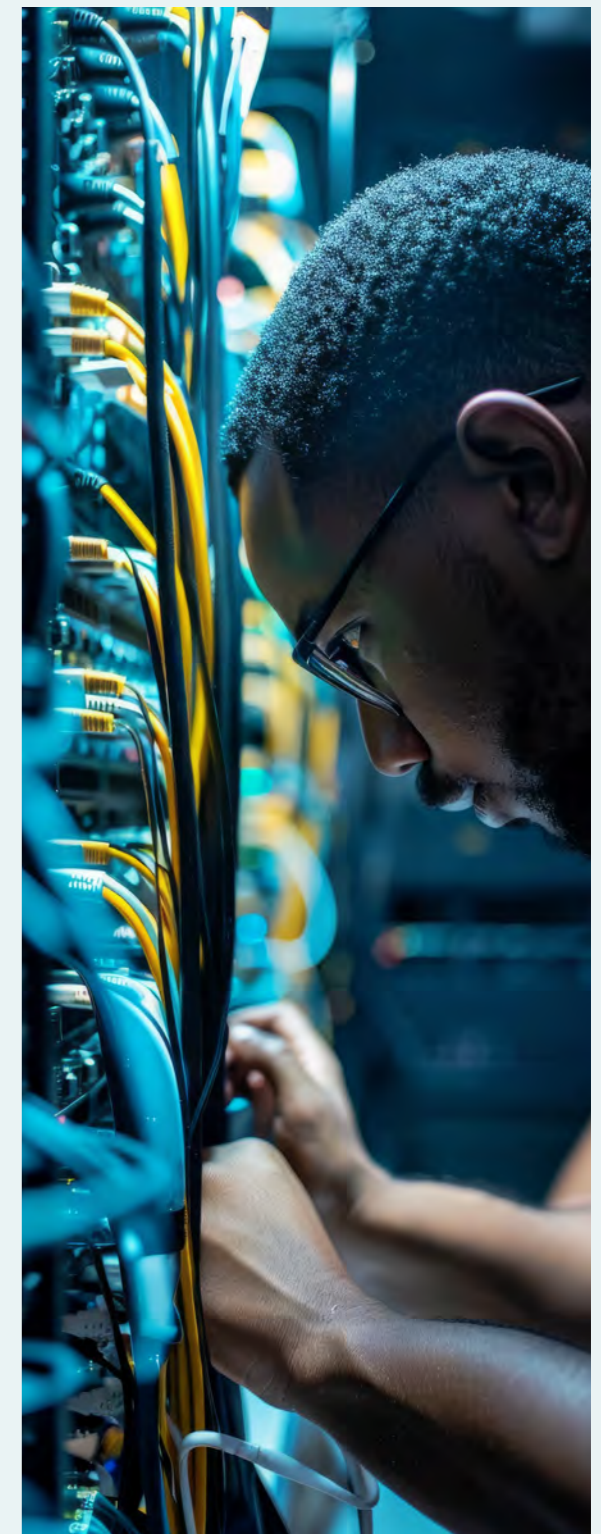
In 2023 we also achieved an outstanding score of 939 out of 1,000 in the CyberVadis cybersecurity assessment. This places mci group among the best in the industry for data protection and risk management.

## 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.

In 2023, 70 project managers followed crisis training and six crisis exercises were concluded at a group level.

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



# Business ethics

We recognise that our culture can have a significant impact beyond our agencies and ventures. That knowledge drives us to do better and grow further every day. This is 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



Our business ethics approach is based on the UN Global Compact framework, which we have been signatories of for more than 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 2023, 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, and no injuries were reported.

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 for 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, in collaboration 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 board of directors, 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 the reporting of any suspected unethical, illegal, corrupt, fraudulent or undesirable conduct involving our business, and protects individuals who raise a concern, so that they can do so 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](mailto:ethics@mci-group.com).

In 2023, we received zero reports from whistleblowers.



# Supply chain management

## Procedures and policy

1. Supply chain assessment approach and guidelines ready by 2024

## Key highlights 2023

**300+** local preferred suppliers signed the Supplier Code of Conduct

**“As a signatory of the UN Global Compact, we are committed to promoting ethical, social, environmental, and human rights best practices within our business and hold our partners and suppliers to the same standards as we hold ourselves.**

**To drive our culture of responsible buying, we leverage our size and scale to advocate for more sustainable practices inside and outside our company. Through our strategic partnerships with leading hotel chains worldwide, we’re not just integrating sustainability into our decision-making; we’re pioneering a new era of collaboration. We are pleased to report that all our 10 preferred hotel partners have signed our Supplier code of conduct, representing around +9,000 hotels.**

**By actively involving our internal buyers and external hotel partners, we’re collectively shaping sustainable strategies and executing tangible actions. Our vision is a future where sustainability lies at the heart of every business decision, not only within our industry but beyond.”**

**Quentin Remy,**  
Head of Global Procurement & Strategic Sourcing



## Supply chain management and procurement

Our progress towards being a more sustainable organisation creating more sustainable events now depends more than ever on collaborating with our partners and suppliers to drive change across the whole value chain.

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. The document also states that we will give preference to suppliers with the best sustainability practices, and include a right to audit provision.

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

Our extensive solutions portfolio and intricate organisational structure means we have a complex and dynamic supply chain ecosystem to manage. On average, our teams contract yearly with close to 50,000 suppliers. They fall into two categories: those providing goods and services for our company operations (IT, office space rental and maintenance, telecommunications, travel, bank, insurance and other services) and the largest group comprises of the whole range of providers we subcontract on behalf of our clients (venues, hotels, catering services, transportation, décor, entertainment, digital services, etc.) to manage their projects.

In 2023, 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.

In addition, we contracted more than 1 million hotel room/nights for a total estimated spend of €315+ million.

### Supplier engagement

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

However, there is 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.

A sustainable procurement policy is beginning to take shape with our different categories of suppliers, and we now have around 10,000 suppliers worldwide who have directly or indirectly signed our Supplier Code of Conduct:

- **Our Preferred Partners:** the world’s largest hotel chains managed by our procurement group team. Today the top 10 hotel chain groups have signed our Supplier Code of Conduct, representing around +9,000 hotels.
- **Our Strategic Partners:** a network of local offices and strategic DMC (Destination Management Company) partners managed by Ovation. This represents 42 selected Strategic Partners and 25 Ovation offices that align with Ovation’s sustainability goals, and adhere to Ovation’s & MCI’s Code of Conduct.
- **Our local preferred partners:** a list of more than 300 regular partners selected by the offices (based on total spend), among them specialists in transportation, venues, catering companies or other event services providers. Our largest offices are beginning to structure themselves to launch the **“Local Procurement Task Force”**, consisting of talents who are committed to focusing on reviewing and assessing local partners and suppliers, actively engaging with their suppliers to ensure they align with our ESG goals. The task force will provide internal knowledge, training and guidance to all talents on how to assess and promote ESG for all our suppliers.

### Assessing performance

An initial assessment of our suppliers is done through our internal safety 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 with tools to evaluate performance independently. For high-profile events, our group sustainability team may be involved in assessing and auditing performance.

We have identified supplier assessment as an area where we need to improve and create more rigorous procurement processes and define a tracking methodology. 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, is working on an audit approach that will cover: risk and financial analysis, data protection, information security system, ethics and social and environmental criteria.

As a first step in our supplier assessment approach, we plan to launch a new platform in 2024 that will enable us to implement a pre-engagement supplier due diligence questionnaire that will cover data protection, compliance, sustainability, human rights and labour standards.

# Partnering with our industry

## 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 serve as both a vocal advocate and a foundational pillar for the sustainability sector at large.

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 (see more info under the section Environmental Impact and the chapter Our pathway to Net Zero).

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.

Since 2007, mci group leaders have delivered hundreds of keynote sessions and workshops on sustainability, inspiring change and better business practices, reaching close to 40,000 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), for all 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)
- AMCI (Association Management Company Institute)
- ASAE (The Center for Association Leadership)
- Association Forum
- AV Alliance
- CRN (Congress Rental Network)
- ESAE (European Society of Association Executives)
- FICP (Financial & Insurance Conference Planners)
- IAEE (International Association of Exhibitions and Events)
- HSMAI (Hospitality Sales and Marketing Association Intl)
- IAPCO (International Association of Professional Congress Organisers)
- ICCA (International Congress and Convention Association)
- INCON (international community of experts and specialists working on trust in cyberspace)
- IRF (Incentive Research Foundation)
- JMIC (Joint Meetings Industry Council)
- MPI (Meeting Professionals International)
- PCMA (Professional Conference Management Association)
- SAMA (Strategic Account Management Association)
- SITE (Society for Incentive Travel Excellence)
- YPO (Young Presidents Organisation)

# About our reporting

## 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 voluntarily and 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

## Stakeholder engagement and materiality

Stakeholder engagement and materiality process is a key part of our sustainability strategy. The scope and issues covered in our 2023 report are selected based on the GRI standards reporting principles, the GRI boundary protocol, stakeholder input from the 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: our talents, clients, suppliers, our industry, shareholders, the community, media, NGOs, governments and regulators.

The stakeholder engagement process follows eight steps conducted as part of the reporting process. These steps include managing and reviewing key stakeholders, conducting surveys with key stakeholders, researching trends affecting the business, reviewing third-party research to understand global megatrends, conducting an internal risk assessment, assessing all identified issues and prioritising critical issues for focus within the strategy, reviewing, discussing, giving feedback and approval by executive management, and presenting findings to key stakeholders for review.

We are currently assessing the disclosure gaps between our present environmental, social and governance reporting and the new EU CSR Directives. As part of the process, we will conduct a double materiality, which will be presented in our next report.

For now, our approach is still based on our last materiality assessment, which consisted of formal and informal methods, such as online surveys of our talents, surveys sent to our corporate and institutional clients, and interviews with clients, suppliers and industry partners.

Further input was solicited after the survey results were shared with the respective stakeholders. Our shareholders were addressed through the management team and the advisory board.

The full results details can be found in our [2022 report](#).



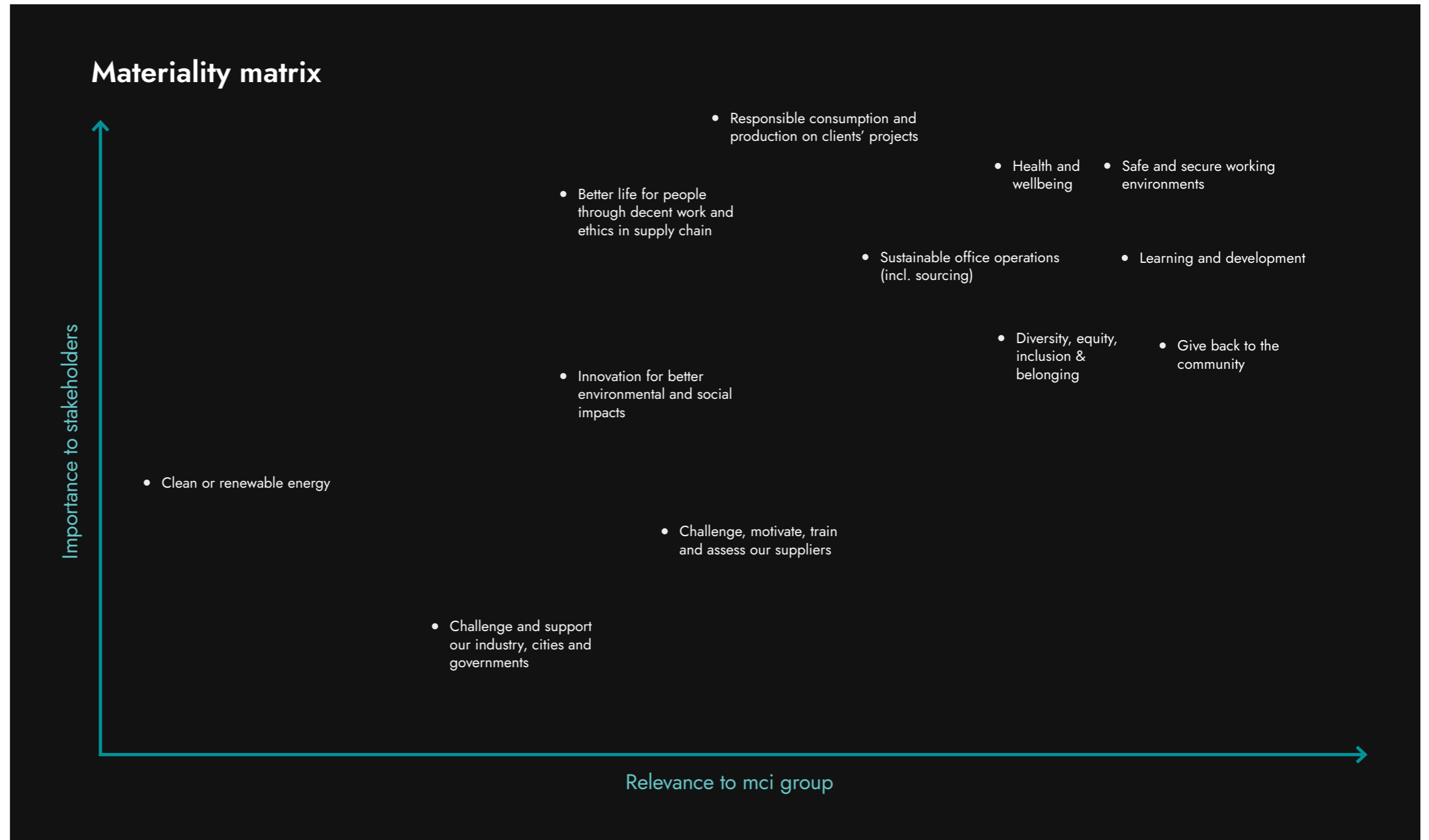
## Materiality matrix

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



## 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 2023 revenue and direct financial impact reached almost €493.1 million.**

Not only do the projects we organise generate revenue for our company and tax for the local governments where we operate, 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 USD 7.7 trillion to the global economy last year, and supported more than 295 million jobs. This equals 9.2% of the world's GDP, and approximately 1 in 10 jobs. (Forecasted 2023 figures published by the World Travel & Tourism Council).

### Social impact

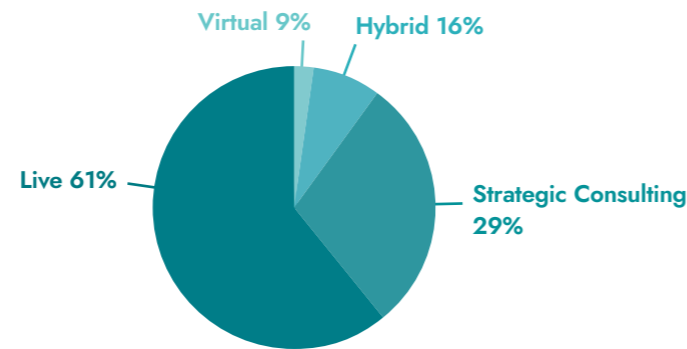
Events bring people together and, by their very nature, impact our talents, suppliers, attendees and the communities where we operate.

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.

### Environmental impacts

In 2023, we managed close to **5,100 projects** across **30+ countries**, bringing **1.95 million participants**. With the evolution of our service offerings, we're shifting towards more online activations, which reduces our direct (travel) and indirect impact.



Large-scale on-the-ground experiences are highly resource-intensive and can have 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 60% 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, audiovisual, etc.).

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

Since 2010, mci group talents have raised close to €25.5 million for community projects.

In 2023, we made an indirect contribution of over €3.5 million in pro-bono event management and through the fundraising programs we helped to run, excluding any charity programmes 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.

To 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 2023 (for 2024):**

- Loss of key personnel – Failure to retain employees
- Mental Health – NEW
- Cyberattack
- Inability to charge more to clients due to rising costs
- Lack of productivity and unified systems, no adherence to operational processes
- High-risk pricing models
- Incorrect/incomplete contracting with customers and suppliers
- Acquisition mistakes
- Climate change – NEW (Stricter compliance with regulation, cost increase)
- Macroeconomic developments leading to global slowdown or business interruption, e.g. because of a pandemic, a war...
- Losing the technology race – NEW
- Unforeseen AI impact on the business – NEW



## 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 risk exposure.

### Biodiversity and freshwater resources

Sustainable water management is essential to safeguard biodiversity and ensure life on the earth. These pathways require innovative ecological and regional solutions, and that consumption habits change to maintain healthy ecosystems. Significant transformations in food systems will appear, and we have a role to play in encouraging these new culinary trends.

### 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 to make buying habits 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 put in place in the last few years 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.

### Technological and digital innovation

Rapid advancements in the internet, mobile phones, 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 worldwide, 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 tremendous opportunities and 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 have 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, trialling 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 lifeworld 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 occurring at all levels in the work environment.

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 developing 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 optimise resources accordingly. This will allow us to create strong communities of collaboration and growth.

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

### Environmental Justice

All over the world, lawsuits against states and companies for failure to act on climate change are multiplying. The United Nations Environment Programme (UNEP) calculated in 2023 that since 2017 the number of court cases related to climate change has more than doubled. Regular discussions with our various stakeholders and completing frequent risk analysis will be key to maintain security at events.

### 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 crisis has also increased, and local events can have global consequences.

In addition, the incidence rate of crises of an international character is also growing, depriving national economies of the ability 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 but also contribute to increased talent 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.

### Scope of report

This Sustainability Report covers the period from 1 January 2023 to 31 December 2023. 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

Acquisition of Plani-Concept Plus in Montreal, Canada, expanding our service offerings and reinforcing our presence in the Canadian market.

### 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](mailto:sustainability@mci-group.com)

### Acknowledgements:

We want to say a special thank you to our sustainability champions for their dedication and passion. Special thanks also to our Finance Directors for their assistance in collecting data to measure our carbon footprint, and to our colleagues from People and Culture, H&S, Finance, Legal, L&D, MarComs and IT for their help in producing this report.

Thank you to King & Tuke for the design and copywriting of the website and PDF. We would also like to thank the TRAACE (GHG emissions measurement tool) for their support with our carbon footprint calculation.

## The GRI Index

Our 2023 Sustainability Report was developed following the Global Reporting Initiative (GRI) standards guidelines, ensuring accuracy, credibility and consistency.

## GENERAL TOPICS

Disclosure	Location 2023
2-1 Organisational details	mci group THE REPORT 2023
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, and the remaining shares are divided between our two equity investors, Indigo Capital (8%) and EMZ Partners (12% of shares).
2-2 Entities included in the organisation's sustainability reporting	About – Our capabilities & group structure
2-3 Reporting period, frequency and contact point	Sustainability – About our reporting - The GRI index
2-4 Restatements of information	Sustainability – About our reporting - The GRI index
2-5 External assurance	About – Corporate Governance & Compliance
2-6 Activities, value chain and other business relationships	About – Our capabilities & group structure
2-7 Employees	People & Culture – Diversity, Equity and Inclusion – Striving to be a responsible employer
2-9 Governance structure and composition	About – Corporate Governance & Compliance
2-12 Role of the highest governance body in overseeing the management of impacts	About – Corporate Governance & Compliance
2-13 Delegation of responsibility for managing impacts	About – Corporate Governance & Compliance
2-14 Role of the highest governance body in sustainability reporting	About – Corporate Governance & Compliance
2-15 Conflicts of interest	Sustainability – Business ethics
2-16 Communication of critical concerns	About – Corporate Governance & Compliance Number of critical concerns communicated during the reporting period: 0
2-17 Collective knowledge of the highest governance body	Sustainability – Business ethics About – Corporate Governance & Compliance
2-18 Evaluation of the performance of the highest governance body	About – Corporate Governance & Compliance
2-20 Process to determine remuneration	People & Culture - Diversity, Equity and Inclusion – Striving to be a responsible employer
2-22 Statement on sustainable development strategy	About – CEO's Statement
2-23 Policy commitments	About – Corporate Governance & Compliance – Compliance
2-24 Embedding policy commitments	About – Corporate Governance & Compliance – Compliance
2-25 Processes to remediate negative impacts	Sustainability – About our reporting – Stakeholder engagement and materiality Grievance mechanisms: About – Corporate Governance & Compliance / Sustainability – Business ethics / People & Culture - Diversity, Equity and inclusion – Listening to and communicating with our talents
2-26 Mechanisms for seeking advice and raising concerns	Sustainability – Business ethics
2-27 Compliance with laws and regulations	Sustainability – Business ethics
2-28 Membership associations	Sustainability – Partnering with our industry
2-29 Approach to stakeholder engagement	Sustainability – About our reporting
2-30 Collective bargaining agreements	People & Culture – Diversity, Equity and Inclusion – Striving to be a responsible employer

**MATERIAL TOPICS**

Disclosure	Location 2023
3-1 Process to determine material topics	Sustainability – About our reporting
3-2 List of material topics	Sustainability – About our reporting - Materiality Matrix
<b>Economic performance</b>	
3-3 Management of material topics	mci group THE REPORT 2023
201-1 Direct economic value generated and distributed	mci group THE REPORT 2023
201-2 Financial implications and other risks and opportunities due to climate change	Sustainability – About our reporting – Key impacts, risks, and opportunities
201-3 Defined benefit plan obligations and other retirement plans	People & Culture – Diversity, Equity and Inclusion – Striving to be a responsible employer
201-4 Financial assistance received from government	None
<b>Market presence</b>	
3-3 Management of material topics	Sustainability – About our reporting
202-1 Ratios of standard entry level wage by gender compared to local minimum wage	People & Culture - Diversity, Equity and Inclusion – Striving to be a responsible employer
<b>Indirect economic impact</b>	
3-3 Management of material topics	People & Culture – Community impact
203-2 Significant indirect economic impacts	People & Culture – Community impact Sustainability – About our reporting – Key impacts, risks, and opportunities
<b>Anti-corruption</b>	
3-3 Management of material topics	About – Corporate Governance & Compliance Sustainability – Supply chain management
205-1 Operations assessed for risks related to corruption	Sustainability – Business ethics
205-2 Communication and training about anti-corruption policies and procedures	Sustainability – Business ethics
205-3 Confirmed incidents of corruption and actions taken	Sustainability – Business ethics
<b>Anti-competitive behaviours</b>	
3-3 Management of material topics	About – Corporate Governance & Compliance Sustainability – Business ethics
<b>Energy</b>	
3-3 Management of material topics	Sustainability – Environmental impact
302-1 Energy consumption within the organization	Sustainability – Environmental impact – Results
302-3 Energy intensity	Sustainability – Environmental impact – Results
302-4 Reduction of energy consumption	Sustainability – Environmental impact – Results

**MATERIAL TOPICS CONTINUED**

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

**MATERIAL TOPICS CONTINUED**

Disclosure	Location 2023
<b>Diversity and equal opportunity</b>	
3-3 Management of material topics	People & Culture – Diversity, Equity and Inclusion
405-1 Diversity of governance bodies and employees	People & Culture – Diversity, Equity and Inclusion – Thriving through diversity
405-2 Ratio of basic salary and remuneration of women to men	People & Culture – Diversity, Equity and Inclusion – Thriving through diversity
<b>Non-discrimination</b>	
3-3 Management of material topics	People & Culture – Diversity, Equity and Inclusion
406-1 Incidents of discrimination and corrective actions taken	Sustainability – Business ethics
<b>Public policy</b>	
3-3 Management of material topics	Sustainability – Business ethics
415-1 Political contributions	Sustainability – Business ethics
<b>Customer health and safety</b>	
3-3 Management of material topics	Sustainability – Protecting our people and assets
416-1 Assessment of the health and safety impacts of product and service categories	Sustainability – Protecting our people and assets - Risk management
<b>Customer privacy</b>	
3-3 Management of material topics	Sustainability – Protecting our people and assets – Cybersecurity Sustainability – Protecting our people and assets – Data privacy and information Sustainability – Protecting our people and assets – Responsible AI
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Sustainability – Business ethics

**mci  
group**

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